

## Appendix C: Housing Strategy – Implementation plan

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.

**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	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
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.	<p>Approval of Asset Management Strategy and Plan February 2019.</p> <p>Housing Delivery Plan to be adopted March 2019.</p> <p>Development of Implementation Plan September 2019.</p>	<ul style="list-style-type: none"> <li>• Increased rate of housing delivery</li> <li>• Monitored through Annual Monitoring Report</li> <li>• Increased delivery through modern methods of construction</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> <li>• Focus on 'stalled' sites with planning consent, and if necessary use a range of</li> </ul>	Grant aid to be sought wherever possible	Planning and Growth	Developers, land owners, agents, registered providers, Homes England Suffolk County Council, One Public Estate partners, utility companies local enterprise partnerships

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
			<p>powers to bring forward development</p> <ul style="list-style-type: none"> <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>			
1.1.2	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>Deliver the number of homes identified using the new NPPF standard method for assessing local housing need (currently 18,600 new homes) across West Suffolk for the plan period to 2031.</p> <p>Adopt Local Development Scheme, setting the timetable for West Suffolk Local Plan preparation and Adoption. Meet the key milestones set out within the adopted Local</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>Allocate a range of site sizes to encourage smaller scale developments which would assist SMEs'</li> </ul>	Within existing resources	Planning and Growth	Homes England, local enterprise partnerships, development partners, landowners, developers

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
		Development Scheme.				
1.1.3	Identify solutions to respond to specific housing needs such as first time buyers, key workers, affordable housing, self-build, Co-Housing, Community Land Trusts and specialist housing.	30% affordable housing achieved on all sites of 10 units and above.  Seek to secure 5% of self-build plots on future strategic sites Work with parish council and land owners to secure affordable housing exception sites in rural areas.	<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>	Within existing resources	Planning and Growth	Suffolk County Council, Barley Homes, parish councils, Community Land Trust association, community groups

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

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
1.2.1	Promote, develop and review planning policies to support affordable housing provision.	<p>Adopted revised Affordable Housing Supplementary Planning Document, September 2019.</p> <p>Establish a Housing Supply Implementation Group, made up of representatives from key service areas to oversee the delivery of a range of potential housing solutions.</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>	Within existing resources	Planning and Growth	Private developers, registered providers, Homes England, Barley Homes
1.2.2	Work with developers to ensure that they are meeting the full affordable housing obligations through S106 agreements.	<p>Agree use of commuted sums to subsidise open market costs.</p> <p>Develop protocol arrangements between Housing Enabling and Development Management to facilitate the provision of additionality.</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</li> </ul>	Within existing resources	Planning and Growth	Private developers, registered providers, Homes England, Barley Homes

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
			refurbished and let at affordable rents			
1.2.3	Support the development of neighbourhood plans to encourage local communities to identify solutions to address local housing needs.	Engagement with Neighbourhood Plan Groups.  Monitoring the number of neighbourhood plans adopted.	<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>	With existing resources  Local groups supported to secure external funding	Planning and Growth  Strategic Planning  Strategic Housing	Parish and town councils

### 1.3 Increasing the rate of housing delivery

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
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.	Housing Delivery Plan to be adopted March 2019.  Development of Implementation Plan September 2019.	<ul style="list-style-type: none"> <li>Increased rate of housing delivery achieved on larger strategic sites</li> </ul>	Within existing resources	Planning and Growth  Strategic Housing  Strategic Planning	Private developers, Homes England
1.3.2	Explore opportunities to encourage SME builders to work collaboratively to bring forward the development of housing sites.	Housing Delivery Plan to be adopted March 2019.  Development of Implementation Plan September 2019.  Establish an SME forum for builders.	<ul style="list-style-type: none"> <li>Adopt an enabling role to develop conversations and support SMEs and self or custom builders.</li> </ul>	Within existing resources	Planning and Growth	Small scale private developers, New Anglia Local Enterprise Partnership
1.3.3	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.	Re-establish a developers and agents forum to improve dialogue.	<ul style="list-style-type: none"> <li>Adopt an enabling role to develop conversations and support developers</li> <li>Seek to support housing delivery using a range of pro-active interventions and mechanisms</li> </ul>	Within existing resources	Planning and Growth	Homes England, development partners, landowners, developers

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
1.3.4	Use West Suffolk's housing company Barley Homes (Group) Limited to bring forward housing development, including working with other public sector partners.	Approval and adoption of second Business Plan September 2019.	<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> </ul>	Within existing resources	Planning and Growth	One Public Estate partners, Homes England, Suffolk County Council

