

**TO: All members of Cabinet**  
**(Copy to recipients of Cabinet papers)**

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29 November 2021

Dear Councillor

**Cabinet - Tuesday 7 December 2021**

The following documents are referred to in Report number: CAB/WS/21/059 as being provided via an electronic link only and not in printed form. These are now available and attached to this letter accordingly.

<b>Agenda number</b>	<b>Item</b>
12.	<b>Appendices B, C and D: Housing Priorities: Progress Update (Pages 1 - 60)</b>  Report number: Appendices B, C and D to <b>CAB/WS/21/059</b> Portfolio holders: Councillor Sara Mildmay-White Councillor Andy Drummond Councillor Susan Glossop Councillor David Roach  Lead officers: Julie Baird Jen Eves Davina Howes

Yours sincerely

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# REVISED: Housing Strategy – Implementation plan

## Appendix B

This plan has been developed so that we can deliver against the priorities and actions set out in the Housing Strategy. It will be regularly reviewed and updated as we make progress in our priorities and as circumstances change.

Following the mid-term review of the Housing Strategy and Implementation Plan, details of which are included at section 4 of the Housing Strategy addendum, some changes have been made to the actions in this Implementation Plan. Actions are set out in sections as detailed below:

Section A: Priorities for the remainder of the life of the Housing Strategy

Section B: Completed and will be removed from the Implementation Plan

Section C: Combined with other actions to avoid duplication and will be removed from the Implementation Plan

Section D: Actions that the Council cannot influence and will be removed from the Implementation Plan

### Section A: The following priorities will remain a focus for the remainder of the life of the Housing Strategy

**Housing priority one: Plan for housing to meet the needs of current and future generations throughout their lifetimes, that is properly supported by infrastructure, facilities and community networks**

#### 1.1 Understanding our local housing market – key challenges for investment and growth

No	Action	Outcomes and monitoring	Progress as at September 2021
1.1.1	Identify potential barriers and develop ways to accelerate delivery on sites which are currently allocated in our local plans, through the commissioning of a Housing Delivery Plan.	<b>Outcomes</b> <ul style="list-style-type: none"><li>• Increased rate of housing delivery</li><li>• Monitored through Annual Monitoring Report</li><li>• Increase supply of high quality homes in a range of sizes, types and tenures to meet the diverse needs and aspirations of our communities</li><li>• Identify opportunities to create additional housing land through our Asset Management Plan and One Public Estate.</li></ul>	Housing Delivery Action Plan in place.  See the Housing Delivery Action Plan for further information on progress towards this action.

No	Action	Outcomes and monitoring	Progress as at September 2021
		<ul style="list-style-type: none"> <li>• with planning consent, and if necessary use a range of powers to bring forward development</li> <li>• Identify a range of options to increase the rate of housing delivery by working with public sector partners, Homes England, private developers and registered providers</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Housing Delivery Action Plan</li> </ul>	
1.1.2	<p>Through the creation of a new West Suffolk local plan, identify sufficient land to meet our current and future housing needs to give certainty for residents and developers.</p>	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Identify and allocate sufficient development land to meet future housing need</li> <li>• Where possible utilise brownfield land</li> <li>• Consider development where appropriate on land that no longer performs its original function</li> <li>• Review existing allocations and sites and consider new sites for allocation as part of the Local Plan preparation process</li> <li>• Prepare policies which seek to deliver a range of housing types and size to meet the existing and future population need</li> <li>• Developing policy for accessible and adaptable homes to encourage delivery</li> <li>• Allocate a range of site sizes to encourage smaller scale developments which would assist SME's</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Housing Strategy Implementation Plan</li> </ul>	<p>New Local Plan will plan for the period to 2040 currently being developed.</p>
1.1.3	<p>Identify solutions to respond to specific</p>	<p>Outcomes</p>	<p>In 2020-21, Strategic Housing Affordable completion 297: 35 per cent of new homes completed.</p>

No	Action	Outcomes and monitoring	Progress as at September 2021
	housing needs such as first time buyers, key workers, affordable housing, self-build, Co-Housing, Community Land Trusts and specialist housing.	<ul style="list-style-type: none"> <li>• Work closely with other public landowners to encourage them to prioritise affordable housing delivery on their surplus or under-utilised sites</li> <li>• Monitor the self-build register and look to identify land opportunities which match their need</li> <li>• Work with parish councils to facilitate housing for local people in rural areas</li> <li>• Work with the Suffolk County Council and other partners to develop a range of specialist housing schemes</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Housing Strategy Implementation Plan</li> </ul>	We are taking part in a pilot to include new questions in the Local Authority Housing Statistics data return that looks at a range of measures including delivery of affordable housing.

## 1.2 Planning policies that support the delivery of new homes

No	Action	Outcomes and monitoring	Progress as at September 2021
1.2.1	Promote, develop and review planning policies to support affordable housing provision.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Encourage innovation such as mixed use schemes in order to balance competing demands on well positioned sites</li> <li>• Ensure that West Suffolk's emerging Local Plan contains robust planning policies and our Affordable Housing Supplementary Planning Document supports these</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Monitor schemes that through S106 funding would contribute to overall management of budget.</li> <li>• Housing Strategy Implementation Plan</li> </ul>	<p>An Affordable Housing Supplementary Document was adopted by Cabinet in January 2020 this will be updated alongside the Housing Needs Assessment.</p> <p>Housing policies will be developed as part of the West Suffolk local Plan preparation.</p> <p>Housing Needs Assessment adopted to understand current and future housing need.</p>

No	Action	Outcomes and monitoring	Progress as at September 2021
1.2.2	Work with applicants/ developers to ensure they are providing the right products to meet affordable housing needs meeting the full affordable housing obligations through S106 agreements.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Be creative and flexible in securing the levels of affordable housing needed and consider many forms and types of affordable housing within the context of new government policy, including affordable home ownership, affordable private rent, starter homes, discounted market sales housing.</li> <li>• Explore potential for empty properties being refurbished and let at affordable rents</li> <li>• First Homes introduced in June 2021, requirement that 25% of all affordable homes are deliver as First Homes.</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Housing Strategy Implementation Plan</li> </ul>	See 1.2.1
1.2.3	Support and encourage local communities to identify solutions to address local housing needs.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Member training and engagement activities identified which will be carried out on an annual basis.</li> <li>• Local neighbourhood groups supported to develop local plans</li> <li>• Identification of local/community led housing schemes</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Housing Strategy Implementation Plan</li> </ul>	<p>As agreed by the Rural Taskforce, Community Action Suffolk were appointed to work with several parishes to identify local housing need.</p> <p>The pilot with Community Action Suffolk was completed in 2021; a number of parishes offered opportunity progress a housing needs study for rural exception sites.</p> <p>Partnered with Eastern Community Homes to support discussions on community led housing in rural locations.</p> <p>Great Barton Neighbourhood Plan adopted.</p>

### 1.3 Increasing the rate of housing delivery

No	Action	Outcomes and monitoring	Progress as at September 2021
1.3.1	Work with developers to encourage the sub-division of large sites where this could help to speed up the delivery of homes.	<p>Outcome</p> <ul style="list-style-type: none"> <li>Increased rate of housing delivery achieved on larger strategic sites</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>Housing Delivery Action Plan</li> <li>Through our approach to the planning process and negotiations with developers</li> </ul>	<p>Registered provider and Developers' Forum to develop relationship with the council. Focus on planning, development, affordable housing.</p> <p>See the Housing Delivery Action Plan for further information on progress towards this action.</p>
1.3.2	Use West Suffolk's housing company Barley Homes (Group) Limited to bring forward housing development, including working with other public sector partners.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>Agree funding requirements to support Barley Homes to deliver more open market and affordable homes</li> <li>Be proactive in seeking opportunities to create additional housing land through our Asset Management Plan and the One Public Sector Estate programme</li> <li>Currently reviewing operational and strategic of Barley Homes – by September 2021</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>Housing Delivery Action Plan</li> <li>Barley Homes pipeline meetings</li> <li>Quarterly shareholders meetings</li> <li>Projects Status Reports</li> </ul>	<p>Completed a development at Westmill Place in Haverhill. Stonemill Park in Haverhill is due to be completed in early 2022.</p> <p>See the Housing Delivery Action Plan for further information on progress towards this action.</p>

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### 1.4 Ensuring the provision of infrastructure needed to support new homes

No	Action	Outcomes and monitoring	Progress as at September 2021
1.4.1	Ensure the necessary infrastructure is available or delivered to ensure the appropriate	<p>Outcomes</p> <ul style="list-style-type: none"> <li>Work with partners and stakeholders to accelerate the delivery of housing and infrastructure in and around West Suffolk.</li> </ul>	<p>An Infrastructure Delivery Plan will be prepared as part of the West Suffolk Local Plan.</p> <p>See the Housing Delivery Action Plan for further information on progress towards this action.</p>

No	Action	Outcomes and monitoring	Progress as at September 2021
	<p>number of houses can be delivered and that they are located in high quality sustainable locations.</p> <p>Focus as part of Strategic sites meetings and results of consultations (Planning)</p>	<ul style="list-style-type: none"> <li>Where appropriate, work with developers and public sector partners to directly provide funding through our Growth Investment Fund or help to secure financing or grants for vital infrastructure such as Infrastructure funding and Get Britain Building Funding from Homes England.</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>Housing Delivery Action Plan</li> <li>Housing Needs Assessment</li> </ul>	
1.4.2	<p>Encourage a variety of developers and housing investment to deliver development and secure the delivery of appropriate housing across all tenures to meet need and demand.</p>	<p>Outcomes</p> <ul style="list-style-type: none"> <li>Ensure everyone has access to a suitable home and residents are able to live as healthily, safely, independently as possible.</li> <li>Ensure strong relationships with residents, developers and partners that enable us to deliver housing and services effectively, and to innovate where appropriate.</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>Monitor housing completions to ensure a variety of homes are delivered to meet demand and need</li> <li>Housing Delivery Action Plan</li> </ul>	<p>Report completed into how Build to Rent housing can be utilised to deliver as self-contained accommodation as well as Houses in Multiple Occupation and Affordable Private Rent.</p> <p>Will also inform emerging Local Plan evidence base.</p> <p>See the Housing Delivery Action Plan for further information on progress towards this action.</p>

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### 1.5 Building sustainable communities

No	Action	Outcomes and monitoring	Progress as at September 2021
1.5.1	Contribute to diversifying the housing stock for all	<ul style="list-style-type: none"> <li>Work with partners including the Clinical Commissioning Group and Suffolk County</li> </ul>	See 1.1.2, 1.4.1 and 1.4.2

No	Action	Outcomes and monitoring	Progress as at September 2021
Page 7	residents across West Suffolk and meeting housing needs by achieving the right tenure, size and mix of provision on new developments.	<p>Council to identify the future need for specialist housing, including housing for the elderly, people with disabilities, Gypsy and Travellers and keyworkers</p> <ul style="list-style-type: none"> <li>• Explore innovative ways for how we can work with private developers and registered providers to help older people who may wish to downsize.</li> <li>• Explore opportunities for the creation of co-housing schemes which support inter-generational living.</li> <li>• Use planning powers to ensure that new homes contribute to a zero carbon future, including applying the zero carbon target to all major developments and promoting cleaner heating solutions within the draft West Suffolk Plan.</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Action 1.1.2</li> <li>• Housing Delivery Action Plan</li> <li>• Housing Needs Assessment</li> </ul>	See the Housing Delivery Action Plan for further information on progress towards this action.
1.5.2	Review the impact of affordable rents on demand and develop an approach to rent setting for affordable homes to ensure properties are affordable for those most in need.	<p>Outcome</p> <ul style="list-style-type: none"> <li>• Explore opportunities to develop new social rented homes, involving providing direct funding to facilitate the development in areas where private rents are well above LHA levels.</li> </ul> <p>Monitoring</p>	<p>A Tenancy Strategy was adopted in December 2018 and is being monitored.</p> <p>Homes not exceeding LHA has been achieved following a review of RP lettings.</p> <p>Registered Provider forums taking place. Looking to introduce an Affordable Rent Policy with RPs as this will help to cap affordable rent to a more local level.</p>

