

# West Suffolk Housing Strategy 2018 – 2023



# Contents

<b>Foreword</b>	3
<b>1. Introduction</b>	4
Executive summary	4
<b>2. Our vision</b>	5
Wider benefits of housing	6
<b>3. The West Suffolk context</b>	7
Links to strategies and plans	7
Wider links to health	8
Housing tenure	8
Housing market area	9
Key data	9-10
<b>4. Housing priorities 2018-2023</b>	11
<b>Housing priority one:</b> 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.	11
<b>Housing priority two:</b> Improve the quality of housing and the local environment for our residents	20
<b>Housing priority three:</b> Enable people to access suitable and sustainable housing	23
<b>5. Governance and implementation of the strategy</b>	26
<b>Appendix A</b> - Housing Tenure	
<b>Appendix B</b> - Evidence Base	
<b>Appendix C</b> - Implementation Plan	
<b>Appendix D</b> - Equality Analysis	

A note on the data: Where data in this strategy is given for Forest Heath District Council and St Edmundsbury Borough Council, this relates to when the two councils operated as two separate entities before becoming West Suffolk Council on 1 April 2019.

## Foreword

When we talk about housing, what we are really talking about are people's homes. They should be a place of sanctuary, a place of comfort, a place of safety and stability where people can live as part of a wider supportive community.

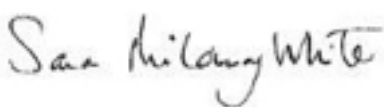
The place that people call home can have a huge impact on their lives not least in terms of their physical and mental health and wellbeing. Poor housing is estimated to cost the NHS £1.4 billion a year in terms of treating the resultant conditions and patients unable to return to suitable homes.

Housing also underpins the success and growth of our local economy – without the availability of homes that people can afford, businesses may struggle to attract new employees and to keep the staff that they have.

Put simply the importance of housing – of homes in all their many forms – cannot be understated.

Home is where the start is. It is important that new housing is built, that we make the best use of the homes we have and that empty homes are brought back into use. By doing this we can ensure that young people can afford to stay in the area if they wish, that companies can continue to compete by attracting and retaining their workforce, and that housing is available and adaptable to meet the requirements of our aging population.

This Housing Strategy sets out our vision for improvement in the quality and delivery of housing to meet local needs, not just now, but for decades to come. The Council is of course, just one partner in all of this but through this Strategy, which will be supported through a range of other plans, we will play a significant role in delivering new homes and making the best use of existing ones. It's a role that supports our residents, our local families and communities including our many businesses – and which will ensure that West Suffolk not only continues to be a place where people want to live, but also a place where they can.



**Councillor Sara Mildmay-White**  
Cabinet Member for Housing




**Councillors Susan Glossop and Lance Stanbury**  
Cabinet Members for Planning and Growth

# 1. Introduction

## Executive summary

At West Suffolk Council we know that good housing plays an important role in the health and wellbeing of people in our area. Our residents need access to suitable housing that is affordable in order to establish a settled home and achieve their ambitions for family life, career development, a fulfilling retirement and other goals. The right housing options are also vital to realising our ambitions for inclusive economic growth.

Providing appropriate housing for our residents can only be achieved by using a number of delivery routes, whether that be at a local level through our own plans and policies, with partners or through our use of legislation. We are committed to using all the powers and levers we have available to enable the delivery of housing and to achieve our housing priorities. This relies on providing new build housing but also making the most of our existing stock through improvement, adaption and bringing empty properties back into use.

We will continually seek to improve the quality and supply of new housing being built, to provide greater choice of the types, location and prices of new homes to meet residents' aspirations and needs. This will include ensuring that there is appropriate housing to meet the needs of older people, young people, vulnerable people and those who are disadvantaged are also delivered alongside our partners.

This supports the health and wellbeing of residents, families and communities, both in our towns and in our rural areas because a decent home can improve quality of life. Our work is aligned with the aims of the Health and Wellbeing Strategy for Suffolk and the Suffolk Growth Strategy. To respond to this challenge the [Homelessness Reduction Strategy 2018-2023](#) was adopted.

Through this Housing Strategy we are also responding to the revised National Planning Policy Framework (NPPF) 2018 which seeks to boost the supply of land for housing development in the right places and ambitions to increase the rate of housing delivery.

## 2. Our vision

West Suffolk Council is committed to increasing the supply, range and quality of housing for our current and future residents.

This Housing Strategy sets out how we, along with our partners, will respond to the housing challenges we are facing in order to provide a range of housing options so that we can respond to and plan for the growing need for additional housing in West Suffolk. We are doing this through a period of change, brought about not only through new legislation but also the significant financial challenges and increased demands on public services. Furthermore, the government has an ambitious target to deliver more than 300,000 new homes each year by 2025.

Our Strategic Framework 2018-2020 sets out our vision for the local area and contains strategic priorities that we are committed to in order to deliver this vision. Our strategic priority which specifically focuses on housing is to:

***Increase and improve the provision of appropriate housing in west Suffolk in both our towns and rural areas.***

To deliver this strategic priority, we will use our role as a local housing and planning authority, a regulatory, an investor and local influencer to:

### **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.

### **Housing priority two:**

Improve the quality of housing and the local environment for our residents.