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

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
1.4.1	Ensure the necessary infrastructure is available to ensure the appropriate number of houses can be delivered and that they are located in high quality sustainable locations.	Preparation of an Infrastructure Delivery Plan as part of the development of the new West Suffolk Local Plan.	<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> <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>	Within existing resources	Planning and Growth  Strategic Planning  Strategic Housing  Economic Development	Private developers, Suffolk County Council, New Anglia Local Enterprise Partnership, Cambridgeshire Combined Authority, specialist housing providers, utility agencies
1.4.2	Attract a variety of high quality developers and housing investment to deliver high quality development	Housing Delivery Plan to be adopted March 2019.  Adoption of the Suffolk Design Guide.	<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</li> </ul>	Within existing resources	Planning and Growth	Suffolk Growth and Programme Board, private developers, registered providers, local enterprise partnership partners, planning agents,



No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
	and secure the delivery of appropriate housing across all tenures to meet need and demand.	Development of new West Suffolk Local Plan.	<p>services effectively, and to innovate where appropriate.</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> </ul>			landowners and agents, neighbourhood plan groups, parish councils

## 1.5 Building sustainable communities

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
1.5.1	Contribute to diversifying the housing stock for all residents across West Suffolk and meeting housing needs by achieving the right tenure, size and mix of provision on new developments.	Produce new Strategic Housing Market Assessment.  Where appropriate undertake research to identify the needs of specialist groups	<ul style="list-style-type: none"> <li>• Work with partners including the Clinical Commissioning Group and Suffolk County Council to identify the future need for specialist housing, including housing for the elderly, people with disabilities, Gypsy and Travellers and keyworkers</li> <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>Within existing resources</p> <p>Seeking external funding opportunities</p>	Planning and Growth	Private Developers, registered providers, specialist housing providers, West Suffolk Clinical Commissioning Group

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
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>Adoption of new Tenancy Strategy in 2018.</p> <p>Review of affordability levels for all new affordable rented properties particularly in relation to larger homes.</p> <p>Include the requirement that rents on all new affordable rented properties must not exceed LHA levels.</p>	<ul style="list-style-type: none"> <li>Regular monitoring of adherence by registered providers to priorities set out in the Tenancy Strategy.</li> <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>	Within existing resources	<p>Planning and Growth</p> <p>Strategic Housing</p> <p>Housing Options</p>	Registered providers, private developers
1.5.3	Ensure that all new accommodation for older people is adaptable so that their accommodation remains suitable as older people become less mobile.	Increase the amount and range of housing with care available for older and disabled people, improve the quality of life for people with accommodation needs and support people to remain living.	<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</li> </ul>	<p>Existing Staff Resource/time</p> <p>Seek external grant funding where appropriate</p> <p>Homes England</p>	<p>Growth</p> <p>Strategic Housing</p>	Suffolk County Council, West Suffolk Commissioning Group, specialist housing providers

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
		independently, avoiding admission to hospital and/or residential care where possible.	<p>of a Housing with Care Strategy</p> <ul style="list-style-type: none"> <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>			
1.5.4	Set an ambition that all new housing built will meet either building regulations accessible and adaptable or wheelchair user standards.	Jointly commission a new Strategic Housing Market Assessment (SHMA). This will capture the needs of older people and identify a target population of new housing that should be developed for older people on suitable well-connected sites close to local amenities.	<ul style="list-style-type: none"> <li>• On Home-link we will regularly review the specific accommodation needs of households (under 65) and families with disabilities so that we can cater for their needs on a site by site bases through our s106 negotiations and through our own pipeline of new affordable housing</li> </ul>	<p>Within existing resources</p> <p>Seek external grant funding where appropriate</p> <p>Homes England</p>	<p>Planning and Growth</p> <p>Strategic Housing</p> <p>Strategic Planning</p>	<p>District housing and planning authorities across the Cambridge-Sub Region, Suffolk County Council</p> <p>West Suffolk Clinical Commissioning Group</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	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
2.1.1	Put the needs of residents first and work with health, social care and housing partners to help people maintain independence.	<p>Allocate sufficient funds for non-Disabled Facilities Grants schemes through Better Care Fund</p> <p>Meet the needs of residents through schemes including adaptations, equipment/minor works funded by Disabled Facilities Grants allocation</p>	<ul style="list-style-type: none"> <li>• Ensure the needs of residents are met to maintain independence in the home</li> <li>• Target in Balanced Scorecard for 2018/19 is 350 residents supported per quarter</li> <li>• Help to prevent hospital admissions and facilitate quicker discharge</li> </ul>	<p>Better Care Fund/Home Improvement Agency contract</p> <p>Suffolk Partnership</p>	Housing Standards	Home Improvement Agency, Suffolk County Councils, local authorities across Suffolk, NHS (admission prevention team)
2.1.2	Review the way in which we deliver support for maintaining independence in the home.	Review current Home Improvement Agency contract and identify future option(s).	<ul style="list-style-type: none"> <li>• The most efficient system to meet the needs of residents, V4M, cost effective &amp; efficient</li> <li>• Maximise funding</li> </ul>	Within existing resources	Housing Standards	All Suffolk partners