No	Action	Outcomes and monitoring	Progress as at September 2021
		<ul style="list-style-type: none"> <li>Regular monitoring of adherence by registered providers to priorities set out in the Tenancy Strategy.</li> <li>Housing Strategy Implementation Plan</li> </ul>	
<p>1.5.3</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 8</p>	<p>Ensure that new accommodation is adaptable so that their accommodation remains suitable as older people become less mobile.</p> <p>There is an aim that all new housing built will meet either building regulations accessible and adaptable or wheelchair user standards.</p>	<p>Outcomes</p> <ul style="list-style-type: none"> <li>Explore the potential for incorporation of specific requirements into a Supplementary Planning Document</li> <li>Negotiate into S106 agreements</li> <li>Work with Suffolk County Council to establish a consistent position across the county through development of a Housing with Care Strategy</li> <li>Work with Suffolk County Council to identify sites their ownership that can be used for extra care housing</li> <li>Work with registered providers to encourage and assist with the building of housing for older people</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>Housing Strategy Implementation Plan</li> </ul>	<p>Specialist housing paper was completed. The data and reports were used to compile recommendations.</p> <p>These were based on pre-COVID information and therefore may need further updating. List of all adapted accommodation across West Suffolk is needed.</p> <p>All homes built to M42 (accessible standards). 10% new market homes need to be M43 (wheelchair compliant) and 25% affordable homes M43 compliant. Looking at feasibility through Local Plan.</p>

## Housing priority two: Improve the quality of housing and the local environment for our residents

### 2.1 Suitable homes for disabled, vulnerable and older residents

No	Action	Outcomes and monitoring	Progress as at September 2021
2.1.1	Put the needs of residents first and work with health, social care and housing partners to help people maintain independence.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Ensure the needs of residents are met to maintain independence in the home</li> <li>• Target to support as many residents as possible</li> <li>• Help to prevent hospital admissions and facilitate quicker discharge</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Housing Strategy Implementation Plan</li> <li>• Monitoring of the ILS service with partners across Suffolk</li> </ul>	<p>Embedded the new Independent Living Suffolk (ILS), a service provided by Suffolk County Council in partnership with local district and borough councils.</p> <p>The purpose is to support local people to live safely, comfortably and independently in their own home for as long as possible, which has been in place since December 2020. A fast-track service for DFG in place.</p> <p>For the financial year 2021 - 22 – to date, the average time to complete a Mandatory DFG is 24 weeks (reduced from 40 weeks under the previous system) and 12 weeks to complete Fast Track applications, a new service being provided.</p> <p>Discharge from hospital scheme run by East Suffolk 'Step in Homes' service – if people can't leave hospital because home unsuitable.</p> <p>Next steps are around discussions with the Health and Wellbeing Board about the benefit of ILS and to discuss increased involvement from health partners. We know about the wider benefits of home adaptations and are keen to explore this further:</p> <ul style="list-style-type: none"> <li>• Public Health England published a report in 2018 on falls prevention which found that home adaptations resulted in a 23 per cent reduction in hospital admissions and a financial return of investment of £3.17 for every pound spent. They estimated a social return on investment – which includes the impact of</li> </ul>

No	Action	Outcomes and monitoring	Progress as at September 2021
			<p>the adaptation on wellbeing – of £7.23 for every £1 spent.<sup>1</sup></p> <ul style="list-style-type: none"> <li>• A review of evidence for the Department for Work and Pensions found that home adaptations improved quality of life for 90 per cent of recipients as well as resulting in reduced costs to health and care.<sup>2</sup></li> </ul>

## 2.2 Bringing homes back into use

No	Action	Outcomes and monitoring	Progress as at September 2021
2.2.1 Page 10	Provide support, encouragement and funding to help owners of empty homes bring them back into use. Use enforcement powers as an option if negotiations fail.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Utilise the Housing Assistance Policy</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Housing Strategy Implementation Plan</li> <li>• Meet the quarterly targets in the Balanced Scorecard.</li> </ul>	<p>In 2020/21 64 properties were returned to use through our interventions</p> <p>Challenging and resource intensive. Incorporating as part of the council-wide approach to enforcement.</p> <p>The increased Council Tax premium on longer-term empty homes has had a positive impact.</p>

<sup>1</sup> Public Health England (2018) Falls prevention: cost effective commissioning <https://gov.uk/government/publications/falls-prevention-cost-effective-commissioning>

<sup>2</sup> Heywood, FS & Turner, L, (2007) Better outcomes, lower costs Office for Disability Issues, University of Bristol and Department for Work and Pension

## 2.3 Making homes safe in the private sector

No	Action	Outcomes and monitoring	Progress as at September 2021
2.3.1	<p>Improve standards by working with landlords to deliver best practice and target 'rogue landlords', in the</p> <ul style="list-style-type: none"> <li>- Private rented sector</li> <li>- Houses in Multiple Occupation</li> <li>- Improve fire safety of flats above commercial premises</li> </ul>	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Intelligence led investigations</li> <li>• Civil Penalty Notices rather than prosecutions</li> <li>• Effective recovery of fines</li> <li>• Links to West Suffolk Lettings Partnership, accreditation, grants for innovative and best practice</li> <li>• Numbers inspected and compliance</li> <li>• Identify private rented sector properties that have failed the Minimum Energy Efficiency Standard (MEES) and bring these to a satisfactory Energy Performance Certificate.</li> <li>• Hold a forum around standards in the private rented sector.</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Meet the quarterly targets in the balanced scorecard.</li> <li>• Housing Strategy Implementation Plan</li> </ul>	<p>We met our targets in this area for 2020/21 It was clearly a very difficult year, with inspections and works challenging with the requirement to 'stay at home'. We used innovative ways to work with tenants and landlords in the private rented sector.</p> <p>Many properties are still being brought up to standard to protect occupants</p> <p>An HMO review is being undertaken in 2021 which will look at making best use of limited resources, targeting rogue landlords and management requirements.</p> <p>Will continue to work closely with our partners and use intelligence Poorly run HMOs are a higher risk to tenants and the local community</p> <p>Continuing to work with Fire Service and other councils in Suffolk to inspect and raise standards of flats above commercial premises through project.</p>
2.3.2	<p>Review the purpose and scope of our Housing Assistance Policy</p>	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Introduction of fast-track Disabled Facilities Grants</li> <li>• Supporting the most vulnerable residents</li> <li>• Scope of the policy (home owners/Empty Home owners/Landlords)</li> <li>• Links to Warm Homes Healthy People/Energy efficiency obligations</li> <li>• Explore innovative ways to utilise funding to improve standards and increase the supply of decent housing</li> </ul>	<p>Emergency works are available to homeowners through the HAP. See section 2.5.1 and 2.5.2 for further information on how we are using grants to improve energy efficiency of homes. This is being aligned with work taking place through West Suffolk's Environment and Climate Change Taskforce.</p>

No	Action	Outcomes and monitoring	Progress as at September 2021
		Monitoring <ul style="list-style-type: none"> <li>Climate Change and Environment Taskforce Action Plan</li> </ul>	

## 2.4 Safe and vibrant communities

No	Action	Outcomes and monitoring	Progress as at September 2021
2.4.1	Take a more targeted approach to investigating complaints of nuisance, which can have an adverse impact on quality of life	Outcomes <ul style="list-style-type: none"> <li>GIS mapping for patterns and concentration of noise</li> <li>Planning application responses to control noise nuisance</li> <li>Target and map noise</li> </ul> Monitoring <ul style="list-style-type: none"> <li>Housing Strategy Implementation Plan</li> </ul>	Adopted a new Noise App to support and improve the service to residents suffering from noise nuisance.  Work continues with commenting on planning applications (up by 35%) to control noise from new developments.
2.4.2	Work with partners to reduce anti-social behaviour and crime	Outcomes <ul style="list-style-type: none"> <li>Address high risk, repeat or vulnerable cases of anti-social behaviour determined through use of Risk Assessment Matrix</li> <li>Resolve cases referred to reduce the detrimental effect for those impacted by the behaviour</li> <li>Ensure all individuals are known/referred to appropriate services through any gaps identified</li> <li>Monitor through use of a case management system</li> </ul> Monitoring <ul style="list-style-type: none"> <li>The Safe and Strong Communities Group that maintains an overview of the type and number of cases. ASB cases are monitored</li> </ul>	Families and Communities Officer – Anti-social behaviour (ASB) lead continues to chair both of the Multiagency ASB Team meetings on a fortnightly basis  Specific problem solving meetings with relevant professionals have been arranged where matters are becoming more problematic whether individual or place based.  Relevant Families and Communities Officers continue to be an integral and proactive part of the Community Safety Partnership working on the identified priorities including County Lines.

		<p>through a centralises multi-agency system, ECINS.</p> <ul style="list-style-type: none"> <li>• Also links with Community Safety Partnerships and officer working groups.</li> <li>• Community Trigger are published on our webpages</li> </ul>	
2.4.3	Use our <a href="#">Families and Communities approach</a> to support and encourage resilient families and communities	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Safe and vibrant local areas that lead to improved outcomes for communities.</li> <li>• Individuals and households that feel safe and secure.</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• West Suffolk Annual Report</li> <li>• Internal monitoring of the Families and Communities Business Plan</li> </ul>	Continued to work in the families and communities way by supporting local communities through Ward Members using the team's specialisms and place based knowledge.
2.4.4	Protect the amenity of the local environment through our consultation work in the planning process.	<p>Meet the quarterly targets as defined for Planning and Regulation Services.</p> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Work carried out as part of the planning application process</li> </ul>	All planning application considered against our policies
2.4.5	Respond to the Suffolk Design Guide that aims to raise the quality of design being delivered in communities and neighbourhoods and ensure that good growth takes place across Suffolk.	New developments that will contribute to Suffolk's unique identity, that it is appropriate and in keeping with the local area.	<p>The Suffolk Design Guide seeks to put in place a Suffolk Design Charter; and build design into the development process from inception through to completion.</p> <p>West Suffolk has engaged with the process to develop the guide.</p>

## 2.5 Improving efficiency and addressing fuel poverty

No	Action	Outcomes and monitoring	Progress as at September 2021
2.5.1	Target vulnerable households to help improve energy efficiency and the household's circumstances, maximising the use of local and national funding	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Number of households assisted through the programme</li> <li>• Number of measures carried out to improve the home or assist the householder</li> <li>• Monthly report from <a href="#">central Government</a>.</li> <li>• Increase links with families and communities to tap into communities in need</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Housing Strategy Implementation Plan</li> </ul>	<p>Significant funding received and being sought for schemes across Suffolk to help vulnerable households.</p> <p>Green Homes Grant Local Authority Delivery: £4.6million across Suffolk and £1.5 million on fuel poor/low income households BEIS</p>
2.5.2	Work with registered provider partners and private landlords to secure energy improvement in their property.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Improve energy efficiency of West Suffolk homes</li> <li>• Number of households assisted through the programme</li> <li>• Number of measures carried out to improve the home or assist the householder</li> <li>• Domestic Minimum Energy Efficiency Standard regulations which requires privately rented properties to have an Energy Performance Certificate E or better.</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Climate Change and Environment Taskforce Action Plan</li> </ul>	<p>LAD scheme – flagship external wall insulation</p> <p>Successful bid for funding that will support our work to identify and help households living in properties below the Domestic Minimum Energy Efficiency Standard (MEES) Energy Performance Certificate E or better.</p> <p>Increasing links with the families and communities team to target vulnerable households.</p>
2.5.3	Provide home energy advice and support to residents and community groups on the benefits of	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Number of households participating in energy programmes developed by the Suffolk Climate Change Partnership.</li> </ul>	<p>Three online sessions have been held with local communities</p> <p>Low carbon homes event taking place in November 2021.</p>

No	Action	Outcomes and monitoring	Progress as at September 2021
	energy efficiency and lower carbon energy generation for heating and power supply.	<ul style="list-style-type: none"> <li>• Number of communities engaged in West Suffolk.</li> </ul> Monitoring <ul style="list-style-type: none"> <li>• Climate Change and Environment Taskforce Action Plan</li> </ul>	In August 2021 a funding bid for £7 million was submitted to BEIS for their Sustainable Warmth and Home Upgrade Grant’.

