

## Year 1 review: 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	Progress as at January 2020
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> </ul>	Grant aid to be sought wherever possible	<p>Strategic Housing</p> <p>Strategic Planning</p>	Developers, land owners, agents, registered providers, Homes England Suffolk County Council, One Public Estate partners, utility companies local enterprise partnerships	<p>A Housing Delivery Study has been undertaken to identify actions to boost housing delivery and provide greater choice in the types and tenures of new homes. A Housing Delivery Plan, which complements the Housing Strategy and Implementation Plan, has been developed from that initial report to take forward the Housing Delivery Plan recommendations.</p> <p>Regular meetings have been held between development management and</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
			<ul style="list-style-type: none"> <li>Focus on 'stalled' sites 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>strategic housing officers to ensure a consistent and uniform approach to delivering strategic sites across West Suffolk.</p> <p>Housing delivery will be reported on annually to ensure the Council is being proactive and doing all it can to boost overall housing delivery.</p> <p>Housing Delivery Action Plans were introduced by central Government in 2018 as a measure to support areas which are underperforming in housing delivery (falling below at rate of 95%). West Suffolk achieved a combined target of 105%. As it is considered good practice, the Council will prepare an action plan for summer 2020.</p>
1.1.2	Through the creation of a new West Suffolk local plan, identify	Deliver the number of homes identified using the new NPPF standard method	<ul style="list-style-type: none"> <li>Identify and allocate sufficient development land to meet future housing need</li> </ul>	Within existing resources	Strategic Housing  Strategic Planning	Homes England, local enterprise partnerships, development partners,	Accommodation Needs Assessment of Gypsies, Travellers, Travelling Showmen and Bargee Travellers and other

**Appendix A**

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
	sufficient land to meet our current and future housing needs to give certainty for residents and developers.	<p>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 Development Scheme.</p>	<ul style="list-style-type: none"> <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>			landowners, developers	<p>caravan and houseboat dwellers has gone out to tender and responses will be considered on the 23 January 2020. RRR Consultants have been appointed to carry out the Gypsy and Travellers Accommodation Needs Assessment with an aim to publish the results by May 2020.</p> <p>The Local Development Scheme was prepared in January 2020. This document sets out the programme for preparing, consulting and adopting the West Suffolk Local Plan.</p> <p>Strategic Housing Land Availability Assessment (SHELAA) – Call for sites, and consultation complete. The final document is due to be published end of January 2020.</p> <p>Issues and Options Local Plan consultation will start in May 2020</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							<p>will include a call for sites. The five-year land supply will be published in July 2020.</p> <p>New Local Plan will plan for the period to 2040.</p>
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.	<p>30% affordable housing achieved on all sites of 10 units and above.</p> <p>Seek to secure 5% of self-build plots on future strategic sites</p> <p>Work with parish council and land owners to secure affordable housing exception sites in rural areas.</p>	<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	Strategic Housing	<p>Suffolk County Council, Barley Homes, parish councils, Community Land Trust association, community groups</p>	<p>1 January 2019 – 31 December 2019: 200 affordable homes were delivered meaning we achieved 30% affordable housing.</p> <p>Three planning application approvals for self-build serviced plots of land since 31 October 2017.</p> <p>An Affordable Housing Guide for parish councils has been produced.</p> <p>The West Suffolk Rural Taskforce was established to identify the needs for housing and infrastructure in rural areas to ensure they remain sustainable. In January 2020, Cabinet approved</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							<p>the need for appropriate and Affordable Housing in rural areas.</p> <p>The Action Plan to deliver this will be reviewed by Cabinet in summer 2020.</p>