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
			<ul style="list-style-type: none"> <li>Recommended method for delivering Disabled Facilities Grants</li> </ul>			

## 2.2 Bringing homes back into use

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
2.2.1	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>Allocate priority empty homes for interventions.</p> <p>Ensure sufficient associated funding for repairs to rent.</p> <p>Utilise all available enforcement tools.</p> <p>Maximum council tax levy/charge.</p>	<ul style="list-style-type: none"> <li>Meet the quarterly targets in the Balanced Scorecard. In 2018/19 this is to reduce 52 Long Term Empty Homes cases and bring empty homes back into use</li> <li>Utilise the Housing Assistance Policy</li> </ul>	Within existing resources	Housing Standards	Anglia Revenues Partnership, West Suffolk Lettings Partnership, Empty Homes Network

## 2.3 Making homes safe in the private sector

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
2.3.1	Improve standards in the private rented sector by working with landlords to deliver best practice and target 'rogue landlords'.	Landlords Forums.  Adequate information/ Website.  Civil Sanctions Policy Explore ways to incentivise better Landlords.	<ul style="list-style-type: none"> <li>• Meet the quarterly targets in the balanced scorecard. In 2018/19 this is to help 350 households and resolve 80% of service requests relating to poor housing standards per quarter.</li> <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> </ul>	Within existing resources	Housing Standards	Eastern Landlords Association, West Suffolk Lettings Partnership
2.3.2	Improve much needed accommodation provided through Houses in Multiple Occupation. Work in line with licensing laws that raise the management	Implementation of Houses in Multiple Occupation legislation (extended licensing).  Inspection programme (risk rated).	<ul style="list-style-type: none"> <li>• Links to Balanced Scorecards intervention target and service request resolution</li> </ul>	Within existing resources	Housing Standards	Fire Service, local authorities, central Government



No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
	and standards of Houses in Multiple Occupation.	Enforcement action to ensure compliance.				
2.3.3	Deliver our programme to improve fire safety of flats above commercial premises.	Towns and timescales to be agreed for inspections.	<ul style="list-style-type: none"> <li>• Numbers inspected and compliance</li> <li>• Links to balanced scorecard inspection target</li> </ul>	Within existing resources	Housing Standards	Suffolk Fire and Rescue
2.3.4	Review the purpose and scope of our Housing Assistance Policy.	Undertake an extensive review to ascertain the most effective use of local funding.	<ul style="list-style-type: none"> <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>	Within existing resources	Housing Standards	Form group with representative partners

## 2.4 Safe and vibrant communities

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
2.4.1	Take a more targeted approach to investigating complaints of nuisance, which can have an adverse impact on quality of life.	Identify hot spots and trends.  Plan to reduce noise complaints.	<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>• In the balanced scorecard, quarterly target of 80% resolution of noise complaints in 2018/19</li> </ul>	Within existing resources	Housing Standards	Families and Communities Team, Ant-social behaviour group, Suffolk police
2.4.2	Work with partners to reduce anti-social behaviour and crime.	Ongoing through the anti-social behaviour group.	<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>	Within existing resources	Families and Communities Team	Anti-social behaviour group, County Lines, Families and Communities Team, Public Health and Housing, Waste Management, Suffolk Police, registered providers, Youth Justice Service (formally Youth Offending Service), Children and Young Peoples Service, Adult and Community