## Housing priority three: Enable people to access suitable and sustainable housing

### 3.1 Homelessness prevention and reduction

For section 3.1, please see the delivery plan for the [Homelessness Reduction and Rough Sleeping Strategy](#) for the latest information about how we are delivering against our priorities.

### 3.2 Housing allocations

No	Action	Outcomes and monitoring	Progress as at September 2021
3.2.1	Operate an effective Home-Link service to provide access to affordable and social housing to those most in need.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Introduce measures for customer satisfaction/ feedback – following new system installation, to be looked at across Sub-region</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Weekly monitoring of Home-Link activity</li> <li>• Cambridge housing board data (annual report)</li> <li>• Housing Strategy Implementation Plan</li> </ul>	<p>The council's Choice Based Lettings (CBL) team has continued to operate during the Covid 19 crisis. Support is continued to be offered over the phone. The team has continued to process and assess applications (increase since April). During the lockdown period few properties were advertised as registered providers were unable to provide sign ups or turn around voids. The focus was on providing direct lets to those most in need with, in some cases, the council providing the sign-up service. The situation did improve over the summer but there is still a back log of void works.</p>
3.2.2	Ensure that people are provided with effective advice, preventative and information services on a range of accessible housing options so they are supported to make the best choice for them and their families.	<p>Outcomes</p> <ul style="list-style-type: none"> <li>• Successful homeless preventions</li> <li>• Increased use of online resources (website and Home-Link site)</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>• Monitoring customer contact to establish if online and self-help has affected the amount or frequency of contact</li> <li>• Monitoring to identify emerging best practise and self-help tools.</li> </ul>	<p>The publication of data by central Government means we can benchmark with others. West Suffolk continues to have high homelessness prevention rates and to have those in housing need allocated homes from the Housing Register.</p> <p>Advice and prevention services continue to be offered throughout the Covid crisis. Expectation that there will be a demand in advice services once the stay on evictions is lifted.</p> <p>Workload has remained high throughout the pandemic with single homelessness being the biggest issue.</p>

No	Action	Outcomes and monitoring	Progress as at September 2021
		<ul style="list-style-type: none"> <li>In the balanced scorecard, monthly target to provide advice and prevent homelessness cases.</li> <li>Homelessness Reduction and Rough Sleeping Strategy Delivery Plan</li> </ul>	<p>The team is seeing an impact from the end of the moratorium on eviction at the end of May 2021 and there is some expectation that we will see a rise in private rented sector evictions</p>
3.2.3	<p>Increase access to the private rented sector, including through our West Suffolk Lettings Partnership.</p>	<p>Outcome</p> <ul style="list-style-type: none"> <li>Effective support is in place to enable more households to retain short hold tenancies</li> </ul> <p>Monitoring</p> <ul style="list-style-type: none"> <li>Monitoring through the private sector offer available in the area.</li> <li>Monitoring number of households housed through the Lettings Partnership</li> <li>Increase levels of satisfaction amongst private sector landlords housed through the Lettings Partnership</li> <li>Homelessness Reduction and Rough Sleeping Strategy Delivery Plan</li> </ul>	<p>Holding Landlord Forums, online meeting planned for October 2021.</p> <p>The team has been actively seeking opportunities to talk to local landlord and estate agents about incentives with the aim of increasing the number of properties to meet demand in the local area.</p> <p>As at October 2021, total amount of properties under the Guaranteed rent scheme is 68.</p> <p>Total amount of properties under the Rent deposit bond: 79</p> <p>Total amount of Rent in advance – No deposit: 2</p> <p>Total customers out of Temporary accommodation into private rented accommodation: 24</p> <p>Currently have 5 properties that we are in the process of going through nominations.</p> <p>WSL have been attending Haverhill market and Bury market to speak to potential landlords and raise awareness for WSL.</p> <p>We have visited agents in Bury to introduce ourselves and promoting products through town markets</p>

No	Action	Outcomes and monitoring	Progress as at September 2021
			<p>We now have 170 followers on Facebook, and our highest post reached 1800 views.</p> <p>The West Suffolk Lettings Partnership has put in place a range of approaches and initiatives that are attractive to both tenants and landlords.</p> <p>Next steps is to develop a 'find your own home' initiative.</p> <p>WSL are aiming to set a date in March 2022 for a Landlords/Agents Forum venue to be confirmed. To discuss barriers and how we can overcome them and work together to create long term sustainable accommodation for more individuals and families.</p>

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**SECTION B: The following actions have been completed and will be removed from the Implementation Plan**

Action	Outcomes
Review the way in which we deliver support for maintaining independence in the home.	<p>This action has resulted in the Independent Living Service that has been operating since December 2020. See action 2.1.1 for further information.</p> <p>Home adaptations have a critical role to play in:</p> <ul style="list-style-type: none"> <li>• Support older and vulnerable people to manage their health and wellbeing in the home;</li> <li>• Extending safe and independent living in the homes and delaying moves into residential care;</li> <li>• Efficient and cost effective delivery of health and care services in the home;</li> <li>• Reducing demand for NHS services and reducing the number of people delayed in hospital while awaiting home adaptations; and</li> <li>• Prevention of high cost acute incidents, such as falls in the home.</li> </ul>

<p>Review the Lettings Policy, in conjunction with colleagues across the Cambridge sub-region, to ensure that it is fit for purpose.</p>	<p>This has resulted in an updated Lettings Policy that has been in place across the sub-region since July 2021</p> <p>Work continues across the sub-region to provide access to affordable and social housing.</p> <p>The number of applicants on the housing register with a status of 'live' has increased by 1,981 between April 2020 and April 2021, which is approximately a 24% increase. The housing register is constantly growing but this sharp increase in applications may be partly attributable to the coronavirus pandemic, as this has had a major impact on many factors, including employment and income. This may have led those in private rented accommodation, for example, to seek out Social Housing in the belief that this would provide a more affordable housing solution.</p>
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**SECTION C: The following actions have been combined with other actions to avoid duplication and will be removed from the Implementation Plan**

Action	Outcome
<p>Set an ambition that all new housing built will meet either building regulations accessible and adaptable or wheelchair user standards. Improve much needed accommodation provided through Houses in Multiple Occupation. Work in line with licensing laws that raise the management and standards of Houses in Multiple Occupation.</p>	<p>This action has been combined with action 1.5.3 because they both focus on adaptable and accessible homes.</p>
<p>Improve much needed accommodation provided through Houses in Multiple Occupation. Work in line with licensing laws that raise the management and standards of Houses in Multiple Occupation.</p>	<p>These actions have been combined with action 2.3.1 which focuses on our broad approach to improving standards across the private rented sector, houses in multiple occupation and improving fire safety of flats above commercial premises.</p>
<p>Deliver our programme to improve fire safety of flats above commercial premises.</p>	

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**SECTION D: Through our best efforts to work towards the following actions, it has become clear that the Council cannot influence the following and as such they will be removed from the Implementation Plan**

Action	Outcome
Explore opportunities to encourage SME builders to work collaboratively to bring forward the development of housing sites.	
Work with site owners and developers to identify ways to restart or bring forward development on sites where the rate of build has significantly slowed or stalled.	

### West Suffolk Housing Delivery Action Plan: Final Report – October 2021

#### 1. Introduction

- 1.1 In February 2020, the housing delivery test was published by the Ministry of Housing, Communities and Local Government (MHCLG) now the Department for Levelling Up, Housing and Communities (DLUHC). It reports on the performance for housing delivery over the previous three years. West Suffolk are required to achieve a target of 95 per cent and delivered 105 per cent of its identified need. With West Suffolk becoming a new authority in April 2019, rates were published for each separate former authority, which showed as an under delivery.
- 1.2 In agreement with MHCLG, West Suffolk prepared a 'light touch' Housing Delivery Action Plan which was published in July 2020. This ensured the council is proactively delivering against the housing need of West Suffolk. The plan sets out the actions and commitments the council will take to help increase delivery.

#### 2. Monitoring

- 2.1 Since publication, the action plan has been reviewed monthly for progress on each action, timescales, and the overall housing delivery rate. The action plan was used to set priorities over the specified time and ensured services were working together.

#### 3. Outcomes

- 3.1 The delivery of affordable homes has been a challenge over the past year. Partnership working and communicating with registered providers and developers has supported us to achieve the annual delivery test total required with a final figure of 112 per cent reported for the year 2020-21.
- 3.2 Our figures equate to a total of 297 affordable homes that have been completed. This is approximately 35 per cent affordable housing delivered, including 29 homes which are for social rent.
- 3.3 West Suffolk developed relationships with stakeholders through organised forums which were attended by housing developers and registered providers. The forums have increased engagement for the Local Plan and through the five-year land supply. An agenda is jointly produced on current themes such as Affordable Housing products. This has been a positive outcome and supported engagement and relationship building.
- 3.4 West Suffolk commissioned Community Action Suffolk for a one-year pilot to assist in working with several Parish Councils to bring forward affordable housing in rural areas. The outcome of the pilot was for two parishes to work with CAS and produce a housing needs survey to evidence that a housing need exists in their parish.
- 3.5 West Suffolk have a lead person for schools and colleges that works closely with agencies involved in the construction industry. The West Suffolk lead also

works alongside New Anglia Local Enterprise Partnership where there are courses in place for new and updating skills and updating construction industry skills gaps which had been identified in the action plan.

- 3.6 West Suffolk Housing Needs Assessment was completed October 2021 although it had been expected in October 2020. Due to the Covid-19 pandemic there were delays in the consultation process and delivery of the data. The action plan is currently being developed and will help West Suffolk understand housing needs now and into the future. It will also create change through the Local Plan on policy change and good practice that increases delivery of housing to meet needs in West Suffolk.
- 3.7 The action plan has been supportive for identifying how West Suffolk could increase housing delivery. It has also been helpful to establish some areas for improvement such as stakeholder relationships which will support housing development to meet the needs of our communities.

#### **4. Next Steps**

- 4.1 The Housing Delivery Action Plan has now been completed. The council will continue to monitor delivery and completions through internal Business Plans. We have reviewed our Housing Strategy Implementation Plan this year and have taken this opportunity to create a plan which supports joined up working and monitoring across the council.

### **Progress against the Homelessness Reduction and Rough Sleeping Strategy delivery plan**

When the [Homelessness Reduction and Rough Sleeping Strategy](#) was adopted in 2019, a commitment was made to present Councillors with a review of the delivery plan. The delivery plan has been regularly monitored since it was adopted. The delivery plan sets out the progress that has been made along with some challenges that are being addressed.