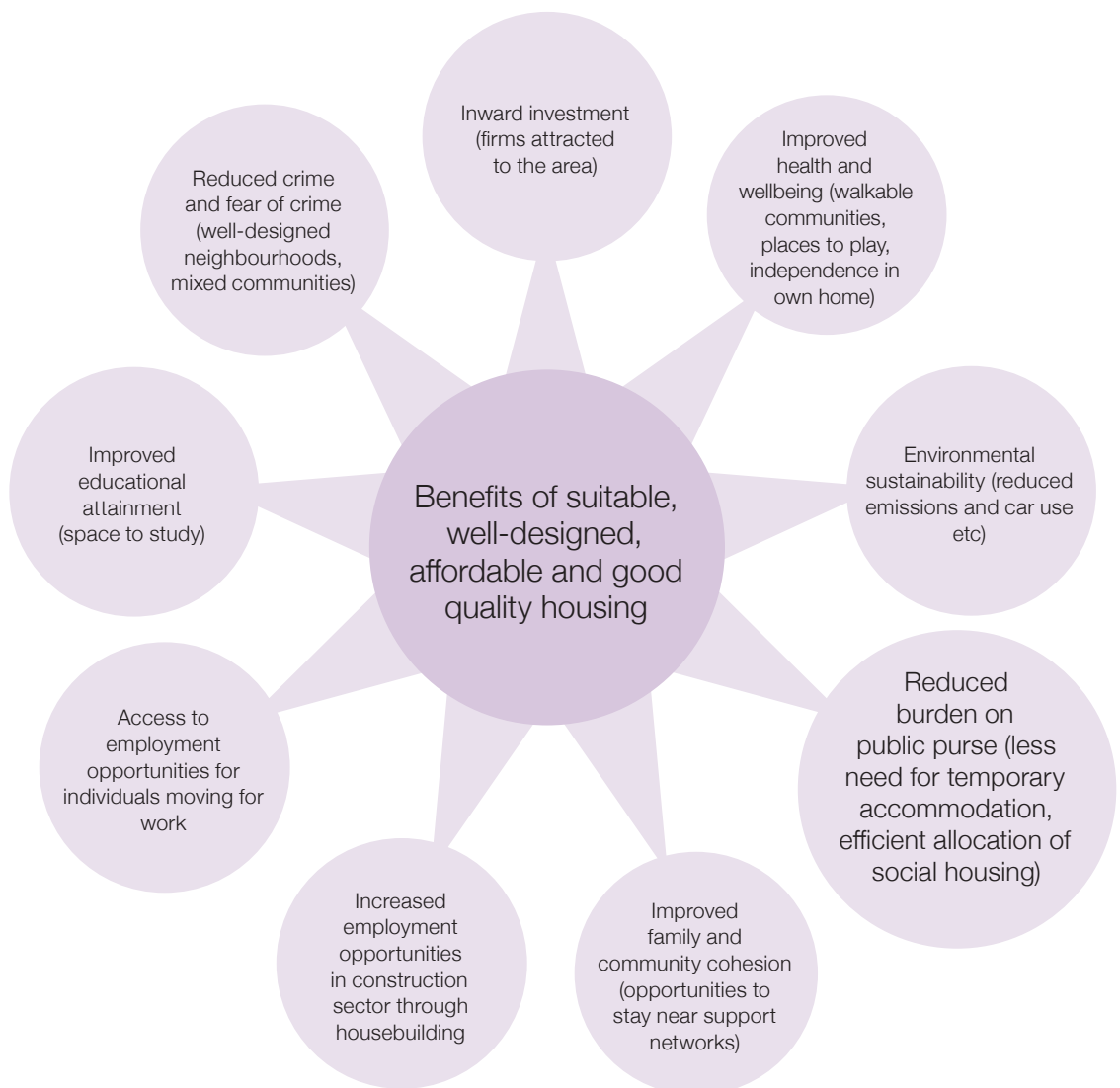
### **Housing priority three:**

Enable people to access suitable and sustainable housing.



## Wider benefits of housing

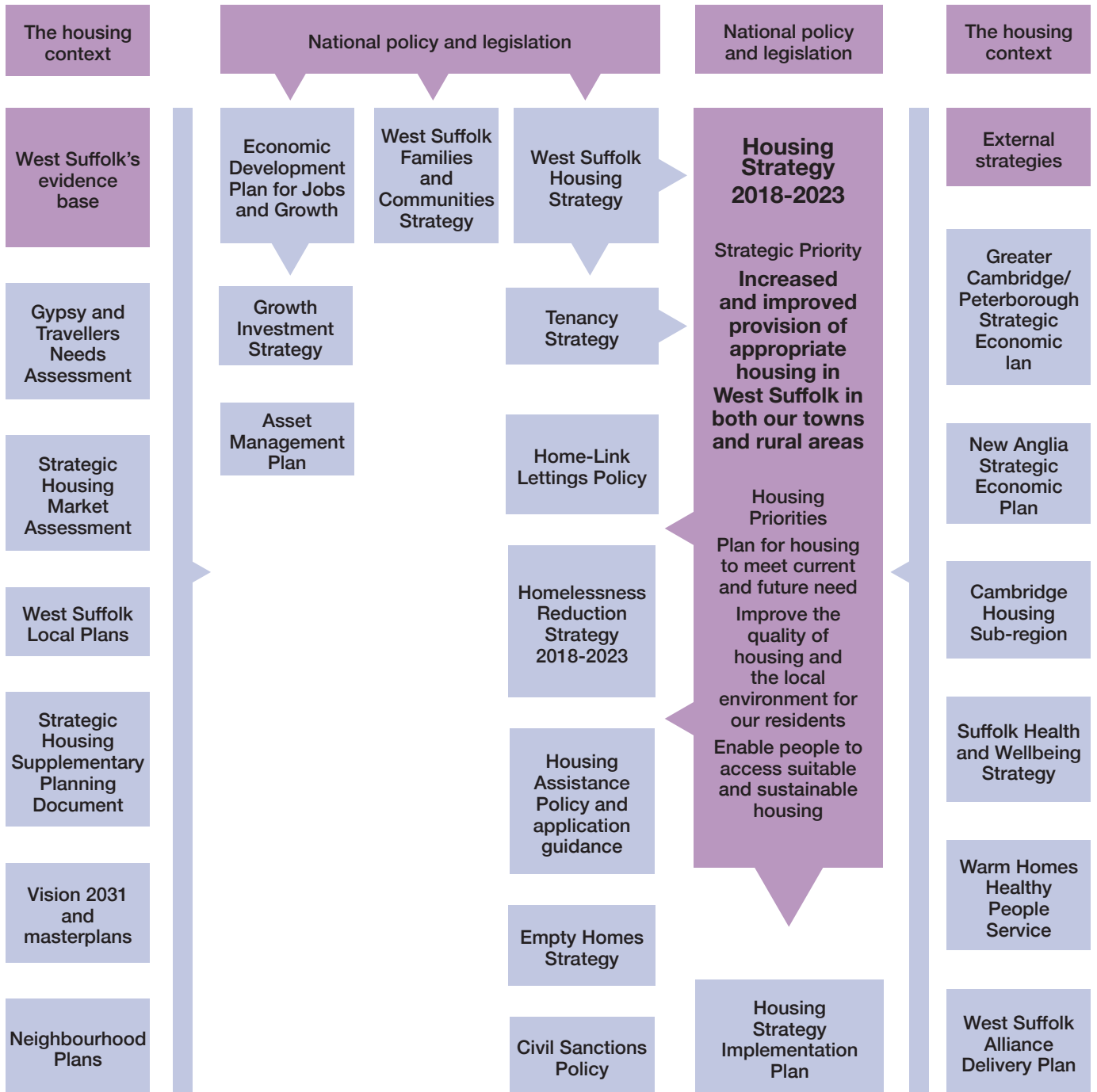
The benefits of improved housing in West Suffolk are far reaching, as demonstrated in the diagram below. Our aspiration to address the challenges we face are therefore fundamental to the achievement of a range of other priorities both within West Suffolk and in partner organisations. We cannot deliver this strategy alone and it is dependent upon joint working with a number of other organisations and on the achievement of West Suffolk's Strategic Framework 2018-2020 and our Medium Term Financial Strategy.



# 3. The West Suffolk context

## Links to strategies and plans

The diagram below identifies the key documents that inform and underpin this Housing Strategy in the context of West Suffolk.



## Wider links to health

Good quality housing is critical to health and wellbeing. A safe and settled home is the cornerstone on which individuals and families can thrive. In financial terms, a well-housed population helps to reduce and delay demand for NHS services. It is estimated that the cost of poor housing to the NHS is £1.4 billion per year.<sup>1</sup>

NHS organisations and local government across Suffolk are working together to improve the health and care of our communities. Partnerships such as the Suffolk Health and Wellbeing Board have identified health and housing as a key focus and we are working with colleagues to tackle issues such as improving energy efficiency in homes and ensuring there is support for people to maintain tenancies. The Housing and Health Charter for Suffolk is part of the health and wellbeing agenda. The charter was developed to ensure a shared approach and understanding of the issues across Suffolk and to facilitate partnership working and sharing resources. The charter is focusing on areas such as specialist housing for older people, tackling homelessness, supply and access to affordable housing and increased access to decent homes.

