

# 2023 Version - H&H - Delivery Plan

Task Name	Target Date:	Action Owner Role:
<b>- 2023 VERSION - HOMES AND HOUSING STRATEGY - DELIVERY PLAN</b>		
<b>- Strategic Aim 1: The housing market functions effectively, providing homes that are as affordable as possible.</b>		
+ 1.1. Adopt a Joint Local Plan 'Part 1' to provide clear policies and direction to all involved with development, enabling housing needs to be met, supported by an Infrastructure Delivery Plan.	Autumn 2023	Corporate Manager Strategic Planning
1.2. Increase the proportion of new homes delivered directly by the Councils, which exceed minimum environmental standards and are in line with the Councils' Design Guide Specification, between 2023 and 2025. (Target to be set following the publication of the HRA Business Plan, later in 2023).'	March 2025	Corporate Manager Council Companies
+ 1.3. Determine whether and how the Council can identify and bring forward land to increase the supply of self-build plots, with a targeted strategy to be put in place.	June 2024	Corporate Manager Council Companies
<b>- Strategic Aim 2: There is a wide and varied choice of good quality, sustainable homes of different sizes, types and tenures to meet the needs of a wide range of different households.</b>		
+ 2.1. Adopt an Affordable Housing SPD to detail the circumstances in which we would take a flexible approach to tenure mix to maximise delivery.	March 2024	Strategic Housing Team Manager
+ 2.2. Utilise available data to inform a plan for the future alternative uses for low demand or unsuitable garage sites and deliver a report to both Cabinets with recommendations for those sites.	December 2024	Corporate Manager Council Companies and Tenant Services Corporate Manager
+ 2.3. Work with partners to produce an enhanced affordable housing stock database, to support housing enabling and development decisions.	September 2024	Strategic Housing Team Manager
+ 2.4. Ensure efficient use of the Council's housing stock by creating a cohesive plan, considering occupancy levels, trends and BMSDC's housing stock, to address overcrowding and meeting the needs of larger families alongside the creation of a new scheme to incentivize, support & encourage tenants to downsize.	September 2024	Tenant Services Corporate Manager and Housing Solutions Corporate Manager
NEW: 2.5. Produce a brief to clarify and commission further research into the role of the Private Rented Sector in preventing and relieving homelessness in Babergh and Mid Suffolk, to help direct future activity for Central Suffolk Lettings and to inform housing enabling decisions.	March 2024	Team Manager Central Suffolk Lettings and Business Support
<b>- Strategic Aim 3: Homelessness is prevented and our services provide positive and planned interventions.</b>		
+ 3.1. Review the current Joint Homelessness Reduction and Rough Sleeping Strategy, and produce new Joint Strategy and Delivery Plan ready for adoption and publication in 2024.	March 2024	Housing Strategy and Policy Officer
+ 3.2. Review the effectiveness of our pathway plans for ensuring that they help the most vulnerable client groups to access services at an earlier stage.	March 2024	Housing Solutions Team Manager
+ 3.3. Build relationships with local CAB to agree a protocol for joined up working to support individuals and families experiencing complex housing difficulties.	Ongoing	Housing Solutions Service Manager
+ 3.4. Complete the review of temporary accommodation to ensure sufficient supply of TA to reduce the usage of bed and breakfast accommodation.	December 2023	Housing Solutions Service Manager
+ 3.5. Quantify accommodation needs for under-35s; including the Private Rented Sector and HMO (Houses in Multiple Occupation) schemes, and set out an ongoing investment/development programme.	June 2024	Team Manager Central Suffolk Lettings and Business Support
+ 3.6. Support the objectives of the Cost of Living Crisis Action Plan, as the plan evolves and more detail is known. <a href="https://www.midsuffolk.gov.uk/benefits/cost-of-living-support/">https://www.midsuffolk.gov.uk/benefits/cost-of-living-support/</a>	Ongoing	Housing Solutions Corporate Manager