We have seen successes in a number of areas. The delivery plan contains detailed information and some key activities are listed below:

1. providing support with a focus on preventing and relieving homelessness to ensure that more people are able to maintain and secure a settled home. In West Suffolk (2020/21), 64.2 per cent of those owed a duty had a successful prevention duty outcome (compared to 59.4 per cent across England) and 43.8 per cent had a successful relief duty outcome (compared to 39.8 per cent across England);
2. In West Suffolk (2020/21), 34.2 per cent of the successful prevention duty outcomes resulted in households staying in their existing accommodation (compared to 35.7 per cent across England);
3. the number of rough sleepers across West Suffolk has reduced to less than ten, the exact figure will be confirmed in due course;
4. West Suffolk was awarded £453,359 Rough Sleeper Initiative funding in 2020/21 (as part of a joint bid with Babergh and Mid Suffolk District Councils). This means we have been able to increase capacity in the team and recruit to a Navigator post;
5. In response to 'everyone in', 197 people were accommodated in West Suffolk between 27 March and 23 February 2021;
6. As part of the Next Steps Accommodation Programme (NSAP) (funding announced in response to the pandemic) £634,099 of capital and revenue funding has been granted to West Suffolk. This has provided 14 units of accommodation for former rough sleepers;
7. Alongside this NSAP funding, West Suffolk has received a further £30,000 funding from the West Suffolk Clinical Commissioning Group to provide personalised care that will be delivered by the Marginalised and Vulnerable Adults (MVA) service. We are seeing positive outcomes from this innovative new way of providing personalised and coordinate health provision.
8. implementing pathways for tackling homelessness, identifying risks early and promoting self-help and resilience and working with partners to provide services with the aim of breaking the cycle of homelessness;

9. increasing accommodation options for vulnerable households including those who have experienced domestic abuse; and
10. responding to new requirements around the Domestic Abuse Act. West Suffolk has been allocated funding to provide a domestic abuse link worker and satellite provision.

We have also faced challenges. A number of these are outside of our control but we continue to liaise with and influence our partners. We are working to address challenges in the following areas:

1. working with registered providers and the voluntary sector to increase access to accommodation including lodging schemes, shared accommodation, temporary accommodation and tenancies to support move on; and
2. accessing accommodation options through private sector landlords in a competitive market. However, the team has been actively seeking opportunities to work with local landlords and estate agents about incentives with the aim of increasing the number of properties to meet demand in the local area.

We are currently resourcing the delivery of our priorities and actions through existing budgets and resources including the Flexible Homelessness Support Grant (FHSG), Rough Sleeping Initiative (RSI) funding and Next Steps Accommodation (NSAP). We do, however, have a key issue in that FHSG and RSI funding is short-term funding which we are reliant upon to deliver the plan.

## **Homelessness Reduction and Rough Sleeping Strategy – delivery plan**

This plan has been developed so that we can deliver against the priorities and actions set out in the Homelessness Reduction and Rough Sleeping Strategy. It will be regularly reviewed and updated as we make progress in our priorities and as circumstances change.

In January 2019, and with the agreement of the Portfolio Holder, this delivery plan was been updated to reflect actions contained in our Rough Sleeper Initiative Funding action plan (see actions 2.11 to 2.17 for details).

We will resource the delivery of our priorities and actions through existing budgets and resources including the Flexible Homelessness Support Grant, and through the use of new burdens funding that local authorities have been allocated to implement the Homelessness Reduction Act. We will also continue to access external funding opportunities through central Government, commissioning and our partners.

This delivery plan review represents the work that has been undertaken after three years of a five year plan and as such there are a number of areas that remain a work in progress. We have made significant progress towards achieving a number of our actions, but there have also been challenges.

Priority One: Homelessness Prevention

No	Action	Outcomes and monitoring	Progress as at November 2021
1.1	Provide high quality timely advice for all residents on their housing options.	<ul style="list-style-type: none"> <li>• Successful homeless preventions.</li> <li>• Increased use of online resources on the West Suffolk website and Homelink page.</li> <li>• Monitoring customer contact to establish if online and self-help has affected the number or frequency of contact.</li> <li>• Increased use of self-help guides to ensure that those who can, are able to access up-to-date and relevant advice about housing options</li> </ul>	<p>Information now available on our webpages for: rough sleepers, care leavers and young people, domestic abuse, ex-armed forces, hospital discharge, released from prison, older people, being asked to leave accommodation provided by family or friends, evicted from the private sector, relationship breakdown (non-violent).</p> <p>Information to be added for: leaving care; rough sleeping page; leaving hospital; mental health. Add one on relationship breakdowns (homeowner). Regular meeting with leaving care team and 'keeping close'. WS involved in transition panel. The Department for Levelling Up, Housing and Communities (DLUHC) specify that care leavers be given priority on the register. Reduced number of care leavers coming through register.</p> <p>Staff training on mediation work with families will be explored. Earlier plans to arrange this training have been paused due to COVID-19.</p>
1.2	Agree a personal housing plan (PHP) for anyone homeless or threatened with homelessness. We will review our casework management system to ensure we can monitor progress	<ul style="list-style-type: none"> <li>• Personal housing plans are developed for all housing applicants and successfully lead to the prevention of homelessness.</li> <li>• Use Locata to ensure that housing plans are tailored and monitored</li> </ul>	<p>All PHPs are being completed and the procedures are working. We monitor the number of PHPs through monthly Key Performance Indicators.</p> <p>They have been tailored to local services and constantly being reviewed.</p> <p>Need to amend the procedure of customers from triage to solutions to create small PHP, especially where there is a registered provider referral this is an interim step to progress the case.</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
	and report on the outcomes of advice given.		<p>In this case, treated as triage so dealt with quickly and closed at triage stage if able to prevent homelessness.</p> <p>This work is ongoing.</p>
1.3	Identify people at risk of homelessness at an earlier stage and develop interventions to prevent them from being threatened with or becoming homeless.	<ul style="list-style-type: none"> <li>• Tailored Housing Options advice information available for those particularly at risk of homelessness.</li> <li>• Effective advice and prevention pathways in place to ensure they meet the requirements of the Homelessness Reduction Act and review to ensure they are effective.</li> <li>• Groups who are particularly at risk of homelessness are identified and targeted, early intervention is provided to those who have housing needs, in order to facilitate planned moves rather than crisis management.</li> <li>• Fewer homeless individuals and households, lower spend on bed and breakfast and temporary accommodation.</li> <li>• Monitoring to compare with existing statistics and national baseline against the new Act.</li> </ul>	<p>Target some risk groups, for example through Citizens Advice Bureau (CAB).</p> <p>Referrals continue to be received from partners.</p> <p>Housing Options interns have been tasked with holding a mutual exchange event to promote housing options that took place over summer 2019.</p> <p>Volume means we cannot be as proactive as we would want to be and engage with third sector.</p> <p>See action 3.4 for further information.</p> <p>Prison discharge being managed through Suffolk Homeless Officer Group.</p> <p>Hospital discharge – more involvement in strategic approach</p> <p>Referrals coming out of Multi-agency Safeguarding Hub (MASH).</p> <p>Section 21 - spreadsheet of families and individuals subject to a section 21 notice so know how many people at risk of homelessness. Treated as prevention immediately although there is no statutory duty to do so. Referrals made to WS Lettings Partnership where needed. Not just about homeless but also those who are struggling. Approach being looked at across Suffolk.</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
1.4	Identify ways to encourage tenancy sustainment and prevent recurring homelessness by helping people sustain settled accommodation.	<ul style="list-style-type: none"> <li>• Fewer instances of contact meaning less cost and time spent housing people.</li> <li>• Effective case management of households to ensure support is in place</li> <li>• Timely interventions by the Housing Options Solutions Team to provide effective intervention and signpost to support.</li> </ul>	<p>There is now increased capacity in the solutions team.</p> <p>Welfare issues being monitored through a reporting system.</p> <p>Better use of Discretionary Housing Payment (DHP) as evidenced by the statistics. In, 2019/20, 99.5% of DHP spent by year end across West Suffolk. See action 5.7 for further information. 2020/21 DHP allocation spent and on track for 2021/22.</p> <p>Tenancy sustainment training in place with 'Ready, Steady, Rent' for individuals identified as needing additional support to sustain a tenancy.</p>
1.5	Provide tailored advice for people at greater risk of homelessness, including young single people, prison leavers, hospital leavers, victims of domestic abuse, people leaving care, former members of the armed forces, people with learning difficulties, people with mental health issues and Gypsies and	<ul style="list-style-type: none"> <li>• Groups at particular risk of homelessness are identified and tailored advice and prevention leaflets/pathways identified.</li> <li>• Decrease the likelihood of those most at risk presenting as homeless and requiring the new statutory duty.</li> <li>• Track frequency and referral route for these cases.</li> <li>• Monitor expenditure for those accepted under these risk factors to see the amount of decrease.</li> </ul>	<p>See 1.1 above.</p> <p>Duty to Refer came into force in October 2018 and need to monitor once the legislation has been in place for longer.</p> <p>At a local level work has been undertaken to put systems in place to respond to the Duty to Refer. Additional initiative from central government required to increase duty on some agencies to cooperate with local authorities as not all partners required to do so.</p> <p>Statutory referrals are coming from prison service in particular and mental health services aware, as described earlier we are continuing to work on these referral routes.</p> <p>Referrals also now coming from DHP.</p> <p>We continue to work closely with our partners.</p> <p>Duty to refer is limited in its potential to engage local partners as not all are bound by the duty and are not required to co-operate</p>

No	Action	Outcomes and monitoring	Progress as at November 2021
	Travellers (also linked in actions around priority three).		<p>with local partners to co-operate with councils in preventing homelessness.</p> <p>Need to influenced forthcoming tender for prison release accommodation and at least have notice to release.</p> <p>Training for team around new domestic abuse victims of forced marriages, female genital mutilation and trafficking. Two key domestic abuse staff members.</p>
1.6	Develop a prevention toolkit, training and advice to help organisations respond to the risk of homelessness at an earlier stage.	<ul style="list-style-type: none"> <li>• Ensures a standardised approach to information for all partner organisations.</li> <li>• Reduces cost of information from multiple streams being referred to the correct department.</li> <li>• Reduces the risk of information being lost between partners.</li> </ul>	<p>Research on a toolkit is on-going.</p> <p>Homelessness prevention remains high with a high proportion of people saying in their existing accommodation.</p>
1.7	Brief the statutory and voluntary sectors of the requirements of the Homelessness Reduction Act (HRA) so they can provide the right support and advice.	<ul style="list-style-type: none"> <li>• Increased knowledge of HRA and approach to reducing homelessness.</li> <li>• Improved referral times due to having information on referral process and statutory responsibilities.</li> </ul>	<p><b>This action has been completed.</b></p>

No	Action	Outcomes and monitoring	Progress as at November 2021
1.8	With partners, agree clear pathways and referral routes. This will include public bodies that will have a new duty to refer. Implement protocols for information sharing between services working with customers at risk of homelessness.	<ul style="list-style-type: none"> <li>Partners have access to effective and efficient referral routes for the Housing Options Service, including an online referral form.</li> </ul>	<p>All in place – email set up with an out of office. Referral form set up and on website.</p> <p><b>This action has been completed.</b></p>
1.9	Improve data collection and recording. Use data and predictive analysis to help target resources to prevent homelessness and identify and interact with people in need of advice and support, in order to prevent	<ul style="list-style-type: none"> <li>Streamline resources and reduce cost at expensive relief stage.</li> <li>Reduced use of temporary accommodation and build more detailed picture of hidden homelessness in the West Suffolk area allowing for pin pointed strategies in housing and provision for families at risk.</li> </ul>	<p>We continue to use data in order to target resources and provide advice and support where needed.</p> <p>This work is ongoing and a performance framework has been developed.</p> <p>The requirement to report on data and plans to DULHC has increased significantly during the pandemic. We are reporting on the following, some of which are in place due to funding being provided in response to coronavirus:</p> <ul style="list-style-type: none"> <li>Homelessness statistics submitted to DULHC quarterly. Tables are then circulated by DULHC on a quarterly basis so we can benchmark against other local authorities and understand where we need to focus our efforts in terms of prevention, relief and particular needs;</li> </ul>