## Housing tenure

When considering housing it is important to bear in mind that there are different types and tenure of housing available. Our role is to ensure that there is a wide a choice as possible so that people have options as to the housing best suited to their circumstances. Appendix A provides an illustrative summary of the types of housing as well as our role in supporting the delivery and availability of each of these options.

---

<sup>1</sup> Kings Fund, 2018



## Housing market area

The Cambridge Sub-region Housing Market Area<sup>2</sup> comprises the local authority areas of Cambridge, East Cambridgeshire, Fenland, Huntingdonshire, South Cambridgeshire and West Suffolk, as shown in the map below:



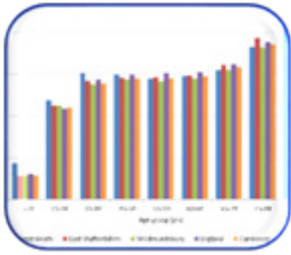
## Key data

Key facts relating to West Suffolk's population and housing are provided on the following page. Further data which was used to support the development of this strategy is included in the evidence base attached as Appendix B.

---

<sup>2</sup> In 2013, a Strategic Housing Market Assessment was undertaken for the Cambridge Sub-region and this analysed a range of economic and housing market indicators to define a Cambridge Sub-region Housing Market Area comprising all of Cambridgeshire and the Western part of Suffolk.

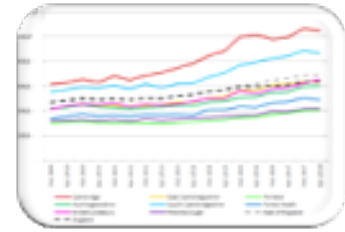




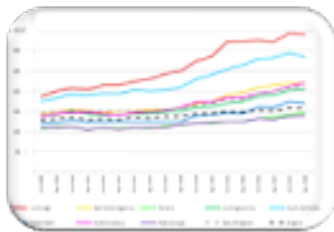
West Suffolk's population.  
179,200 (Nomisweb 2017)



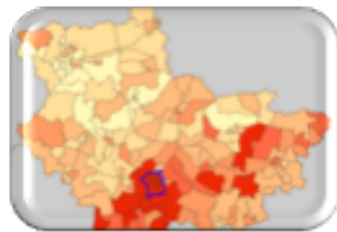
New homes needed by 2031:  
18,280 in West Suffolk



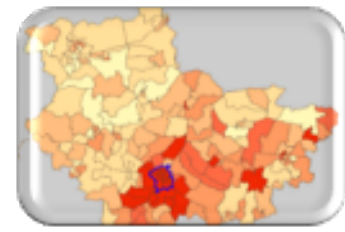
Average house price across  
West Suffolk: £284,363 (April 2018)



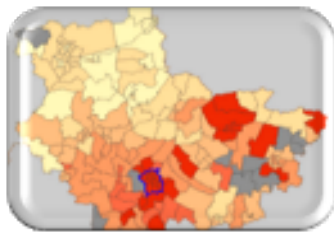
Lower quartile house price:  
£195,000 (April 2018)



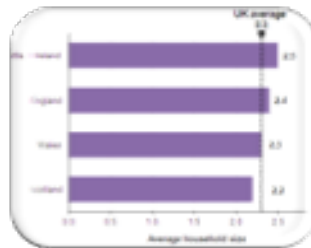
Ratio of median house prices  
to median incomes for  
West Suffolk: 7.7



Ratio of lower quartile house  
prices to lower quartile incomes  
for West Suffolk: 10.6

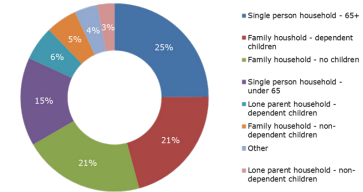


Weekly median private rents:  
1 bed = £144; 2 beds = £217;  
3 bed= £230; 4 bed = £320



Average household size:  
2.4 people

Household Composition (2011)



Proportion of West Suffolk  
households aged 75 and over:  
8.5%



Approx. number of households  
on social housing register: 2,313



There are 4918 homes with  
planning permission which  
have not started or are  
currently under construction  
(March 2017)



Number of affordable housing  
completions in West Suffolk  
in the past five years: 842

Unless otherwise stated, all data was taken from the [Housing Market Bulletin](#), published in June 2018 and using data from April 2018.

## 4. Housing priorities 2018-2023

This five year strategy covers the period 2018-2023, and seeks to further strengthen the partnership working in place in West Suffolk and to increase the supply of, and access to, suitable housing. This will help to improve the health and wellbeing of local people, strengthen the resilience of families and communities, and realise our ambitions for inclusive economic growth. This will be achieved through the adoption of the following three priorities. Key actions across each of the three priorities are detailed in the implementation plan attached as Appendix C.

### **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.**

We have a real opportunity to explore new ways of increasing the rate of housing delivery and be more creative in encouraging the development of new types of housing that meet the current and future needs and aspirations of our residents.

It is clear that the rate of housing delivery lags well behind the number of planning applications that are being approved. Nationally nine out of ten planning applications are passed and there are twice as many unfulfilled approved applications than those that are currently being built.

We know no-one can live in a planning permission. We need to find new innovative ways to help developers speed up the rate that they build new homes, through making the planning system as efficient as it can be, supporting the provision of required infrastructure and using all the powers we have to act where housebuilding has been significantly delayed or slow to come forward.



This section sets out our key actions in the following areas:

- 1.1** Understanding our local housing market – key challenges for investment and growth
- 1.2** Planning policies that support the delivery of new homes
- 1.3** Increasing the rate of housing delivery
- 1.4** Ensuring the provision of infrastructure needed to support new homes
- 1.5** Building sustainable communities

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

### Overall housing requirements

The current [Objectively Assessed Housing Need](#) report provides evidence and an assessment for development needs for housing, both market and affordable. The adopted St Edmundsbury and emerging Forest Heath local plans together plan for 18,280 new homes over a twenty year plan period to 2031 to meet the projected demands for new homes. As at 31 March 2017 West Suffolk has delivered 3268 homes since 2012 when the local plans started.

Housing need will in the future be assessed using the standard method, the full details of this will be published in the National Planning Policy Guidance (NPPG) alongside the NPPF 2018. The implications for West Suffolk will be considered when the details are available and this new method will inform the preparation of the West Suffolk Local Plan.

### Land supply for housing

We therefore know from this assessment that we need to build more homes each year in order to meet the needs and aspirations of people either currently living in West Suffolk or people who might want to move into the area. Data relating to the number of house completions is available in the evidence base at Appendix B.

West Suffolk has a number of environmental constraints with approximately 35% of the area having special designations, plus the presence of two large United States Air Force (USAF) airbases and horse racing restrictions around Newmarket. Further information relating to the Strategic Housing Land Availability Assessment (SHLAA) is available in the evidence base at Appendix B.

Work is underway to prepare a Local Plan for West Suffolk. Through the new Local Plan we will ensure that the supply of housing meets the needs of the current and future population of West Suffolk.

## Affordable housing requirements

Affordable housing includes social rent, affordable rent and intermediate accommodation, such as shared ownership (part rent/part buy). These terms, and affordable housing generally, are defined in [Annex 2 of the National Planning Policy Framework 2018](#).

In 2016 West Suffolk had an identified need for 6,407 (or 320 per year) new affordable homes up to 2031. This need was based on a previous definition of affordable homes which has since been broadened for example by including starter homes and affordable private rent. From March 2013 to March 2018, 842 new affordable homes have been delivered in West Suffolk. Data relating to the number of affordable homes delivered each year since 2013 can be found in the evidence base at Appendix B.