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<b>- Strategic Aim 4: Babergh and Mid Suffolk is an effective social landlord known for delivering quality services.</b>		
+ 4.1. Establish compliance with the Social Housing Regulations, including Consumer Standards and Building Safety Regulations; to ensure that BMSDC is a compliant landlord and tenants are able to see how we are performing against the standards.	March 2024	Housing Transformation Manager
+ 4.2. . Work with tenants to refresh and implement effective, efficient procedures and service standards, including effective and inclusive communication plans, across the Tenant Services Teams which meet the expectations of our tenants. Maximising the use of tenant insight to continuously improve and adapt our delivery of high quality housing services.	September 2024	Tenant Services Corporate Manager
+ 4.3. Launch a BMSDC 'Income Roadmap' to ensure that we are best placed to meet the needs of our tenants who are experiencing financial difficulties, and to ensure that income to the HRA to provide new and improved services for tenants is protected.	March 2024	Tenant Services Corporate Manager
+ 4.4. Implement revised methods of service charging for tenants which improve equity and enable tenants to see clearly what they are paying for. Scope a project to de-pool service charges from the general rent pool in sheltered accommodation.	December 2024	Tenant Services Corporate Manager
+ 4.5. Determine the feasibility and cost of a range of retrofit energy efficiency measures in line with PAS2035, to improve environmental performance, reduce operating costs and/or enhance the customer experience and support vulnerable tenants.	May 2024	Head of Investment and Compliance
+ 4.6. Babergh Mid Suffolk Building Services to undergo a full diagnostic assessment leading to transformation of the service, to ensure that Building Services is in an optimised position to meet the requirements of the Building Safety Act and to contribute to meeting Climate Emergency objectives.	Ongoing	Director for Housing
NEW: 4.7. Ensure we deliver a quality repairs and planned works service by holding our contractors to account. Making sure they respond to works orders in a timely manner as set out in their contract KPIs and our tenancy agreements.	April 2024 (Rolling Target)	Head of Investment and Compliance
NEW: 4.8 Commission and produce an update Housing Revenue Account Business Plan that provides the organisation with a clear and costed Housing Service.	December 2023	Director for Housing
<b>- Strategic Aim 5: Homes are in high quality, sustainable environments, served by jobs and community facilities, appropriate green space, effective transport links and other necessary infrastructure.</b>		
+ 5.1. Update the published Infrastructure Delivery Plan to ensure that the Joint Local Plan can be delivered, by working with partners to assess infrastructure needs and delivery mechanisms, in line with the Joint Local Plan timescales.	February 2024	Professional Lead - Key Sites and Infrastructure Development Manager
+ 5.2. Establish a collaborative plan, that considers viability, capacity and expertise, to investigate installing electric vehicle charging points to serve existing council houses.	October 2024	Climate Change Manager and Head of Investment and Compliance
+ 5.3. Prepare for 'Biodiversity offsetting' when Biodiversity net gain becomes compulsory in 2023; by identifying sites and pursuing opportunities for securing net gains, in areas that maximise the benefits provided.	November 2023	Biodiversity Project Manager
NEW: 5.4. Utilise the Housing Revenue Account's capital environmental improvement budget and other associated funding, through the Greater Places, Better Spaces initiative. Prioritising measures which support the health and wellbeing of our residents, encourage social interaction, empower tenants, residents and communities and other partners, and positively impact on reducing carbon emissions.	March 2024	Housing Transformation Manager
<b>- Strategic Aim 6: Best use of private sector land and private accommodation across the districts.</b>		
+ 6.1. Establish a Landlords Forum, to advice and assist landlords in respect of legal responsibilities, grant availability and Universal Credit, to build better relationships and increase access to the private rented sector.	December 2023	Team Manager Central Suffolk Lettings and Business Support
+ 6.2. Review our approach to HMO and HMO licensing and develop a targeted approach to engaging with a broader range of properties.	December 2023	Senior Environmental Health Officer
NEW: 6.3. Review the current system of Grants to Private Landlords to maximise opportunities to improve the health and wellbeing of residents and the energy efficiency of homes.	December 2024	Housing Solutions Corporate Manager

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NEW: 6.4. BMSDC to take active part in the Suffolk-wide Private Rented Sector Pathfinder Programme to improve conditions for tenants.	April 2025	Housing Solutions Corporate Manager
<b>- Strategic 7: People live in vibrant and well-connected communities, and homes and communities contribute to meet the changing needs of residents.</b>		
+ 7.1. Bring forward innovative redevelopment opportunities for redundant and under used sheltered accommodation.	March 2025	Tenant Services Corporate Manager
+ 7.2. Commission an Older People's Homes Development Strategy; including analysis of housing needs for older and vulnerable people; focusing on mix, type, numbers required and spatial distribution. Analysis to include downsizing opportunities and to consider alternatives to Extra Care Housing.	September 2024	Housing Solutions Corporate Manager
+ 7.3. Carry out a health check on our current lettings and allocation policy to ensure that the current arrangements continue to meet the needs of the council's and our residents.	December 2024	Housing Solutions Corporate Manager
NEW: 7.4. Complete an update to the Accommodation Needs Assessment for Gypsies, Travellers, Travelling Showpeople and Boat Dwellers in order to inform the forthcoming Joint Local Plan Part 2 in allocating sites for development (if required).	March 2024	Strategic Housing Team Manager
<b>- Strategic Aim 8: Everyone has a suitable home, and residents are able to live as healthily, safely, independently as possible within sustainable communities.</b>		
+ 8.1. Implement a programme of upgrades to heating systems in council stock, replacing oil systems wherever possible and prioritising heat pumps where appropriate.	April 2024	Head of Investment and Compliance
+ 8.2. Develop an 'Early Help Hub' that delivers effective, coordinated, multi agency interventions - a more strategic approach that avoids service duplication and reduces long term service cost (e.g. non-elective hospital admissions).	December 2023	Housing Solutions Corporate Manager
+ 8.3. Take forward measures to improve the environmental performance of our housing stock, in order to reduce carbon emissions, meet national targets for all social homes to be EPC rating of C or above by 2030 and to contribute to corporate and countywide climate emergency objectives.	April 2024	Head of Investment and Compliance
NEW: 8.4. To ensure healthy and safe homes by beginning to carry out a program of comprehensive stock condition surveys of our housing stock, over a rolling 4-year period in line with industry recommendations for future changes to the decent homes standard. (25% of stock per year).	April 2024 (Rolling Target)	Head of Investment and Compliance
<b>- Strategic Aim 9: Both Councils have strong relationships with residents, developers and other partners that enable us to deliver housing, infrastructure and services effectively, and to innovate where appropriate.</b>		
+ 9.1. Provide support to neighbourhood planning groups to create and 'make' effective plans which deliver the housing that communities want in the designated area.	Ongoing	Neighbourhood Planning Officer
+ 9.2. Develop a neighbourhood strategy and policy setting out how we will work with our tenants to improve the areas they live, utilising the Greater Places, Better Spaces initiative. Including reviewing our approach to the management of garages. We will set targets for improvement in satisfaction with the neighbourhood as a place to live and work with our communities and colleagues across the business to deliver them.	December 2023	Tenant Services Corporate Manager
NEW: 9.3. Develop an Engagement Plan with members to holistically review the Homes and Housing Strategy to ensure it is reflective of our current administrations' strategic priorities for housing in the districts.	October 2024	Housing Strategy and Policy Officer

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