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

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
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	<p>Strategic Housing</p> <p>Strategic Planning</p>	Private developers, registered providers, Homes England, Barley Homes	<p>An Affordable Housing Supplementary Document was adopted by Cabinet in January 2020.</p> <p>Housing policies will be developed as part of the West Suffolk local Plan preparation – preferred options stage in June 2021.</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
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 refurbished and let at affordable rents</li> </ul>	Within existing resources	<p>Strategic Housing</p> <p>Strategic Planning</p>	Private developers, registered providers, Homes England, Barley Homes	<p>See 1.2.1</p> <p>The use of commuted sums secured through section 106 agreements has been defined in the Affordable Housing Supplementary Planning Document. Reviewing future use of commuted sum is linked to obligations within the S106.</p>
1.2.3	Support the development of neighbourhood plans to encourage local communities to identify solutions to address local housing needs.	<p>Engagement with Neighbourhood Plan Groups.</p> <p>Monitoring the number of neighbourhood plans adopted.</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>With existing resources</p> <p>Local groups supported to secure external funding</p>	<p>Strategic Housing</p> <p>Strategic Planning</p>	Parish and town councils	<p>We have been working with Parish Councils and an affordable housing guide is available to inform them of the different affordable housing products and ways of delivering these.</p> <p>Community Action Suffolk (CAS) has been supporting our work with parishes. It is hoped that 15 parishes will be</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							<p>identified that have a housing need that would be interested in producing a local needs housing survey.</p> <p>The West Suffolk Rural Taskforce has considered the use of Neighbourhood Plans, Exceptions sites and Community Land Trusts as a way of bringing forward affordable rural housing.</p> <p>We are also working with CAS to develop the Eastern Community Homes Hub, a tool for Parish Councils that are interested in Community Land Trust/Community Led Housing</p> <p>In late 2019, we met with all those parish and town councils preparing Neighbourhood Plans for a discussion and update. We also responded to requests from parish and town councils that are interested in meeting to discuss preparing a plan.</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020

### 1.3 Increasing the rate of housing delivery

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
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	Strategic Housing	Private developers, Homes England	<p>This action was highlighted by the Housing Delivery Study and has now been included in the Housing Delivery Action Plan.</p> <p>A forum for developers and Registered Providers is being established to address this issue.</p>
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	Strategic Housing	Small scale private developers, New Anglia Local Enterprise Partnership	Housing Delivery Plan adopted.

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
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	Strategic Housing	Homes England, development partners, landowners, developers	This action has been included in the Housing Delivery Action Plan. A West Suffolk Developers' Forum is Planned for summer 2020 to share best practice and we will report back on progress in due course. As part of this a specific event focusing on the construction of more efficient and low carbon homes is also planned.
1.3.4	Use West Suffolk's housing company Barley Homes (Group) Limited to bring forward housing development, including working with	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	Strategic Housing	One Public Estate partners, Homes England, Suffolk County Council	West Suffolk Council approved the Barley Homes Business Plan in December 2019, including a further two sites for development.  Construction started on the first site in February 2020. Work on the Castle Hill site in Haverhill will

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
	other public sector partners.						commence in Spring 2020.

### 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	Progress as at January 2020
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	Strategic Planning  Strategic Housing  Economic Development	Private developers, Suffolk County Council, New Anglia Local Enterprise Partnership, Cambridgeshire Combined Authority, specialist housing providers, utility agencies	<p>An updated Strategic Housing Market Assessment (SHMA) has been commissioned with completion expected by end June 2020.</p> <p>An Infrastructure Delivery Plan, as part of the West Suffolk Local Plan, will commence following the Issues and Options consultation which is taking place between May and July 2020.</p> <p>The information received will inform an initial draft of the Infrastructure Delivery Plan for the preferred options consultation starting June 2021.</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
1.4.2	Attract a variety of high quality developers and housing investment to deliver high quality development and secure the delivery of appropriate housing across all tenures to meet need and demand.	<p>Housing Delivery Plan to be adopted March 2019.</p> <p>Adoption of the Suffolk Design Guide.</p> <p>Development of new West Suffolk Local Plan.</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> <li>• Monitor housing completions to ensure a variety of homes are delivered to meet demand and need</li> </ul>	Within existing resources	Strategic Housing	Suffolk Growth and Programme Board, private developers, registered providers, local enterprise partnership partners, planning agents, landowners and agents, neighbourhood plan groups, parish councils	<p>A report has been commissioned to understand the role that Build to Rent Housing can play locally both now and in the future; also across Greater Cambridge and West Suffolk, and on specific large development sites.</p> <p>This includes Build to Rent housing delivered as self-contained accommodation as well as Houses in Multiple Occupation, together with Affordable Private Rent. The report is expected to be completed by April 2020</p>

### 1.5 Building sustainable communities

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
1.5.1	Contribute to diversifying the housing stock for all residents across West	Produce new Strategic Housing Market Assessment.	<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</li> </ul>	Within existing resources	Strategic Housing	Private Developers, registered providers, specialist	See 1.4.1 and 1.4.2.