## Rural housing

Approximately 43% of West Suffolk's population live outside of the major towns. The provision of rural housing is therefore vital for the creation and maintenance of sustainable communities.

Outside the five main settlements in West Suffolk, house prices for all property types are well above the West Suffolk median at £284,363, compared to the median of £247,741 for the five main settlements<sup>3</sup>. In addition, the availability of affordable properties for rent in rural areas is much lower than in our towns. The NPPF 2018 also introduces entry-level exception sites to support development of sites suitable for first time buyers.

In order to address these issues we will:

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.
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.



3 Land Registry update, September 2018

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.

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

Our [Local Plans](#) highlight our ambitions for the area which seek to deliver significant economic and housing growth.

West Suffolk Council relies significantly on the market to provide a mix of open market and affordable housing, both open market and affordable, through landowners' Section 106 obligations. All practical steps are taken to ensure there is a timely delivery of housing in accordance with the supply forecasts which will be detailed within West Suffolk's Housing Delivery Plan.

### Demand for affordable housing

There continues to be an increased demand for affordable housing from those whose housing needs cannot be met by the open market, particularly young people, families on low incomes, vulnerable and older people.

[West Suffolk's current policy requirement](#) is for 30% affordable housing to be provided on all residential developments of 10 units or more. There are two main ways of delivering affordable homes: (i) by private developers through Section 106 agreements; and (ii) registered providers (RPs) building their own schemes through their development programmes.

The housing sector continues to operate in a climate of uncertainty and heightened risk, leading to more challenges over the financial viability of schemes. As a consequence there is risk that reduced levels of affordable housing is being delivered through Section 106 agreements. These financial uncertainties have also lead to a number of registered providers (RPs) reducing their own development programmes.

In order to address these issues we will:

1. Promote, develop and review planning policies to support affordable housing provision.
2. Work with developers to ensure that they are meeting the full affordable housing obligations through S106 agreements
3. Support the development of neighbourhood plans to encourage local communities to identify solutions to address local housing needs.

## 1.3 Increasing the rate of housing delivery

### Housing Delivery Plan

We are playing a direct role in increasing the rate of housing delivery, which was demonstrated with the creation of the Councils' own housing development company, Barley Homes (Group) Limited in March 2016. Barley Homes is developing its first site.

We have commissioned an assessment of the past and current rates of housing delivery across West Suffolk. This information will be used to develop a Housing Delivery Plan. The plan will set out a wide range of interventions that West Suffolk can use in an enabling role to increase the rate of housing delivery on existing and emerging sites and local plan housing allocations. We recognise that we will need to do this in partnership with both the private sector and other public sector partners, in order to speed up the rate of housing delivery, in the short, medium and long-term.

### Small to Medium Sized Enterprises and Self-Build

With the government setting ambitious targets to accelerate the rate of housing delivery, there is a recognised lack of capacity within the larger and mainstream house builders. We will explore new ways of delivery, such as modern methods of construction and continue to work with Small to Medium Sized Enterprise (SME) builders.

The development of new homes using self-build in both the UK and West Suffolk has been very low compared to the rates in Europe. We will take positive action to support and advise SME builders and self-builders. There are a number of options we can pursue including bringing forward small sites and making them available to smaller builders, "de-risking" sites and making the planning process as straight forward as possible or offering sites with outline planning permission or planning in principle. This will be facilitated



by using the Council's self-build register and brownfield sites register. Where appropriate we may also offer financial assistance from West Suffolk's Growth Innovation Fund.

Whilst the speed of delivery is important, this must not be at the expense of good design or quality and we will encourage developers to have due regard to the concepts set out in the emerging Suffolk Design Guide.

In order to address these issues we will:

1. Work with developers to encourage the sub-division of large sites where this could help to speed up the delivery of homes.
2. Explore opportunities to encourage SME builders to work collaboratively to bring forward the development of housing sites.
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.
4. Use the councils' housing company Barley Homes (Group) Limited to bring forward housing development, including working with other public sector partners.

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

Effective planning and funding for infrastructure can unlock land for development, enable growth and enhance our local area. Good planning for infrastructure increases certainty, creates efficiencies, reduces costs and helps to manage the phasing of development. Infrastructure delivery depends on many different public and private sector partners and funding often comprises a mix of investment solutions.

For the private sector, the role of infrastructure costs in establishing development viability is critical. Sharing of information and being transparent about requirements and costs is essential. We take guidance from the NPPF and NPPG regarding viability. <https://www.gov.uk/government/collections/planning-practice-guidance>

West Suffolk will have a proactive flexible approach to providing solutions to make development work and will explore further opportunities to assist on difficult sites. This may include using our [Growth Investment Strategy](#) directly investing to de-risk sites by addressing environmental and infrastructure issues or by securing outline planning permission.



In order to address these issues we will:

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.
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.

## 1.5 Building sustainable communities

West Suffolk is committed to supporting the development and maintenance of balanced sustainable communities that support our residents. We will work with developers and RPs to encourage high quality and sustainable developments, which incorporate the concepts of quality design. This work is linked to section 2.4 in this document (communities that provide a better place to live).

Some of our residents are unable to afford their own home and rely on homes provided by RPs or from private landlords. Others may find themselves living in a home that does not meet their changing needs as they grow older or where they have requirements for specialist housing. We can help to address this situation.

### Affordability

Affordable Rent was introduced by central Government in 2011 to replace Social Rents, to provide a way in which RPs could deliver new affordable homes without public subsidy. Affordable Rents are generally set at 80% of market rents, which is the upper limit, as opposed to social rents, which are generally nearer to 65% of market rents. For some individuals and families even the Affordable Rent is unaffordable. This is particularly the case for larger homes, such as four bedroom houses. It is our intention that new, larger homes, and in particular four bedroom homes, are set below 80% of market rents and ideally at social rents.

We acknowledge this may affect the financial viability of schemes, so any decisions about rent levels will be taken with this consideration in mind. In any event, through our Tenancy Strategy and Section 106 agreements we will seek to ensure that all new Affordable Rented homes are capped at no more than the Local Housing Allowance (LHA) levels. We will also work with RPs to explore the possibility of developing new social rented homes, particularly in areas where private rents are very high and well



above LHA levels, which may involve direct funding from the councils.

### **Ageing population and people with care and health needs**

Appropriate housing that meets the decent standards plays a fundamental role in the health and wellbeing of residents.

West Suffolk's total population is expected to increase by 10% by 2039, compared with 11% across England. The growth in population for those residents aged 75 and over is expected to be much larger. For residents in West Suffolk aged 75 and over we are expecting to see 84% growth with resident numbers rising from 16,600 to 30,600. The growth of this age group across England is expected to be 76%.

The number of residents in the groups between 20 and 59 years of age is expected to decrease by 2039. The 60 to 74 age group will increase by 1%. Further details relating to population forecasts can be found in the evidence base at Appendix B.

In West Suffolk we mirror the national picture in that there is a real shortage of the right type of housing such as extra care housing, bungalows or smaller accessible homes to assist with down-sizing to meet the changing needs of our ageing population. Working with partners, providers and older people we will seek to ensure more housing choices become available to support the increasing ageing population or those with specialist housing needs.