**Appendix D**

No	Action	Outcomes and monitoring	Progress as at November 2021
	<p>homelessness from occurring. This will include developing local community based responses in areas with higher levels of homelessness including specialist advice and signposting.</p>		<ul style="list-style-type: none"> <li>- Pilot using PowerBI dashboards to view homelessness data;</li> <li>- Homelessness Personal Data pilot;</li> <li>- Submit an Ending Rough Sleeping Plan to DULHC, setting out how we will work with partners to provide a route off the streets for those currently rough sleeping, how we will use Homelessness Prevention Grant and Rough Sleeper Initiative Year 4 funding to maximise interventions to prevent and relieve single homelessness;</li> <li>- COVID-19: Monthly KPIs to DULHC that report on (1) rough sleeping delivery plan; (2) number of rough sleepers; (3) the number of rough sleepers house in emergency and short-term accommodation; (4) GP registrations; (5) the number of individuals previously in emergency/temporary accommodation now in settled accommodation; (6) delivery against the NSAP;</li> <li>- COVID-19: Between January and March 2021 local authorities were required to submit a weekly rough sleeping survey;</li> <li>- COVID-19: monthly data being collected by DULHC on lettings information for accommodation funded through the 2020/21 Rough Sleeper Accommodation Programme (formerly known as NSAP);</li> <li>- COVID-19: Homes England 2021/22 Compliance Audit Programme – we have been selected for an audit to ensure that we are meeting Homes England requirements and funding conditions relating to the funding received for NSAP.</li> </ul> <p>Working with the CCG to use the R-Outcomes measures to understand the impact of service delivery (particularly in the new NSAP funded unit) on residents and staff. This will provide a qualitative measure of performance. In addition, the team is supporting two research projects to understand the impact of work</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
			in relation to Everyone In: DULHC and University of Suffolk research projects.
1.10	Make better use of debt and financial advice to improve prevention work.	<ul style="list-style-type: none"> <li>• Households that are likely to be at risk identified and signposted or referred to relevant advice services.</li> <li>• Timely intervention from the Solution's Team alleviating crisis situations and referring to ongoing support.</li> <li>• Locata reporting on stages of homelessness and those prevented due to financial advice.</li> </ul>	<p>Signpost households to CAB and Reach services, Vineyard Church, Financial services webpages for advice.</p> <p>Plans are in place to upskill staff to provide basic debt advice.</p> <p>In the meantime, we are referring customers to Suffolk Advice and Support Service (SASS) and to CAB. Customers also referred to the Local Welfare Assistance Scheme (LWAS).</p>
1.11	Better align assessment processes with statutory services and explore housing issues where appropriate as a key line of questioning.	<ul style="list-style-type: none"> <li>• Effective use of referral and pathway services</li> <li>• Reduced incidences of crisis management as partners consider housing situation as part of their assessment processes – particularly target hospitals, mental health services and probation.</li> <li>• Reduction in 'Relief' stage homelessness cases.</li> </ul>	<p>Fortnightly attendance at hospital for meetings on the delayed transfer of care, which may need to increase as the service develops.</p> <p>Challenges around engagement with mental health. Service Manager attends the monthly Integrated Case Management meetings (some of them involve housing). No referrals as yet.</p> <p>Probation – some improved links made with a local senior manager.</p> <p>MAPPA Manager spent time at West Suffolk Council to further improve links.</p> <p>Increased resource for hospital is ongoing working to ensure that General Data Protection Regulation requirements are met.</p>

No	Action	Outcomes and monitoring	Progress as at November 2021
1.12	Work with partners through the Suffolk Health and Wellbeing Board to ensure that the health benefits of individuals and families having a settled home remain high on its agenda and that National policy is reflected across local strategic priorities.	<ul style="list-style-type: none"> <li>Reduced costs and impact on health and care services.</li> <li>Increased stability for households and long term community benefits.</li> </ul>	<p>Health and Wellbeing Board (HWB) received a housing and health update in March 2019 which was well received. Similar presentation made to West Suffolk Alliance.</p> <p>Team Leader in the Housing Options and Homelessness service is now attending Housing Sub-group of the Adult Safeguarding Board.</p> <p>Suffolk Housing Board continues to take a lead on the number of HWB strategy actions through agreed pathways.</p> <p>SHB has recruited a post to liaise with partners around current work.</p> <p>In addition, work via the West Suffolk Alliance is keeping the profile on the importance of housing in health and wellbeing.</p>
1.13	Ensure that people in temporary accommodation are supported to access services and ensure that referrals are made to relevant floating support.	<ul style="list-style-type: none"> <li>Reduces risk of repeat homelessness or impact of existing homelessness on health and wellbeing of the individual or family.</li> </ul>	<p>From April 2019: 40% reduction in SCC floating support contract. Will now be made available over the telephone and through drop-in centres.</p> <p>Dedicated resource to ensure that people in temporary accommodation through the new team which is now in place and established.</p> <p>Increased number of people in temporary and emergency accommodation as a result of COVID. Those with multiple/complex needs have limited support options available.</p> <p>Temporary accommodation team now fully resourced.</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
			See 2.2 for more details on the NSAP project that is providing accommodation and support for those with multiple and complex needs.

### Priority two: Tackling rough sleeping

No	Action	Outcomes and monitoring	Progress as at November 2021
2.1	Use dedicated support to work with rough sleepers and try to address the problems that lead to rough sleeping and being at risk of sleeping rough. This will include the development of a 'No Second Night Out' partnership.	<ul style="list-style-type: none"> <li>Reduction in the number of rough sleepers and those at risk of rough sleeping.</li> <li>Reduction in evictions from supported housing</li> </ul> <p>Note: report on the outcomes achieved for first three years of RSI funding is available</p>	<p>Rough Sleeper Initiative (RSI) resources being used to get rough sleeper service up and running.</p> <p>The rough sleeper team is liaising with partners in Bury St Edmunds on a regular basis with the aim of formalising the approach to reducing the number of rough sleepers. This will be reviewed but it links to the government's proposal for a Homelessness Reduction Board (which is currently being consulted on).</p> <p>West Suffolk was awarded £453,359 RSI funding in 2020/21 (as part of a joint bid with Babergh and Mid Suffolk District Councils). This means we have been able to increase capacity in the team and recruit to a Navigator post.</p> <p>The government's 'everyone in' initiative asked that, local authorities secure accommodation for all rough sleepers within 24 hours. West Suffolk was able to meet this requirement. There are some individuals still rough sleeping but this is not because they were not offered accommodation.</p> <p>We are building on this approach through the 'everyone in' initiative and looking at options to suit individuals.</p>

**Appendix D**

No	Action	Outcomes and monitoring	Progress as at November 2021
			<p>In October 2020, the government announced a £10 million Cold Weather Fund through which West Suffolk has been allocated <b>£10,000</b> to provide COVID-secure accommodation this winter until March 2021. This funding has been used to provide hotel accommodation.</p> <p>In January 2021, the government announced extra COVID protections for rough sleepers and renters. For rough sleepers, an additional £10 million Protect Plus funding was provided for local authorities to redouble their efforts to accommodate those currently sleeping rough. It was also to help ensure rough sleepers are registered with a GP so they will be contacted about receiving a vaccination in line with priority groups outlined by the Joint Committee on Vaccination and Immunisation, thereby being protected from the virus.</p> <p>West Suffolk has been allocated <b>£20,000</b> that will be used to provide temporary accommodation (cabins) and hotel accommodation until 31 March 2021.</p> <p>The cabins have been a valuable resource. It has enabled us to support individuals with chronic needs before they move to other accommodation such as hotels. One cabin is also set aside should it be needed for people who either need to self-isolate, or who have been diagnosed with COVID-19. The use of the cabins ended during June 2021.</p> <p>In May 2021, we were allocated £505,142 Rough Sleeper Initiative funding. This will fund the existing rough sleeper team and accommodation provision. It has also allowed us to recruit an additional Navigator role (now in post) and the uplift will allow us to fund five units of accommodation for the Housing First model.</p>

No	Action	Outcomes and monitoring	Progress as at November 2021
2.2	Implement pathways for tackling homelessness: identifying risks early, promoting self-help and resilience for those able to help themselves and proactive help for those who are too vulnerable to help themselves.	<ul style="list-style-type: none"> <li>• Successful homelessness preventions resulting in lower risk of persistent homelessness and use of bed and breakfast.</li> <li>• Fewer mandatory homelessness case acceptances and lower effect on health and wellbeing services in the area.</li> <li>• Monitoring carried out through conversations and access to Positive Pathways leavers and those that become homeless later.</li> </ul>	<p>Rough Sleeper Initiative funding being used.</p> <p>Separate rough sleeper meetings taking place with Home Group, Havebury, Riverside, Cambridge Pringle Group and Anglia Care Trust.</p> <p>Regular Housing Forum meetings are taking place to address the very individual journeys that are taking place.</p> <p>Increased provision of rough sleeper bed and temporary accommodation with Orwell Housing and Samphire.</p> <p>As part of the Next Steps Accommodation Programme (NSAP) (funding announced in response to the pandemic) £634,099 of capital and revenue funding has been granted to West Suffolk. This will provide three units of accommodation for individuals with low to medium support needs and 11 units of accommodation, being provided by Sanctuary Housing, for individuals with high needs.</p> <p>Alongside this NSAP funding, West Suffolk has received a further £30,000 funding from the West Suffolk Clinical Commissioning Group to provide personalised care that will be delivered by the Marginalised and Vulnerable Adults (MVA) service. The focus of this will be to provide personalised and coordinate health provision as part of a wrap around service for individuals being supported through the NSAP funding. However, the MVA team will proactively seek to support other homeless individuals with complex needs in Bury St Edmunds and the local area and work with partner organisations to support their needs.</p>

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No	Action	Outcomes and monitoring	Progress as at November 2021
			<p>Begun work with West Suffolk Alliance to explore population health of entrenched/complex rough sleepers. The aim to explore a system response to supporting those who are unable to maintain accommodation. The aim is to reduce the number of people sleeping rough from 30 to 15 (including the Babergh and Mid-Suffolk districts) by February 2022 by putting in place quality improvement initiatives.</p>
2.3	<p>Deliver robust services for those who are homeless. Working in partnership, provide support and stability to people who are homeless, with the aim of breaking the cycle of homelessness.</p>	<ul style="list-style-type: none"> <li>• Ensure pathways to accessing support and information are available.</li> <li>• Monitor repeat homelessness and identify underlying causes and potential solutions.</li> <li>• Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness.</li> </ul>	<p>RSI funding being used.</p> <p>Outputs from the team are being regularly reviewed.</p> <p>There has been a reduction in the number of rough sleepers across West Suffolk. As at autumn 2018, the number of rough sleepers across West Suffolk was 22. 11 rough sleepers were found during the rough sleeper count in May 2019 and 13 in autumn 2019. 14 people were estimated to be sleeping rough following an evidence-based estimate carried out in autumn 2020.</p> <p>In response to 'everyone in', 197 people were accommodated in West Suffolk between 27 March and 23 February 2021. The Rough Sleeper Outreach Team delivered outreach and telephone support through the pandemic. We are working with Home Group to provide local floating support and Marginalised and Vulnerable Adults support through health outreach to provide support for health needs.</p> <p>The Council has managed to reduce the high number of individuals accommodated due to COVID. As at 1 June 2021, there were 14 individuals in B&amp;B accommodation, 59 in temporary accommodation, 16 rough sleepers accommodated due to COVID and 5 verified rough sleepers (still out).</p>