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
	Suffolk and meeting housing needs by achieving the right tenure, size and mix of provision on new developments.	Where appropriate undertake research to identify the needs of specialist groups	<p>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>	Seeking external funding opportunities		housing providers, West Suffolk Clinical Commissioning Group	

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
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	Strategic Housing  Housing Options	Registered providers, private developers	<p>A Tenancy Strategy was adopted in December 2018 and is being monitored.</p> <p>Meetings with Registered Providers (RPs) have taken place to discuss delivery of the actions.</p> <p>Quarterly meetings held with RPs to discuss anticipated completions and starts on sites. Also, discussions around funding mechanisms available through Homes England, to support growth delivery.</p> <p>We are in the process of completing an annual review of the Tenancy Strategy. We want to ensure RPs have continued to keep affordable rent levels in line with the Local Housing Allowance (LHA) as well as encouraging RPs to apply to Homes England for grant to deliver social rented properties, especially for one beds and four bed</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							plus homes where the LHA is not comparable with rent levels.
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 independently, avoiding admission to hospital and/or residential care where possible.	<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>Existing Staff Resource/time</p> <p>Seek external grant funding where appropriate</p> <p>Homes England</p>	Strategic Housing	Suffolk County Council, West Suffolk Commissioning Group, specialist housing providers	<p>The Affordable Housing Supplementary Planning Document 2020 included information on the Council's ambition to build all new homes to 'lifetime homes standard'. This incorporates design features which can be adapted to the different needs of occupiers.</p> <p>These new design features encourage developers to deliver to a higher standard and sets out the model which we will try to endorse throughout the new West Suffolk Local Plan.</p> <p>Update and monitor specialist housing register.</p> <p>Continue to meet with internal and external partners.</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							Meetings with registered providers continue to discuss housing for older people and expand on lifetime homes discussions. This will also be included in our Specialist Housing report that we expect to produce summer 2020.
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>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>	<p>See 1.4.1.</p> <p>Strategic housing team are continually reviewing Home-Link to identify specific need. Positively identify a family and home requirement for disability. This is ongoing for additional funding and partnerships with occupational therapists.</p> <p>The updated SHMA has just been commissioned and GL Hearn will look to provide robust data on the level of housing needed across West Suffolk, as well as affordable housing need.</p> <p>In addition, they will look at specific topics such as</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							older persons need, what type of homes should be delivered to support local income levels and the requirement for any specialist housing. This information will support the West Suffolk Local Plan through its implementation process.

### 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	Progress as at January 2020
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</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)	<p>In 2018/19, all Disabled Facilities Grant applications were met and additional non-DFG schemes were funded. For 2019/20, the required level of funding was identified and has been received.</p> <p>We have continued to deliver works for our residents through the</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
		works funded by Disabled Facilities Grants allocation					<p>DFG allocation and the Suffolk Home Improvement Agency (HIA) and alongside other schemes. Targets are on track to be met in terms of spend and interventions. This work enables independent living in the home and often reduces the need for admissions to care in West Suffolk.</p> <p>We continue to ensure the service is maintained and we are working towards options post November 2020 when the current contract ends.</p>
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> <li>• Recommended method for delivering Disabled Facilities Grants</li> </ul>	Within existing resources	Housing Standards	All Suffolk partners	<p>We have continued to review the options for delivering DFG to ensure best possible outcomes for our customers and to ensure funding is spent in a timely way.</p> <p>The current Suffolk-wide HIA contract terminates in November 2020 and West Suffolk's review is responding to, and</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							<p>working alongside, a Suffolk-wide review.</p> <p>We expected the outcomes of the review and an agreed way forward to be identified in spring/summer 2020.</p>