### **Private Renting**

Private rental rates in West Suffolk have increased significantly in recent years, reflecting the fact that demand is greater than supply. We are seeing this situation because home ownership is now out of reach for many, in particular young people.

Furthermore there is a high demand for private rented accommodation, in 2015 37.2% of Forest Heath's and 25.54% of St Edmundsbury's total housing stock was privately rented<sup>4</sup>. This is partly fuelled by many residents being unable to buy housing on the open market due to the inability to be able to access mortgage finance (including the need for large deposits) and because of the high house prices in the area, when compared to average earnings. The average house price in West Suffolk for December 2017 was

---

4 <https://cambridgeshireinsight.org.uk/wp-content/uploads/2018/06/hmb-edition-37.pdf>

£284,363<sup>5</sup>. The cost of private renting in certain parts of West Suffolk is also very high, largely influenced by the presence of two USAFE air bases that inflate rental levels.

Whilst we will seek to address this by taking concerted action to ensure there is a timely delivery of housing generally, and by focusing on the supply of more affordable homes, we are also exploring opportunities to encourage developers to provide affordable private rent homes.

In order to address these issues we will:

- 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.
- 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.
- 3.** Ensure that all new accommodation for older people is adaptable so that their accommodation remains suitable as older people become less mobile.
- 4.** Set an ambition that all new housing built will meet either building regulations accessible and adaptable or wheelchair user standards.

---

<sup>5</sup> <https://cambridgeshireinsight.org.uk/wp-content/uploads/2018/06/hmb-edition-37.pdf>



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

We are committed to maximising the use of the existing housing stock and to improving its quality and suitability. This can be achieved through our own actions and by working with partners. We have an important role to play in the prevention of poor health and the impact of poor health on the wider health and care system. We know that living in a decent home can significantly improve quality of life.

This section outlines our key actions in the following areas:

- 2.1** Suitable homes for disabled, vulnerable and older residents
- 2.2** Bringing homes back into use
- 2.3** Making homes safe in the private sector
- 2.4** Safe and vibrant communities
- 2.5** Improving energy efficiency and addressing fuel poverty

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

Residents will be supported to live independently in their own homes, whether in their existing property or a more suitable one. Living independently may mean that adaptations need to be made to peoples' homes, through a Disabled Facilities Grants or other schemes relating to minor works and equipment.

In order to address these issues we will:

- 1.** Put the needs of residents first and work with health, social care and housing partners to help people maintain independence.
- 2.** Review the way in which we deliver support for maintaining independence in the home

## 2.2 Bringing homes back into use

There are still too many long-term empty homes, therefore we will use all available tools to encourage and compel owners to bring their homes back into use.

In order to address these issues we will:

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.

## 2.3 Making homes safe in the private sector

Our [Civil Sanctions Policy](#) is key to driving up standards in the private rented sector. Whilst we recognise that the majority of private sector landlords provide decent, safe and warm homes, we will target the landlords who do not meet the required standards.

Extended licensing of houses in multiple occupation (HMOs) will provide us with more opportunities to be proactive. Well managed HMOs provide much needed, affordable rented accommodation and we use these to relieve pressures from housing demand.

We have a Housing Assistance Policy designed to support vulnerable residents to live in a decent home.

In order to address these issues we will:

1. Improve standards in the private rented sector by working with landlords to deliver best practice and target 'rogue landlords'.
2. Improve much needed accommodation provided through HMOs. Work in line with licensing laws that raise the management and standards of HMOs.
3. Deliver our programme to improve fire safety of flats above commercial premises.
4. Review the purpose and scope of our Housing Assistance Policy.



## 2.4 Safe and vibrant communities

The quality of the environment is also important to our residents and it is a key driver to what makes people feel happy, safe and secure. We ensure that individuals and communities are properly protected from environmental impacts such as noise, odour or smoke. We also want to use planning to support sustainable communities and well-designed places through the emerging Suffolk Design Guide (referenced in Housing Priority One).

In order to address these issues we will:

1. Take a more targeted approach to investigating complaints of nuisance, which can have an adverse impact on quality of life.
2. Work with partners to reduce anti-social behaviour and crime.
3. Use our [Families and Communities Strategy](#) to support and encourage resilient families and communities.
4. Protect the amenity of the local environment through our consultation work in the planning process.
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.

## 2.5 Improving energy efficiency and addressing fuel poverty

Heating and powering homes in West Suffolk currently accounts for around 21% of total energy consumption and 23% of CO<sub>2</sub> emissions. Buildings and particularly homes are seen by many as the sector which councils and their partners are best able to influence in terms of improving energy efficiency and helping to deliver low and zero carbon energy. An estimated 8.6% of households in West Suffolk are in fuel poverty.

As set out in our Home Energy Conservation Report and Energy Framework, we wish to cut greenhouse gas emissions and secure affordable warmth for households and communities in West Suffolk.

In order to address these issues we will:

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.
2. Work with RP partners and private landlords to secure energy improvement in their property.
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.

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

We want to help people access suitable and sustainable housing. This can mean providing advice and support to find suitable accommodation or to help them stay in their current home. We work with partners to assist as soon as problems arise and respond when people find themselves in crisis situations, for example homelessness.

This section outlines our key actions in the following areas:

- 3.1 Homelessness prevention and reduction
- 3.2 Housing allocations

### 3.1 Homelessness prevention and reduction

West Suffolk is committed to preventing and reducing homelessness, tackling the main causes of homelessness and supporting those in need. [West Suffolk Homelessness Reduction Strategy 2018 – 2023](#) sets out in detail the actions we will take to prevent and reduce homelessness. All the detail is available in the strategy but in summary our vision is to:

***Deliver a focused and accessible service to prevent homelessness and assist homeless people to find a settled home.***



The main objectives are to:

1. Provide a service with a focus on preventing or relieving homelessness ensuring those people have access to effective support services.
2. Ensure that homeless people are supported to secure a settled home
3. Work collaboratively in finding housing solutions for those people threatened with homelessness.

In order to achieve these objectives, we have identified five priorities to deliver.

- Homelessness priority one: Homelessness prevention
- Homelessness priority two: Tackling rough sleeping
- Homelessness priority three: Supporting vulnerable households
- Homelessness priority four: Increasing accommodation options
- Homelessness priority five: Supporting the implementation of welfare reforms

A [delivery plan](#) accompanies the Homelessness Reduction Strategy and sets out in detail the key actions that we will take to achieve our priorities.

## 3.2 Housing allocations

In West Suffolk, as in many parts of the country, social and affordable housing is scarce and demand far outstrips supply. We cannot house everyone that applies to, and is accepted on, our housing register (known as Home-Link). Our [Lettings Policy](#) sets out how we prioritise the allocation of social and affordable rented homes across West Suffolk and the Cambridge sub-region. The Lettings Policy ensures that applicants on the housing register, with the highest level of housing need and/or urgent need to move are prioritised for housing/rehousing. As the supply of social and affordable housing remains scarce, it is a priority for the Council to allocate homes fairly, and in line with our Lettings Policy.

Having a settled home enables people to access support services, integrate into their local community and to obtain and sustain work and training. We will manage the expectations of customers and ensure that we maximise access and availability not only to social rented accommodation but to other housing options. We discuss the availability of private rented housing and opportunities for rent through our [West Suffolk Lettings Partnership](#). We support people to explore their housing options and help meet their aspirations.