**Appendix D**

No	Action	Outcomes and monitoring	Progress as at November 2021																																		
			<p>Support is being provided with third sector including Newmarket Interfaith Forum, Newmarket Churches Together, Bury Drop-in, REACH (Haverhill)</p> <p>Established meeting with third sector partners to support vulnerable people</p> <p>We provide support with a focus on preventing and relieving homelessness to ensure that more people are able to maintain and secure a settled home. This is demonstrated through the statistics set out below:</p> <table border="1" data-bbox="1160 643 2161 1386"> <thead> <tr> <th data-bbox="1160 643 1585 697"></th> <th colspan="2" data-bbox="1585 643 1886 697">2019/20</th> <th colspan="2" data-bbox="1886 643 2161 697">2020/21</th> </tr> <tr> <th data-bbox="1160 697 1585 783"></th> <th data-bbox="1585 697 1733 783">West Suffolk</th> <th data-bbox="1733 697 1886 783">England</th> <th data-bbox="1886 697 2018 783">West Suffolk</th> <th data-bbox="2018 697 2161 783">England</th> </tr> </thead> <tbody> <tr> <td data-bbox="1160 783 1585 908">Those owed a duty and had a successful prevention duty outcome</td> <td data-bbox="1585 783 1733 908">62.3%</td> <td data-bbox="1733 783 1886 908">58.5%</td> <td data-bbox="1886 783 2018 908">64.2%</td> <td data-bbox="2018 783 2161 908">59.4%</td> </tr> <tr> <td data-bbox="1160 908 1585 1032">Those owed a duty and had a successful relief duty outcome</td> <td data-bbox="1585 908 1733 1032">41.1%</td> <td data-bbox="1733 908 1886 1032">40%</td> <td data-bbox="1886 908 2018 1032">43.8%</td> <td data-bbox="2018 908 2161 1032">39.8%</td> </tr> <tr> <td data-bbox="1160 1032 1585 1192">Successful prevention duty outcome resulted in households staying in their existing accommodation</td> <td data-bbox="1585 1032 1733 1192">46.5%</td> <td data-bbox="1733 1032 1886 1192">36.8%</td> <td data-bbox="1886 1032 2018 1192">34.2%</td> <td data-bbox="2018 1032 2161 1192">35.7%</td> </tr> <tr> <td data-bbox="1160 1192 1585 1386">The main activity that resulted in accommodation secured for households was negotiation, mediation and advocacy</td> <td data-bbox="1585 1192 1733 1386">1.9%</td> <td data-bbox="1733 1192 1886 1386">4.8%</td> <td data-bbox="1886 1192 2018 1386">3.2%</td> <td data-bbox="2018 1192 2161 1386">5%</td> </tr> </tbody> </table>						2019/20		2020/21			West Suffolk	England	West Suffolk	England	Those owed a duty and had a successful prevention duty outcome	62.3%	58.5%	64.2%	59.4%	Those owed a duty and had a successful relief duty outcome	41.1%	40%	43.8%	39.8%	Successful prevention duty outcome resulted in households staying in their existing accommodation	46.5%	36.8%	34.2%	35.7%	The main activity that resulted in accommodation secured for households was negotiation, mediation and advocacy	1.9%	4.8%	3.2%	5%
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No	Action	Outcomes and monitoring	Progress as at November 2021
			<p>Begun work with West Suffolk Alliance to explore population health of entrenched/complex rough sleepers. The aim is to explore a system response to supporting those who are unable to maintain accommodation.</p>
2.4	<p>Work with local authorities across Suffolk and the Cambridge sub-region to improve the service offer and outcomes including for those leaving institutions (for example, hospitals and prisons).</p>	<ul style="list-style-type: none"> <li>• Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness. Lower cost per head due to cross system working.</li> </ul>	<p>Working with West Suffolk Hospital around discharge from main hospital and mental health hospital.</p> <p>Lead officer for prison release</p> <p>Mental health discharges – there is no protocol in place but the current procedures are working – invited to weekly meetings</p> <p>Regular attendance at the 180 cohort meetings (working alongside probation and prolific offenders). Gap between operational and strategic</p>
2.5	<p>Further enhance coordination across statutory, commissioned and voluntary services to coordinate</p>	<ul style="list-style-type: none"> <li>• Reduction in persistent homelessness.</li> <li>• Reduced spend on bed and breakfast.</li> <li>• Reduced workload for outreach workers and those working directly with the homeless/those at risk of homelessness.</li> <li>• Increased knowledge base to aid prevention work.</li> </ul>	<p>We have worked closely with Suffolk County Council and the new Housing Related Support service will be in place from April 2022.</p> <p>Close liaison with Clinical Commissioning Group personalised care services.</p> <p>Attendance at multi-agency case meetings (as below)</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
	activity, share information and work together on initiatives.		
2.6	Continue to access external funding to support outreach and prevention activity building on that already secured from government and Suffolk Public Health.	<ul style="list-style-type: none"> <li>• Maintenance, and where possible, expansion of services and key homelessness provision.</li> </ul>	<p>Significant and ongoing work to bid for external funding and to manage the subsequent monitoring requirements.</p> <p>£25,000 from SWEP (government) which enables us to accommodate people on an emergency basis and work to get them off the streets.</p> <p>Public Health has received funding for mental health outreach provision which we are hoping to access.</p> <p>In 2020/21, the following funding has been received:</p> <ul style="list-style-type: none"> <li>- RSI 2020/21 – allocation of £453,359 (joint bid with Babergh and Mid Suffolk District Councils)</li> <li>- Next Steps Accommodation Programme (NSAP) – allocation of £174,690 revenue, including Cold Weather Funding – allocation of £41,405</li> <li>- NSAP capital for three units of accommodation for individuals with low to medium support and 11 units for individuals with high support needs - £634,099</li> <li>- Cold Weather Fund – 2021 £10,000</li> <li>- Protect Plus - £20,000</li> <li>- Personalised care – funding provided by CCG to enable MVA to deliver personalised healthcare - £30,000</li> <li>- £9,750 COVID-19 response.</li> <li>- RSI4 funding of £505,142</li> <li>- Suffolk Public Health Contain the Outbreak management fund £60,750.</li> </ul>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
			<ul style="list-style-type: none"> <li>- £137,593 support package to help vulnerable renters struggling due to the impact of the pandemic.</li> <li>- Working with Suffolk authorities on how best to use the £1 million funding from Suffolk Public Sector Leaders for the priority around housing and homelessness.</li> </ul>
2.7	Continue to provide Severe Weather Emergency Provision (SWEP).	<ul style="list-style-type: none"> <li>• Lower risk of homeless fatalities or injury incurred due to weather.</li> <li>• Increased chance of outreach and contact with those less likely to engage with statutory services.</li> </ul>	<p>RSI funding being used.</p> <p>Provision for winter 2021/22 continue to use our own emergency accommodation throughout the winter.</p>
2.8	Help people with entrenched patterns of rough sleeping more holistically through better collaborative working and support tailored to their individual needs.	<ul style="list-style-type: none"> <li>• Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness.</li> <li>• Targeted reporting from outreach, third party organisations and customer services.</li> </ul>	<p>RSI funding being used.</p> <p>Putting together case studies and understanding the individual experiences of people is helping to improve the approach to supporting people with our partners.</p> <p>Strategic partners and key staff identified in organisations to ensure joined up conversations. This work continues.</p> <p>The new Navigator post is working well with policy on the criminal justice element of homelessness.</p> <p>Continue with quality improvement work through the West Suffolk Alliance which focuses on a system response</p> <p>See 1.9 regarding use of R-Outcomes to understand the voice of the client.</p> <p>Also see section 2.2.</p>

No	Action	Outcomes and monitoring	Progress as at November 2021
2.9	Reconnect those from other areas back with their local community unless there is a good reason why they should not return.	<ul style="list-style-type: none"> <li>Increased likelihood of those in need of help receiving help from the appropriate services and established support networks.</li> </ul>	<p>RSI funding being used.</p> <p>Ongoing with funding in place.</p>
2.10	Provide effective information to the public about rough sleeping and how they can help if they have concerns.	<ul style="list-style-type: none"> <li>Increased public knowledge on referrals and ways to help those threatened with homelessness or those sleeping rough.</li> <li>Monitor through online traffic and rate of click through to relevant service area or local authority.</li> <li>Effective use of alternative giving schemes to encourage people to support organisations to assist rough sleepers.</li> </ul>	<p>Communications plan in place including social media messaging.</p> <p>Development of our webpages and launch/promotion of the <b>Looking for Change</b> campaign.</p> <p>Looking for change relaunched 2021</p> <p>A social media campaign took place during November and December 2021 to highlight Streetlink which can be used by the public to alert us to any individuals rough sleeping.</p>
2.11 (RSI)	Recruit and establish Rough Sleeper Outreach Team (1 x Co-ordinator, 1 x Mental Health specialist, 1x Drug and Alcohol specialist, 2 x	<ul style="list-style-type: none"> <li>Additional capacity to support rough sleepers into accommodation</li> <li>Reduction in the number of rough sleepers</li> <li>Targets for prevention and relief of homelessness identified in bid to Ministry of Housing, Communities and Local Government</li> </ul>	<p>Team recruited and in place.</p> <p>The Navigator post was a new role in place from July 2020.</p> <p>Slight increase on outreach and resettlement team to 4.2 FTE.</p> <p>Refocus of roles in this team building on lessons learned. New roles in place for RSI 4 from April 2021.</p> <p>The new Navigator role funded through RSI 4 is in post.</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
	Outreach and Resettlement)		
2.12 (RSI)	Increase the accommodation options available ring fenced for rough sleepers, including the recruitment of additional support staff.	<ul style="list-style-type: none"> <li>Additional accommodation available for rough sleepers in locations across West Suffolk.</li> <li>Appropriate levels of support in place</li> </ul>	<p>Accommodation is available and we continue to look for other options.</p> <p>Ring-fenced rough sleeper accommodation leased from Samphire Housing.</p> <p>NSAP provision now in place for former rough sleepers – 3 units of accommodation at St Andrew’s Street and 11 units at Northgate Street.</p> <p>Two accessible bungalows now available in Brandon.</p> <p>Ten ring-fenced rough sleeper accommodation units including one identified for Housing First</p> <p>Also see section 2.2.</p>
2.13 (RSI)	Extend emergency accommodation provision by the provision of additional night support worker	<ul style="list-style-type: none"> <li>Additional emergency accommodation in place with the appropriate level of support in place</li> </ul>	<p>Accommodation is available and the provider is managing this provision through existing resources.</p> <p>Through RSI funding there has been an increase in self-contained accommodation. A night support worker was in place for winter 2019.</p> <p><b>Action completed.</b></p>
2.14 (RSI)	Agree, manage and monitor service level agreements	<ul style="list-style-type: none"> <li>Clearly agreed level of service to be provided.</li> </ul>	<p>Regular contact maintained with providers, comfortable with performance levels – service has been provide as agreed with SLAs</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
	with each provider for the use of ring fenced accommodation	<ul style="list-style-type: none"> <li>Risk assessments and other mechanisms in place and being used appropriately</li> <li>Performance information provided by accommodation providers.</li> </ul>	Difficulty in placing very high-risk individuals due to provider service constraints.
2.15 (RSI)	Use additional £25,000 fund for provision of SWEP accommodation	<ul style="list-style-type: none"> <li></li> </ul>	<p>Funding utilised to ensure that rough sleepers were accommodated throughout the cold weather periods and, wherever possible, for longer a longer period.</p> <p>£41,405 received for 2020/21 winter and a further £10,000 through the Cold Weather Fund in response to the pandemic.</p> <p><b>Action completed.</b></p>
2.16 (RSI)	Undertake rough sleeper counts every two months from September 2018	<ul style="list-style-type: none"> <li>Ensure that there is an accurate picture of the number of rough sleepers</li> <li>Use intelligence from partners to monitor instances of rough sleeping throughout the area on an ongoing basis</li> </ul>	<p>The rough sleeper count for West Suffolk in autumn 2019 was 13.</p> <p>14 people were estimated to be sleeping rough following an evidence-based estimate carried out in autumn 2020.</p> <p>Following the 'everyone in' initiative, the rough sleeper count as at October 2021, eight individuals were sleeping rough.</p> <p>The physical count will be going ahead in November 2021.</p> <p>See 2.3 for latest figures.</p>
2.17 (RSI)	Work with the Ministry for Housing, Communities and Local Government and our	Improve understanding of the drivers and impacts of street activity and its links to rough sleeping.	<p>Launch of the <b>Looking for Change</b> campaign in Bury St Edmunds and Newmarket.</p> <p>A Public Space Protection Order relating to begging has been put in place for Bury St Edmunds.</p> <p>Police are attending anti-social behaviour meetings.</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
	partners to tackle street activity		<p>Engaging with police to ensure robust reporting of those who are homeless opposed to those who are begging but have accommodation.</p> <p>Navigator role funded through RSI. Recruited and in place from July 2020.</p> <p>Street drinker activity reduced during 2020 and 2021, although there are still some areas of significant ASB.</p>