## 2.2 Bringing homes back into use

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
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	<p>Exceeded targets in 2018/19, to bring 50 empty homes back into use and in 2019/20, 64 homes. Due to our focus in this area we have a target to bring 100 homes back into use during 2020/21. We are focussing on 260 long-term empty homes which will be the priority to assist with meeting housing need.</p> <p>We continue to prioritise homes that will provide accommodation for local</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							<p>people. Action has been taken in several complex cases where further enforcement is necessary to bring homes back to use.</p> <p>Exploring further action under our Asset Management Strategy where properties may be acquired which are long-term empty and a priority for the council following further enforcement.</p>

### 2.3 Making homes safe in the private sector

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
2.3.1	Improve standards in the private rented sector by working with landlords to deliver best practice and target 'rogue landlords'.	<p>Landlords Forums.</p> <p>Adequate information/ Website.</p> <p>Civil Sanctions Policy</p> <p>Explore ways to incentivise better Landlords.</p>	<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> </ul>	Within existing resources	Housing Standards	Eastern Landlords Association, West Suffolk Lettings Partnership	In 2018/19 and 2019/20 nearly 1400 households (in each year) were supported through interventions to improve quality of homes and complaints were addressed within the required timescales.

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
			<ul style="list-style-type: none"> <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>				<p>We have responded to new legislation and ensured that all HMOs are now licensed, following proactive use of intelligence and enforcement.</p> <p>In line with our policies, Penalty charge notices have been served for serious housing offences.</p> <p>Civil Penalty Notices (CPNs) have been served against non-compliant landlords to raise standards and improve conditions in the private rented sector. Following a successful funding bid we are in the process of setting up a robust system to ensure the recovery of fines.</p>
2.3.2	Improve much needed accommodation provided through Houses in Multiple	Implementation of Houses in Multiple Occupation legislation (extended licensing).	<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	The programme of inspection and enforcement in relation to Houses in Multiple Occupation (HMOs) is ongoing and proving successful. We are

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
	Occupation. Work in line with licensing laws that raise the management and standards of Houses in Multiple Occupation.	<p>Inspection programme (risk rated).</p> <p>Enforcement action to ensure compliance.</p>					<p>proactively working to identify HMOs and poor housing in the private rented sector to enable targeted investigations.</p> <p>Continue to target the worst landlords and utilise the CPNs to raise standards and achieve compliance.</p> <p>The Suffolk HMO Protocol is being reviewed with the Fire Service.</p>
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	<p>We have continued to deliver a number of impact days with the Fire Service to inspect and carry out enforcement when necessary in respect of flats above commercial premises.</p> <p>In 2020, we are engaging with a new programme that is being put in place by the Fire Service.</p>
2.3.4	Review the purpose and	Undertake an extensive review to ascertain the	<ul style="list-style-type: none"> <li>Supporting the most vulnerable residents</li> </ul>	Within existing resources	Housing Standards	Form group with	We are working to consider ways we can improve energy efficiency

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
	scope of our Housing Assistance Policy.	most effective use of local funding.	<ul style="list-style-type: none"> <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>			representative partners	<p>standards in the private rented sector under a new Housing Assistance Policy. This is being aligned with work taking place through West Suffolk's Environment and Climate Change Taskforce.</p> <p>Options being considered include retro-fit schemes to improve energy performance in suitable existing housing</p> <p>Considering potential retro-fit schemes to improve energy performance in existing housing that may be suitable. This work includes exploring external funding, reviewing the scope of the policy, the impact on housing standards and reducing carbon.</p>