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
						Services, child exploitation
2.4.3	Use our <a href="#">Families and Communities Strategy</a> to support and encourage resilient families and communities.	Ongoing through delivery of the Families and Communities Strategy.	<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>	Within existing resources	Families and Communities Team	Environmental Health, Suffolk Health and Wellbeing Board, police, voluntary and community groups
2.4.4	Protect the amenity of the local environment through our consultation work in the planning process.	Planning application responses.	<ul style="list-style-type: none"> <li>Meet the quarterly targets as defined for Planning and Regulation Services. For 2018/19 this is 95% of planning and licensing consultations responded to within the required time period.</li> </ul>	Within existing resources	Strategic Planning	
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	<p>Adoption of the Suffolk Design Guide</p> <p>Ensure development in West Suffolk is undertaken in line with the principles set out in the guide</p>	<ul style="list-style-type: none"> <li>New developments that will contribute to Suffolk's unique identity, that it is appropriate and in keeping with the local area.</li> </ul>	Within existing resources	Planning and Regulatory Services	Central Government, local authorities across Suffolk, private sector partners

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
	takes place across Suffolk.					

## 2.5 Improving efficiency and addressing fuel poverty

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
2.5.1	Target vulnerable households to help improve energy efficiency and the household's circumstances, maximising the use of local and national funding including Energy Company Obligation (ECO) funding.	Support delivery of the Suffolk Warm Homes Healthy People programme.	<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> </ul>	<p>Delivered within existing resources</p> <p>Any external funding opportunities will be explored by partners in the programme</p>	Environmental Health	Suffolk local authorities, Public Health Suffolk and installers.
2.5.2	Work with registered provider partners and private landlords to secure energy improvement in their property.	Support and promote energy efficiency programmes aimed at improving private rented accommodation.	<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> </ul>	<p>Delivered using existing resources</p> <p>Any external funding opportunities will be explored by partners in the programme</p>	Environmental Health	Suffolk local authorities, Public Health Suffolk and installers.
2.5.3	Provide home energy advice and support to residents and community groups on the	Support and promote Suffolk Energy Action to residents and communities in West Suffolk as	<ul style="list-style-type: none"> <li>Number of households participating in energy programmes developed by the Suffolk Climate Change Partnership.</li> </ul>	<p>Delivered using existing resources</p> <p>Any external funding</p>	Environmental Health	Suffolk local authorities as part of the Suffolk Climate Change Partnership

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
	benefits of energy efficiency and lower carbon energy generation for heating and power supply.	part of our role in the Suffolk Climate Change Partnership.	<ul style="list-style-type: none"> <li>Number of communities engaged in West Suffolk.</li> </ul>	opportunities will be explored by partners in the programme		

## 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 Strategy](#) for the latest information about how we are delivering against our priorities.

### 3.2 Housing allocations

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
3.2.1	Operate an effective Home-Link service to provide access to affordable and social housing to those most in need.	Explore provision of new IT provider for the Home-Link system, including an option for mutual exchange – from December 2018.	<ul style="list-style-type: none"> <li>Weekly monitoring of Home-Link activity</li> <li>Introduce measures for customer satisfaction/feedback – following new system installation, June 2019</li> </ul>	Within existing resources (annual cost of system within core budget)	Housing Options and Homelessness	Home-Link partners (local authorities and registered providers across Cambridge sub-region, customer services)
3.2.2	Review the Lettings Policy, in conjunction with colleagues across the Cambridge sub-region, to ensure that it is fit for purpose.	Review policy alongside the approval and installation of a new Home-Link system – from December 2018 onwards.	<ul style="list-style-type: none"> <li>Monitored via the Home-Link Operations Group and Board</li> <li>Continue monitoring to respond to legislative and case law changes</li> </ul>	Within existing resources	Housing Options and Homelessness	Home-Link partners (local authorities and registered providers across Cambridge sub-region)
3.2.3	Ensure that people are provided with effective advice, preventative and information services on a	<p>Quarterly monitoring of prevention statistics.</p> <p>Quarterly monitoring of</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>	Within existing resources	Housing Options and Homelessness	Customer Services

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners
	range of accessible housing options so they are supported to make the best choice for them and their families.	website and customer service data.	<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> <li>In the balanced scorecard, monthly target to provide advice and prevent homelessness cases.</li> </ul>			
3.2.4	Increase access to the private rented sector, including through our West Suffolk Lettings Partnership.	<p>Quarterly Landlord Forums.</p> <p>Regular landlord new bulletins.</p> <p>Review of effectiveness of partnership – from September 2018.</p>	<ul style="list-style-type: none"> <li>Effective support is in place to enable more households to retain short hold tenancies</li> <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> </ul>	Within existing resources	Housing Options and Homelessness	Public Health and Housing, Anglia Revenues Partnership, West Suffolk Landlords Forum