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### Priority three: Support for vulnerable households

No	Action	Outcomes and Monitoring	Progress as at November 2021
3.1	Explore options for the provision of more temporary accommodation to house individuals and families, including those who have experienced domestic abuse.	<ul style="list-style-type: none"> <li>• Sufficient availability of temporary accommodation bed and breakfast accommodation to meet demand from households who become homeless in an emergency.</li> <li>• Effective use of move on accommodation to free up temporary accommodation.</li> </ul>	<p>College Heath Road property available. Newmarket Avenue property will be ready in July 2019. Brentgrovel Street secured a 10 year lease.</p> <p>We continue to seek other opportunities.</p> <p>Newmarket Avenue now in use – since October 2019. Managed by new temp accommodation team when in post and further opportunities for leases. Exploring on a case-by-case basis in terms of properties.</p> <p>Current satellite domestic abuse funding finished on 31 December 2019. Agreed a change to that service but we will continue to offer satellite offer to those who have drink and/or drug issues.</p>

No	Action	Outcomes and Monitoring	Progress as at November 2021
			<p>A number of properties are now back in our direct management.</p> <p>See section 2.2 for additional accommodation being provided through NSAP funding.</p> <p>We are now directly managing Newmarket Road and two temporary, adapted accommodation units in Brandon.</p> <p>We are supporting partners and SCC with the requirement for tier 1 local authorities to produce Domestic Abuse (local authority strategies) by 31 October 2021.</p> <p>DULHC is currently consulting on draft statutory regulations and guidance that support tier 1 and 2 local authorities in meeting the new duties around provisions of support and safe accommodation for victims of domestic abuse.</p> <p>Under the Domestic Abuse Act, councils are now required to find accommodation for people made homeless through domestic abuse, meaning there is no longer a requirement for victims to be deemed 'vulnerable' before they are given priority need.</p> <p>Additional funding from SCC to identify satellite provision and domestic abuse link worker.</p>
3.2	Support the monitoring of housing related support (HRS) to identify resources for those groups that are at high	<ul style="list-style-type: none"> <li>• Increased knowledge on referrals and ways to help those threatened with homelessness.</li> <li>• Higher proportion of those arriving in the prevent stage rather than the relief stage to allow for lower risk of repeat/persistent homelessness.</li> <li>• Effective involvement in the recommission of HRS services (led by</li> </ul>	<p>Monitoring of this contract remains challenging. Floating support provision has been reduced (see 1.13) however, contract extended until 2021.</p> <p>We have worked closely with Suffolk County Council and the new Housing Related Support service will be in place from April 2022.</p>

No	Action	Outcomes and Monitoring	Progress as at November 2021
	risk of homelessness.	Suffolk County Council) providing a contract which prevents and relives homelessness.	
3.3	Explore the Housing First model and continue to influence commissioning decisions, made by other agencies, in order that contacts support the outcomes we are aiming to achieve to ensure that appropriate resources are allocated to West Suffolk.	<ul style="list-style-type: none"> <li>• Learning from Housing First pilots.</li> <li>• Influencing commissioning decisions to support the Housing First model.</li> <li>• Accessing funding to implement the principles of Housing First on individual cases.</li> </ul>	<p>Local housing providers have indicated an interest in operating the Housing First model. A group of partners including CCGs and ACS have taken place to move this forward. Note: looking to provide five units of accommodation to deliver Housing First through Samphire Housing, starting in July 2021</p> <p>Options being explored through West Suffolk Alliance quality improvement work project and Stepping Home project.</p> <p>See section 2.2 for details of personalised care being funded by the CCG and provided by MVA.</p>
3.4	Continue to monitor and review pathways and referral processes for vulnerable groups to ensure that the right level of support is maintained.	<ul style="list-style-type: none"> <li>• Ability to maintain and improve services to ensure they respond to changing needs of people at risk of homelessness or those seeking advice.</li> <li>• Monitoring varied out through customer feedback, information of prevention and levels of contact with relevant services.</li> </ul>	<p>New Children and Young People’s services and corporate parenting protocol being developed across Suffolk.</p> <p>Working on prison discharge protocol with Suffolk authorities. Looking at a model used in Norfolk and waiting for confirmation that it works and that we can adopt it.</p> <p>Mental Health discharge procedures are working. Currently formal referral routes not in place but we are looking to introduce them.</p>

## Appendix D

No	Action	Outcomes and Monitoring	Progress as at November 2021
			Referral routes from main hospital improving and looking at formal discharge plans.
3.5	Work with Suffolk partners to ensure that accommodation and support for victims of domestic abuse is appropriate; and add to pre-existing satellite accommodation.	<ul style="list-style-type: none"> <li>• Continued access to satellite accommodation for the most vulnerable and those potentially at risk of further domestic violence.</li> </ul>	<p>Contract is working well. Another funding bid gone into government.</p> <p>SCC has been awarded £250,000 to extend support available for this group. Continue to work with SCC to ensure West can access this funding. At the time of writing a funding decision is yet to be made.</p> <p>We are working with SCC on implications of the new Domestic Abuse Bill that is expected to come into force by April 2021. Ongoing discussions about how requirements of the Bill will be out in place across Suffolk, alongside use of the New Burdens funding.</p> <p>Suffolk County Council has been allocated £1.4 million new burden funding to cover the costs of the new duty on the provision of the support within domestic abuse safe accommodation services for 2021/22). West Suffolk has been allocated funding to provide a domestic abuse link worker and satellite provision.</p>
3.6	Identify and share resources, including staff, to support victims of domestic abuse, and rough sleepers.	<ul style="list-style-type: none"> <li>• Targeted resource management and insight to support individuals and families in need.</li> <li>• Access to schemes and methods of tackling domestic violence and its lasting effects.</li> <li>• Monitoring carried out through referrals on Locata and Inform, the support plan system used by outreach services.</li> </ul>	As above

**Appendix D**

No	Action	Outcomes and Monitoring	Progress as at November 2021
3.7	Explore opportunities to increase access to mental health services with a view to promoting these services to housing customers.	<ul style="list-style-type: none"> <li>Ensure pathways to accessing mental health services for those in need of support.</li> </ul>	<p>Mental health temporary post in place from end of October 2018.</p> <p>Temporary mental health post in place for a further year, until March 2022, subject to funding from DULHC. Continue to lobby CCG as to why so helpful. Mental health community team – a post will work with hospital, mental health or community.</p> <p>Ongoing discussions with NSFT about mental health post.</p>
3.8	Continue to operate the Housing Forum to provide a multi-agency approach to vulnerable customers including rough sleepers and those in supported accommodation.	<ul style="list-style-type: none"> <li>Ensure the Housing Forum continues to be fit for purpose and helps the most vulnerable individuals and families in our communities.</li> </ul>	<p>Ongoing</p> <p>The Housing Forum is dealing with people in and out of temporary accommodation but the weekly meeting discusses rough sleepers.</p> <p>Paused during COVID-19. Moved to online from November 2020.</p>
3.9	Continue to hold and attend case management meetings with agencies, including adult and children services, to prevent the most	<ul style="list-style-type: none"> <li>Fewer of our most vulnerable families or individuals presenting as homeless.</li> </ul>	<p>Ongoing</p> <p>Multi-disciplinary case management meetings taking place with: Multit-agency risk assessment conference (MARAC) and child protection Multit-agency Public Protection Arrangements (MAPPA)</p> <p>Developed strategic partnership approach for rough sleepers.</p>

No	Action	Outcomes and Monitoring	Progress as at November 2021
	vulnerable families from becoming homeless.		<p>West Suffolk continues to attend when case management meetings held and on child protection invite list.</p> <p>During COVID-19, daily conference calls with police have taken place with police to exchange intelligence.</p>

**Priority four: Increasing accommodation options**

No	Action	Outcomes and monitoring	Progress as at November 2021
4.1	<p>Improve access to good quality private rented housing to expand choices and provide affordable housing options for families and individuals. This includes supporting both tenants and landlords in developing new approaches that are attractive to all parties.</p>	<ul style="list-style-type: none"> <li>• Effective support is in place to enable more households to retain short hold tenancies.</li> <li>• Increase the supply of good quality housing in the private rented sector.</li> </ul>	<p>West Suffolk Lettings Partnership (WSLP) review needed to identify progress and outcomes.</p> <p>Difficulty accessing the private rented market due to the 30% difference in rent levels and local housing allowance. Currently building a proposal to offer landlords incentives to increase access.</p> <p>End of year report for 2020/21 currently being prepared.</p> <p>Review access to PRS funding bid.</p> <p>Following an analysis of service need, a Lettings Negotiator has been recruited to increase the number of new landlords/properties we work with.</p> <p>WSLP has taken on four HMOs across the district providing a total of 21 beds.</p> <p>This work has continued throughout COVID-19.</p> <p>The team has been actively seeking opportunities to talk to local landlord and estate agents about incentives with the aim of</p>