## 2.4 Safe and vibrant communities

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
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, Anti-Social Behaviour Forum, Suffolk police	<p>GIS mapping has been undertaken to enable targeted work and we maintain our focus in this area. Extensive work on planning applications, particularly developments under flight zones</p> <p>We respond to nuisance complaints and work to control noise nuisance in a timely manner and in-line with our targets.</p>
2.4.2	Work with partners to reduce anti-social behaviour and crime.	Ongoing through the multiagency Anti-social behaviour Team.	<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> </ul>	Within existing resources	Families and Communities Team	Anti-social behaviour Team, County Lines, Families and Communities Team, Public Health and Housing, Waste Management, Suffolk Police, registered social landlords providers,	<p>Families and Communities Officer – Anti-Social Behaviour (ASB) lead continues to chair both of the Multiagency ASB Team meetings on a fortnightly basis</p> <p>Specific problem solving meetings with relevant professionals have been arranged where matters are becoming more problematic whether individual or place based.</p>

**Appendix A**

			<ul style="list-style-type: none"> <li>• Monitor through use of a case management system</li> </ul>			<p>Youth Justice Service (formally Youth Offending Service), Children and Young Peoples Service, Adult and Community Services, child exploitation</p>	<p>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>
2.4.3	<p>Use our <a href="#">Families and Communities Strategy</a> to support and encourage resilient families and communities.</p>	<p>Ongoing through delivery of the Families and Communities Strategy.</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>Within existing resources</p>	<p>Families and Communities Team</p>	<p>Environmental Health, Suffolk Health and Wellbeing Board, police, voluntary and community groups</p> <p>West Suffolk CSP</p>	<p>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. Specific examples can be found in West Suffolk Council’s Annual Report 2018/19.</p> <p>Continuing through team specialisms to advocate for West Suffolk support of our key partners to help achieve their aims and outcomes. Evidenced through Community Safety Partnership Strategic Assessment and action plans, the priorities</p>

## Appendix A

							of the Safe and Strong Communities Group, Health and Wellbeing Board, local health and care alliances and work with the police.
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		All planning applications 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.	Adoption of the Suffolk Design Guide  Ensure development in West Suffolk is undertaken in line with the principles set out in the guide	<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	<p>The Suffolk Design Guide seeks to put in place a Suffolk Design Charter; and build design (making places work) into the development process from inception through to completion.</p> <p>West Suffolk has engaged with the process to develop the guide which should be in place by summer 2020.</p>

## 2.5 Improving efficiency and addressing fuel poverty

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
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>	Environment and Energy Team	Suffolk local authorities, Public Health Suffolk and installers.	<p>During 2019, 61 homes have been supported with home energy visits through the Warm Homes Healthy People scheme. Six properties have had gas for the first time and central heating systems installed, two oil installs and one air source heat pump. The first time central heating scheme runs until March 2021.</p> <p>44 homes in West Suffolk received energy efficiency measures through the ECO scheme in 2019. Since the beginning of ECO in 2013 3,682 West Suffolk homes have had at least one ECO installed.</p>
2.5.2	Work with registered provider partners and private landlords	Support and promote energy efficiency programmes aimed at	<ul style="list-style-type: none"> <li>Number of households assisted through the programme</li> </ul>	Delivered using existing resources	Environment and Energy Team	Suffolk local authorities, Public Health	<p>Across West Suffolk, Havebury Housing have:</p> <ul style="list-style-type: none"> <li>installed external wall insulation in</li> </ul>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
	to secure energy improvement in their property.	improving private rented accommodation.	<ul style="list-style-type: none"> <li>Number of measures carried out to improve the home or assist the householder</li> </ul>	Any external funding opportunities will be explored by partners in the programme		Suffolk and installers.	<p>40 properties on the Westley Estate, Bury St Edmunds in 2019; and</p> <ul style="list-style-type: none"> <li>completed a contract last year on replacing timber clad elevations with cement cladding and insulating behind on 50 properties in various villages including Barnham, Risby, Sapiston.</li> </ul>
2.5.3	Provide home energy advice and support to residents and community groups on the benefits of energy efficiency and lower carbon energy generation for heating and power supply.	Support and promote Suffolk Energy Action to residents and communities in West Suffolk as part of our role in the Suffolk Climate Change Partnership.	<ul style="list-style-type: none"> <li>Number of households participating in energy programmes developed by the Suffolk Climate Change Partnership.</li> <li>Number of communities engaged in West Suffolk.</li> </ul>	<p>Delivered using existing resources</p> <p>Any external funding opportunities will be explored by partners in the programme</p>	Environment and Energy Team	Suffolk local authorities as part of the Suffolk Climate Change Partnership	<p>The Suffolk Climate Change Partnership organised a community energy and neighbourhood planning workshop at Red Lodge Community Centre in January 2019. Over 30 local people attended the event.</p> <p>Between April 2018 and November 2019 local insulation installer Aran Services, working</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							<p>under the Suffolk Energy Action scheme installed 318 energy efficiency measures in West Suffolk, with an investment value of £203,000. These installations will generate 1078 tonnes of lifetime carbon dioxide savings.</p> <p>In Autumn 2019 the Suffolk Climate Change Partnership ran its second Suffolk Solar Together bulk buy domestic solar PV scheme. To date 1203 households across Suffolk have registered for the scheme, and 225 have accepted the offer.</p> <p>Between January and March 2019, 635 Suffolk residents had solar panels installed through this scheme. This equated to residents investing £2.7million and making lifetime carbon savings of 14850 tonnes.</p>