In order to address these issues we will:

- 1.** Operate an effective Home-Link service to provide access to affordable and social housing to those most in need.
- 2.** Review the Lettings Policy, in conjunction with colleagues across the Cambridge sub-region, to ensure that it is fit for purpose.
- 3.** Ensure that people are provided with effective advice, preventative and information services on a range of accessible housing options so they are supported to make the best choice for them and their families.
- 4.** Increase access to the private rented sector, including through our West Suffolk Lettings Partnership.



## 5. Governance and implementation of the strategy

The Councils are committed to ensuring that together with partners, we have the skills, structures and infrastructure in place to be able to implement the actions to deliver on the strategy's priorities over the next five years.

The actions in this Housing Strategy will be achieved using the implementation plan (Appendix C) that identifies the main tasks needed to increase and improve the provision of appropriate housing over the next five years. Given the context of rapid change, the implementation plan will be reviewed every year to ensure that the tasks remain relevant and are revised where appropriate. A mid-term review is also planned for 2020.

Progress towards the Housing Strategy implementation plan (Appendix C) will be monitored with feedback, if necessary, on the barriers to delivering the Housing Strategy.









# Appendix A

## Housing tenure











# Housing tenure

## 1. Types of accommodation in West Suffolk

<p>General housing (owner occupied)</p> 	<ul style="list-style-type: none"> <li>• Open market</li> <li>• Key worker and other specialist</li> <li>• Park homes</li> <li>• Modular homes</li> <li>• Self Build</li> </ul>
<p>Private rental</p> 	<ul style="list-style-type: none"> <li>• Private rental</li> <li>• Lodgings</li> <li>• Shared housing (including HMOs)</li> <li>• Tied housing (for example, agriculture, military, horseracing, hospital accommodation)</li> </ul>
<p>Social housing</p> 	<ul style="list-style-type: none"> <li>• Affordable rents</li> <li>• Social rents</li> <li>• Shared ownership</li> <li>• Shared Equity</li> </ul>
<p>Supported housing</p> 	<ul style="list-style-type: none"> <li>• Provided by registered providers and VCS through SCC contracts</li> <li>• Central referral system and allocation</li> <li>• Mixed level of support – low support needs to high risk</li> <li>• Specialist provision for young people, mental health, probation</li> <li>• Some private / charitable supported accommodation</li> </ul>
<p>Specialist housing</p> 	<ul style="list-style-type: none"> <li>• Older Person Housing including Extra Care and sheltered housing</li> <li>• Housing with care</li> <li>• Specialist and adapted housing</li> <li>• Student accommodation</li> <li>• Publically provided Gypsy &amp; Traveller accommodation</li> <li>• Alms Houses</li> </ul>
<p>Temporary accommodation</p> 	<ul style="list-style-type: none"> <li>• RP owned and managed</li> <li>• Council owned and externally leased / managed</li> <li>• Mixture of selfcontained and shared accommodation</li> <li>• Mixed level of support provide</li> </ul>
<p>B&amp;B and emergency</p> 	<ul style="list-style-type: none"> <li>• Private providers of B&amp;B</li> <li>• RP and VCS provide emergency beds (SCC contract)</li> <li>• Use of hotels</li> </ul>
<p>Severe weather provision</p> 	<ul style="list-style-type: none"> <li>• Emergency provision between October and March</li> <li>• Provided by registered provider with some support of VCS</li> </ul>









## 2. Current position in West Suffolk

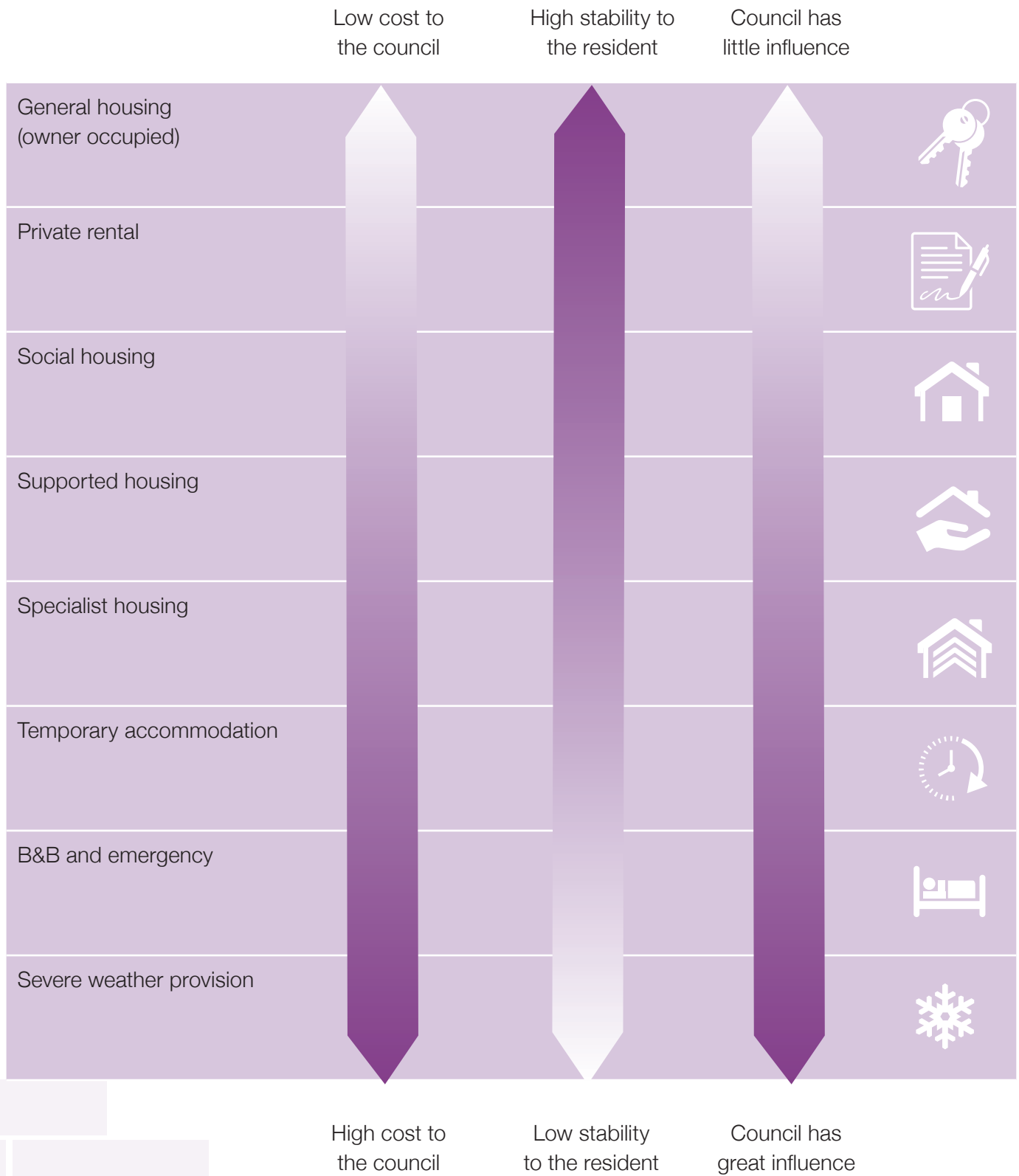
<p>General housing (owner occupied)</p> 	<ul style="list-style-type: none"> <li>• Prohibitive cost of buying ratio of income to house price</li> <li>• Lack of access for vulnerable and low income</li> <li>• Under occupation in some properties</li> <li>• Downsizing opportunities limited</li> <li>• Some empty properties</li> </ul>
<p>Private rental</p> 	<ul style="list-style-type: none"> <li>• Prohibitive cost of renting</li> <li>• Lack of access for vulnerable and low income</li> <li>• Loss of AST largest contributor to homelessness</li> <li>• Limited options for shared housing and lodging schemes in particular</li> <li>• 59 landlords using WSLP</li> <li>• 62 properties on WSLP list</li> <li>• 47% of properties to rent above LHA. Those under LHA harder to let</li> </ul>
<p>Social housing</p> 	<ul style="list-style-type: none"> <li>• 2500 on housing register</li> <li>• Average re-let and new build per year 625</li> <li>• Average homeless acceptances per year 250</li> <li>• Total number RP owned properties 12,802</li> <li>• Average number of new affordable properties built over past five years 427</li> </ul>
<p>Supported housing</p> 	<ul style="list-style-type: none"> <li>• 157 supported housing bed spaces</li> <li>• 193 waiting list</li> </ul>
<p>Specialist housing</p> 	<ul style="list-style-type: none"> <li>• Currently 4557 places for older people</li> <li>• Includes 1663 sheltered, extra care and age exclusive housing places</li> <li>• 1316 residential care home places</li> <li>• 1578 supported and specialist places for older people</li> </ul>
<p>Temporary accommodation</p> 	<ul style="list-style-type: none"> <li>• 70 beds / units (some temporary for one year only)</li> <li>• Average length of stay 15 weeks</li> </ul>
<p>B&amp;B and emergency</p> 	<ul style="list-style-type: none"> <li>• 20 units B&amp;B</li> <li>• £140,479 cost of B&amp;B</li> <li>• 30% approx cost not recovered via HB</li> <li>• 12 emergency beds (SSEA) 6 funded by SCC the remainder are funded through housing benefit claims made directly with providers</li> </ul>
<p>Severe weather provision</p> 	<ul style="list-style-type: none"> <li>• 14 beds currently. Suggest 7-10 in future</li> <li>• 100% of costs incurred by council. No HB subsidy</li> <li>• Approx £50,000 per year to the councils</li> </ul>