## Appendix D

No	Action	Outcomes and monitoring	Progress as at November 2021
			increasing the number of properties to meet demand in the local area. See 4.5 for further information.
4.2	Work with private sector landlords and developers to maximise the use of resources and opportunities for all vulnerable people across West Suffolk.	<ul style="list-style-type: none"> <li>Monitoring through the private sector offer currently available in the Local Authority area.</li> <li>Note: specific actions relating to developers included within the Housing Strategy</li> </ul>	<p>Holding Landlord Forums, online meeting planned for October 2021.</p> <p>Have a positive approach in terms of what the landlords can provide.</p> <p>Landlord forums paused during COVID-19. However, increased capacity in team due to recruitment of new role.</p> <p>Plans are in place to refresh the service and recruit more landlords.</p>
4.3	Review effectiveness of the West Suffolk Lettings Partnership to increase access to quality private rented accommodation.	<ul style="list-style-type: none"> <li>Monitor number of households housed through the West Suffolk Lettings Partnership</li> <li>Increased satisfaction amongst private sector landlords and tenants using the West Suffolk Lettings Partnership</li> </ul>	As 4.1 and 4.2.
4.4	Hold Landlord Forums to engage with private landlords, share best practice and offer advice and support.	<ul style="list-style-type: none"> <li>Monitor attendance at meetings and outcomes.</li> <li>Increased input and support from other partners at the Forum.</li> </ul>	<p>Ongoing – continue to monitor its effectiveness.</p> <p>Create more of a link between landlords evicting tenants and a route to WSLSP.</p> <p>At the Forums topics discussed have include: Anglia Revenues Partnership, Housing Benefit and Discretionary Housing Payment, Public Health and Housing, Warm Homes Healthy People, Department for Work and Pensions, tenure and notice periods,</p>

**Appendix D**

No	Action	Outcomes and monitoring	Progress as at November 2021
			<p>legal process and illegal evictions, empty homes, resolving tenancy difficulties.</p> <p>During COVID-19, online landlord forums will be considered.</p>
4.5	<p>Focus on sustaining tenancies and provide advice and support to prevent a housing crisis arising in the rented sector and work with landlords and tenants to improve positive outcomes.</p>	<ul style="list-style-type: none"> <li>Fewer families presenting as homeless due to lack of suitable accommodation.</li> </ul>	<p>Ongoing</p> <p>As at October 2021, total amount of properties under the Guaranteed rent scheme is: 68</p> <p>Total amount of properties under the Rent deposit bond: 79</p> <p>Total amount of Rent in advance – No deposit: 2</p> <p>Total customers out of Temporary accommodation into private rented accommodation: 24</p> <p>WSLP have been attending Haverhill market and Bury market to speak to potential landlords and raise awareness.</p> <p>WSLP are aiming to set a date in March 2022 for a Landlords/Agents Forum venue to be confirmed. To discuss barriers and how we can overcome them and work together to create long term sustainable accommodation for more individuals and families.</p> <p>We have visited agents in Bury to introduce ourselves.</p> <p>We now have 192 followers on Facebook, and our highest post reached 1800 views.</p> <p>Welfare Benefits Officer Referrals: April 2019/April 2020: 166  Welfare Benefits Officer Referrals: April 2020/April 2021:99  Welfare Benefits Officer Referrals: April 2021/October 2021: 106</p>

No	Action	Outcomes and monitoring	Progress as at November 2021
			<p>West Suffolk Lettings Partnership Nominations from Triage/advice and prevention:            (September) 2020/2021: 225            Accommodated: 27            Advice only: 189            In application process: 9            Currently working with to source a PR (including self-referrals/email queries): 29</p> <p>Ban on evictions ended on 30 June 2021, which had been introduced in response to the pandemic.</p> <p>From peak of COVID, successfully managed to rehouse all customers who utilised everyone in initiative</p>
4.6	<p>Work with registered providers and voluntary sector to increase access to accommodation including lodging schemes; shared accommodation (especially for under 35s); temporary accommodation and tenancies to support move on.</p>	<ul style="list-style-type: none"> <li>• Fewer families presenting as homeless due to lack of suitable accommodation.</li> <li>• Increase in variety of housing options and ease of access for single households outside of priority need.</li> </ul>	<p>On hold. Need to look at viable options for West Suffolk.</p> <p>Advice around shared environments on the Council's website. Service continue to provide advice.</p> <p>Looking at room rentals in private rented sector.</p> <p>Nine leased properties from registered providers in 2020, specifically rough sleeper units.</p> <p>Two adapted bungalows provided in Brandon.</p>

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No	Action	Outcomes and monitoring	Progress as at November 2021
4.7	Continuing to influence the provision of supported accommodation by identifying need and demand.	<ul style="list-style-type: none"> <li>Fewer families presenting as homeless due to lack of suitable accommodation.</li> </ul>	Working with Suffolk County Council on the provision of a new Housing Related Support provision from April 2022.
4.8	Support Suffolk County Council to manage its existing contracts and influence contracts from 2020 through robust operational feedback (links to action 3.2 above)	<ul style="list-style-type: none"> <li>Understand the picture of the housing need in Suffolk to ensure we have the correct supply of housing and types of housing around the Suffolk area.</li> </ul>	See 3.2.
4.9	Monitor use of bed and breakfast accommodation to ensure use only in emergency situations. Manage move on as soon as	<ul style="list-style-type: none"> <li>Ensure compliance with the legal standards for use of emergency accommodation.</li> </ul>	<p>Process in place regarding B&amp;B to check before placement.</p> <p>Can only have one night and then have to be seen the following day. If not the accommodation is lost.</p> <p>Friday is weekend only and then seen on Monday.</p> <p>Not seen a decrease in placements but fewer inappropriate placements. People being seen much quicker.</p>

No	Action	Outcomes and monitoring	Progress as at November 2021
	possible to and improve outcomes for families and individuals and reduce cost to the taxpayer.		<p>Note we have seen an increase in requests for housing from single people</p> <p>Ongoing and significant increase due to COVID-19 which resulted in engaging with new providers.</p>
4.10	Ensure procedures are followed to manage the use of temporary accommodation and when used, to ensure that plans are in place to manage move on.	<ul style="list-style-type: none"> <li>• Reduce spend on temporary accommodation and reduce the number of people at risk of prolonged homelessness.</li> </ul>	<p>Similar process to Bed and Breakfast.</p> <p>Most going into temporary accommodation are not going in immediately, it is part of a planned process.</p> <p>January 2019: Issues with bed blocking and rent arrears in temporary accommodation. Support is provided by the solutions team where appropriate. Working with providers to move on as quickly as possible.</p> <p>New Temporary Accommodation team in place responsible for management of, and changes in, temporary accommodation.</p> <p>We are constantly reviewing temporary accommodation services.</p> <p>New temporary accommodation procured and aim to manage use of B&amp;B. However, significant impact due to COVID-19.</p>

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No	Action	Outcomes and monitoring	Progress as at November 2021
5.1	Continue to develop the role of our Welfare Support Officer and Income Recovery posts to support people to maximise income and minimise expenditure.	<ul style="list-style-type: none"> <li>• Decreased likelihood of persistent rent arrears or incorrect benefit allocations leading to decreased likelihood of homelessness.</li> </ul>	<p>Increased capacity in this team.</p> <p>A review is taking place to understand the outcomes of this team. Data being used to support the review.</p> <p>Update of review in June/July.</p> <p>Monitoring outcomes of team and analysis of team and data.</p> <p>See action 1.4 for more information on tenancy sustainment.</p> <p>KPIs being developed to monitor support in private rented sector.</p>
5.2	Develop early intervention protocols with registered providers to ensure tenants retain their accommodation.	<ul style="list-style-type: none"> <li>• Reduced risk of loss of short hold tenancies and ensure tenants retain their accommodation.</li> <li>• Monitored through contact made with Customer Services and Housing Options by Landlords and those looking to prevent the loss of a short hold tenancies.</li> </ul>	<p>In place for most RPs. Some of the RPs who are not local and have a low number of stock not in place.</p> <p>Protocols are in place but they are not being followed as some providers struggling with rent accounts</p> <p>Event taking place in July 2019 to build relationship with RPs and smaller stockholders. A county-wide protocol for how to deal with rent arrears is being developed.</p> <p>Agreement with Samphire to share internal systems, already with Havebury. Event in July 2019. Actions we took to put it in place have worked well and reflected in number of people in tenancies.</p> <p>Ongoing work. There have been low referral numbers due to COVID-19 but remain engaged with registered providers as we move forward.</p>

No	Action	Outcomes and monitoring	Progress as at November 2021
5.3	Work with Anglia Revenues Partnership, the Citizens' Advice Bureau, Jobcentres, Department of Works and Pensions and registered providers to support the roll out of Universal Credit (UC).	<ul style="list-style-type: none"> <li>Support the implementation of welfare reform and provide support to individuals and families receiving UC.</li> </ul>	<p>Ongoing</p> <p>April 2019: Government funding stopped from 1 April. However, we continue to fund meetings to support transition of UC. Linking with DWP on moving legacy benefits to UC. Rollout of UC to other groups paused.</p> <p>Support can be provided by the Suffolk Advice and Support Service (SASS) and referral to the Local Welfare Assistance Scheme (LWAS).</p>
5.4	Work with partner organisations to provide timely financial advice to households that are homeless or at risk of homelessness due to debt.	<ul style="list-style-type: none"> <li>Reduced risk of homelessness due to loss of tenancy resulting from financial difficulty.</li> </ul>	<p>Ongoing</p> <p>UC rollout – welfare benefit officers in the housing options team providing advice. Service Manager for Customer Services and Transformation chairs Universal Credit partner meeting so continuity and overview maintained. Links made with Job Centre regarding vulnerable people.</p> <p>Quarterly catch-up with CAB and refer cases as and when needed. Utilise CAB debt advice and have a drop-in here. Try to expand work we do with them.</p> <p>Suffolk Advice and Support Service (SASS) in place from 1 October 2020. Quarterly meetings with Citizens' Advice.</p>
5.5	Support private sector landlords	<ul style="list-style-type: none"> <li>Increased likelihood of retention of assured short hold tenancies and other</li> </ul>	Ongoing through Landlord Forum.

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No	Action	Outcomes and monitoring	Progress as at November 2021
	to understand the impact of Universal Credit and other welfare reform through the West Suffolk Lettings Partnership and Landlords Forum.	housing arrangements for those otherwise at risk of homelessness.	<p>October 2019: Relunched WSLP package including private landlords package which has been well received. Will continue to review and adapt this as needed, as below.</p> <p>Introduced incentives being discussed for future, which could be in-line with offer from IBC and BMS.</p> <p>Reduced offer for estate agents to £250 but increased direct landlords to £1,000. £250 room rental incentive being introduced.</p> <p>Online Landlord Forum planned for November 2021 and looking at products being used by other local authorities that we might be able to develop.</p>
5.6	Support customers with financial management advice and signpost to appropriate agencies.	<ul style="list-style-type: none"> <li>• Appropriate financial advice and signposting provided.</li> <li>• Ensuring that customer access support for personal budgeting and digital assistance</li> </ul>	<p>Ongoing</p> <p>Universal Credit enquiries being referred to CAB as part of government contract.</p> <p>High level of in work UC claims being seen in West Suffolk.</p> <p>SASS service running and we are signposting.</p> <p>Local Welfare Assistance scheme and in future we will see monthly reports.</p>
5.7	Work with Anglia Revenues Partnership to ensure effective allocation of	Increased use of the DHP Budget Increased homeless prevention cases by resolving housing benefit and debt issues	<p>Good progress with DHP. Some procedural work with ARP could be improved but ongoing.</p> <p>2019/20, 99.5% of DHP spent by year end.</p>

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No	Action	Outcomes and monitoring	Progress as at November 2021
	Discretionary Housing Payment (DHP) to support those who are experiencing difficulties as a result of welfare reform.		<p>Quarterly monitoring by Anglia Revenues Partnership working well. In 2020/21 total DHP funding for West Suffolk Council was £300,531. As at October 2021, 50% spent in 2020/21. Allocation for 2021/22: £238,411.</p> <p>The £20 Universal Credit uplift is due to end in September 2021 and we expect to see an impact from this.</p>

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