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020

**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	Progress as at January 2020
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	<p>New IT provider (Locata) for the Home-Link system in place from April 2019. All cases successfully reviewed and transferred to new system on time and with minimal impact on customers. This review also means we have a better understanding of housing need.</p> <p>The Cambridge sub-region is monitoring</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							performance and reviewing contract and achievement of outcomes against requirements of the contract. The sub-region continues to be satisfied with the provider. An ongoing priority for the team is to manage the housing register, ensuring that records are up-to-date and those who do not respond are removed.
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)	Since the new Home-Link system in place, the sub-region has been actively monitoring the Lettings Policy to ensure it remains in line with legislation, is up-to-date and meets the needs of local people. The Sub-regional Home-Link Board meets to discuss issues including the effectiveness of the Lettings Policy.
3.2.3	Ensure that people are provided with	Quarterly monitoring of prevention statistics.	<ul style="list-style-type: none"> <li>• Successful homeless preventions</li> </ul>	Within existing resources	Housing Options and Homelessness	Customer Services	Performance data has been monitored by the Overview and Scrutiny Committee and through

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
	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.	Quarterly monitoring of website and customer service data.	<ul style="list-style-type: none"> <li>Increased use of online resources (website and Home-Link site)</li> <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>				<p>a review of the Homelessness Reduction and Rough Sleeping Strategy.</p> <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>
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</li> </ul>	Within existing resources	Housing Options and Homelessness	Public Health and Housing, Anglia Revenues Partnership, West Suffolk Landlords Forum	<p>Quarterly Landlord Forums in place. Well regarded by those who attend and we continue to encourage more interest by increasing profile on social media. We have successfully attracted the following funding:</p> <ul style="list-style-type: none"> <li>£300,000 from Ipswich Borough Council from Private Sector Access Fund. Aim is to reduce homelessness by</li> </ul>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
			<p>housed through the Lettings Partnership</p>				<p>increasing access to private rented sector and sustaining tenancies;</p> <ul style="list-style-type: none"> <li>- £209,082 funding from MHCLG for tenancy support for Rough Sleepers, in conjunction with Babergh and Mid Suffolk Councils.</li> </ul> <p>New staffing and activity being undertaken in the Solutions Team to increase access to the private sector. Joint working with Babergh and Mid Suffolk Councils has begun, monitoring of activity and outcomes will be developed.</p> <p>West Suffolk Lettings Partnership relaunched in October 2019. This included a new incentive package to attract more private landlords to work with the Council. Given the housing market, it is difficult to attract private landlords</p>

## Appendix A

No	Action	Key milestones	Outcomes and monitoring	Resource implications	Service area	Key partners	Progress as at January 2020
							<p>but it remains a priority for the Housing Solutions Team.</p> <p>To date, 62 properties are included on the Rent Deposit Scheme. There are 12 landlords and 16 properties under the Guaranteed Rent Scheme. We are working with six new landlords since the relaunch of the scheme in October and 14 landlords in total.</p>