### 3. Councils' role

<p>General housing (owner occupied)</p> 	<ul style="list-style-type: none"> <li>• Enable through planning process – establish future housing needs</li> <li>• Effective s106 negotiation</li> <li>• Encourage / enforce housing standards</li> <li>• Accelerate housing delivery (subject to commissioned work)</li> <li>• Direct provision through Barley Homes</li> </ul>
<p>Private rental</p> 	<ul style="list-style-type: none"> <li>• Encourage / enforce housing standards</li> <li>• Incentivise landlords – WSLP</li> <li>• Could use a third party lodging scheme (can be expensive)</li> <li>• Purchase housing, via Barley Homes, to rent on AST (subject to agreement)</li> </ul>
<p>Social housing</p> 	<ul style="list-style-type: none"> <li>• Secure percentage of all new builds through s106 negotiation</li> <li>• Monitor through Tenancy Strategy</li> <li>• Effective s106 negotiation</li> <li>• Analysis of need – type and number</li> <li>• Encourage registered providers to adopt different models – shared accommodation, 6 month tenancies</li> <li>• Protocols in place to refer tenants who are at risk of losing tenancy</li> <li>• Direct provision via Barley Homes</li> </ul>
<p>Supported housing</p> 	<ul style="list-style-type: none"> <li>• Influence commissioners (and building case for need / demand)</li> <li>• Enable providers (top up funding as an option)</li> <li>• Direct relationship with providers (not rely on commissioners)</li> <li>• Specialist provision via Barley Homes (long term)</li> <li>• Building capacity and skills in the support / VCS sector</li> <li>• Accessing additional funding to increase provision</li> </ul>
<p>Specialist housing</p> 	<ul style="list-style-type: none"> <li>• Help to promote independent living and provide opportunities for older people to move to more appropriate accommodation as their needs change</li> <li>• Work with partners and relevant agencies to deliver a range of housing schemes to meet the identified housing needs for West Suffolk</li> <li>• Help to secure funding to deliver specialist housing schemes</li> </ul>
<p>Temporary accommodation</p> 	<ul style="list-style-type: none"> <li>• Manage reduction in demand – including tighter approvals for TA decisions</li> <li>• Ensure effective move-on</li> <li>• Direct purchase of properties for use as TA – capital investment</li> <li>• Consider use of council-owned stock</li> <li>• Ensure quality and standard of accommodation</li> <li>• Actively manage arrangements in place (some on long term with RPs and peppercorn agreements)</li> </ul>
<p>B&amp;B and emergency</p> 	<ul style="list-style-type: none"> <li>• Minimise use of B&amp;B and emergency accommodation</li> <li>• Ensure limited / no use of B&amp;B for families</li> <li>• Ensure quality and standard of accommodation</li> <li>• Provide effective move on options</li> </ul>
<p>Severe weather provision</p> 	<ul style="list-style-type: none"> <li>• Duty to provide SWEP arrangements</li> <li>• Establish a sustainable longterm provision for winter shelter</li> <li>• Consider options for a year round shelter</li> <li>• Secure funding, including best option for Housing Benefit subsidy</li> <li>• Increase capacity of voluntary sector</li> <li>• Identify ways of increasing skills base / availability of support workers</li> </ul>

## 4. Gaps / priority action

<p>General housing (owner occupied)</p> 	<ul style="list-style-type: none"> <li>• Revise and update Strategic Housing Market Assessment and West Suffolk Local Plan</li> <li>• Introduce minimum space standards on new build housing</li> <li>• Work with private developers to diversify housing offer</li> <li>• Direct intervention in market through Barley Homes supplying additional housing</li> <li>• Speed up rate of housing delivery on larger strategic sites</li> </ul>
<p>Private rental</p> 	<ul style="list-style-type: none"> <li>• Increase incentives for private landlords – explore options and liability for councils (business case needed)</li> <li>• Encourage / invest in lodging schemes (business case needed)</li> <li>• Purchase / lease of private sector accommodation (subject to business cases)</li> </ul>
<p>Social housing</p> 	<ul style="list-style-type: none"> <li>• Continue challenge where private developers claim viability in order to reduce social housing obligations</li> <li>• Development of rural exception sites and Community Land Trusts</li> <li>• Influence registered providers – rent levels / affordability capped to LHA</li> <li>• Encourage RPs to offer different tenancy options, including shared accommodation for under 35s</li> </ul>
<p>Supported housing</p> 	<ul style="list-style-type: none"> <li>• Ensure access to external funding – bidding rounds</li> <li>• Monitor existing contracts</li> <li>• Provide support to establish evidence base for new HRS contracts (April 2020) change in government funding</li> </ul>
<p>Specialist housing</p> 	<ul style="list-style-type: none"> <li>• Work closer with partners and developers to ensure that the delivery of housing is sufficient to the needs of the council.</li> <li>• Stimulate innovative ideas, approaches and best practice to respond to identified housing needs</li> <li>• Promote informed choices and planned moves to support independent living</li> </ul>
<p>Temporary accommodation</p> 	<ul style="list-style-type: none"> <li>• Refurbish existing council owned property (subject to business cases)</li> <li>• Assess properties on the market for investment (subject to business cases and Asset Management Strategy)</li> <li>• Effective monitoring of existing contracts</li> <li>• Monitor impact of use of TA following new Act</li> </ul>
<p>B&amp;B and emergency</p> 	<ul style="list-style-type: none"> <li>• Effective management of cases to reduce the need for emergency accommodation</li> <li>• Increase option of other accommodation to reduce use and effective move on (links to other types of housing)</li> </ul>
<p>Severe weather provision</p> 	<ul style="list-style-type: none"> <li>• Establish arrangements for beyond winter 2018/19</li> <li>• Implement the No Second Night Out partnership</li> <li>• Reduce level of rough sleepers</li> <li>• Increase support (and funding) from other agencies</li> <li>• Implement actions in the Homelessness Strategy</li> </ul>





# Appendix B

## Housing Strategy Evidence Base

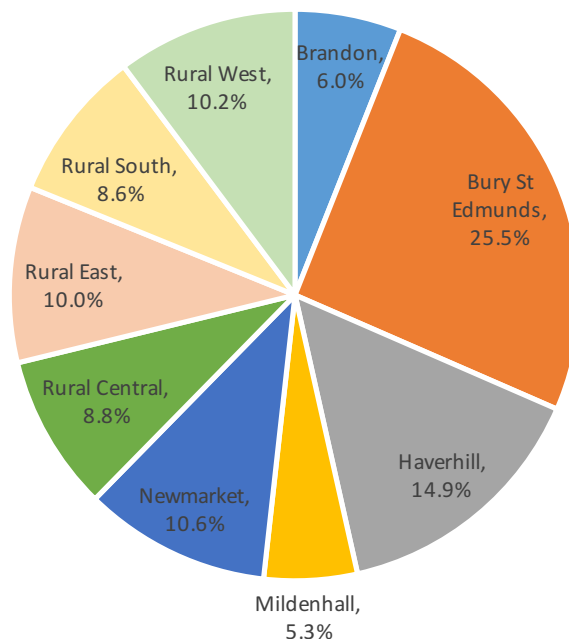


## Household location

West Suffolk’s households are spread across a large rural area, plus 5 main settlements.

(source: Census 2011)

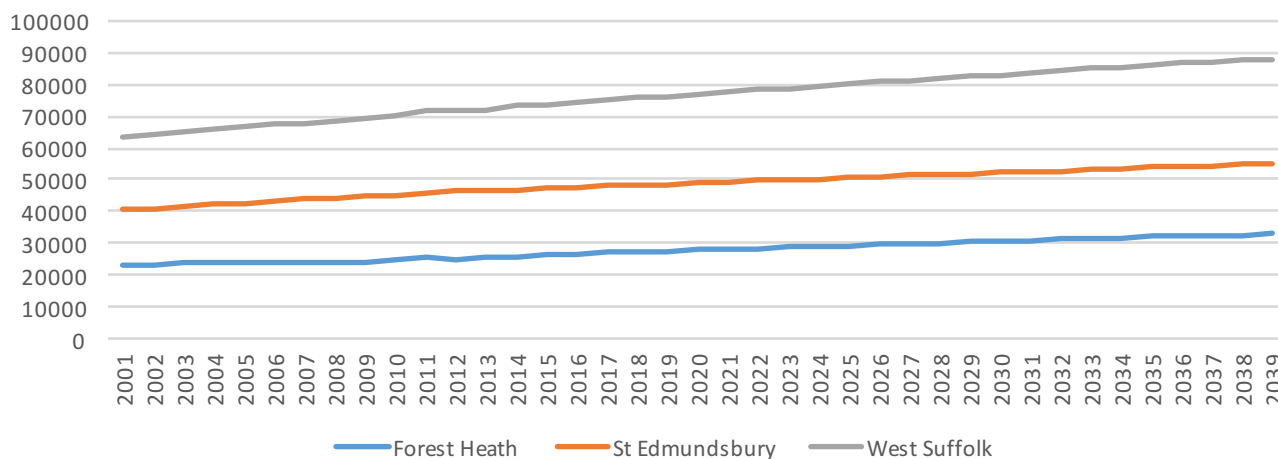
The location of households are shown across West Suffolk’s nine geographies (right).



## Growth in number of households

Between 2011 and 2018, the number of households in West Suffolk increased by 6% (7% in Forest Heath and 5% in St Edmundsbury) compared to 7% in England. By 2039 the number of houses in West Suffolk is expected to increase further with a 16% increase from 2018 to 2039, compared to an 18% increase in England (21% increase in Forest Heath and 14% increase in St Edmundsbury).

(Source: ONS Household projections 2014 based)

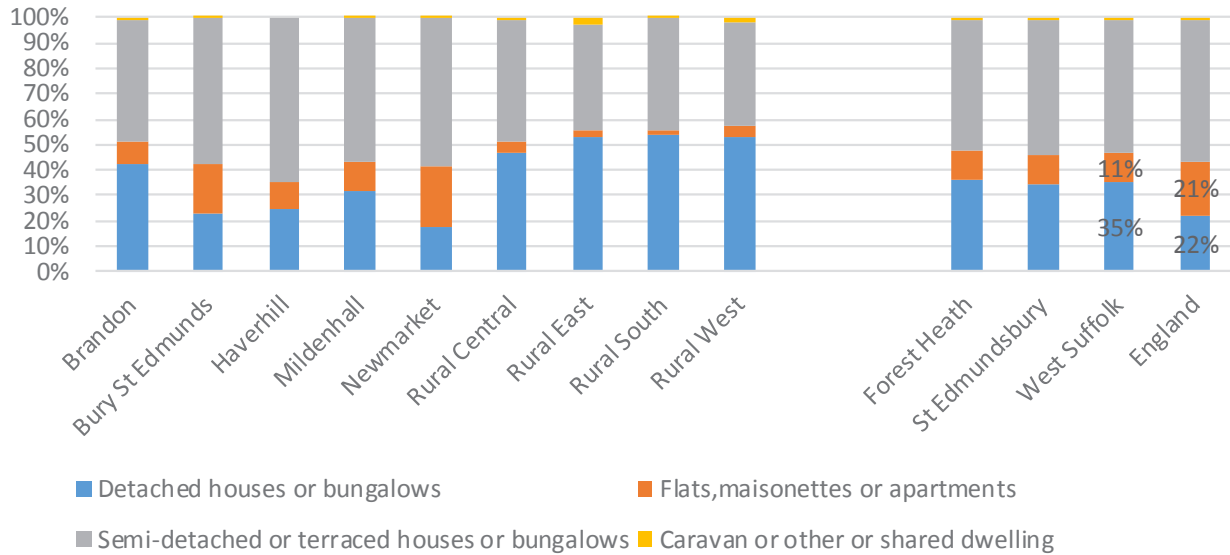


Projected no of households	% increase					
	2011	2018	2039	2011-18	2011-2039	2018-2039
English	22103878	23696830	28003598	7%	27%	18%
Suffolk	311669	327730	375245	5%	20%	14%
Forest Heath	25456	27330	33046	7%	30%	21%
St Edmundsbury	46014	48326	54870	5%	19%	14%
West Suffolk	71470	75656	87916	6%	23%	16%

## Dwelling type

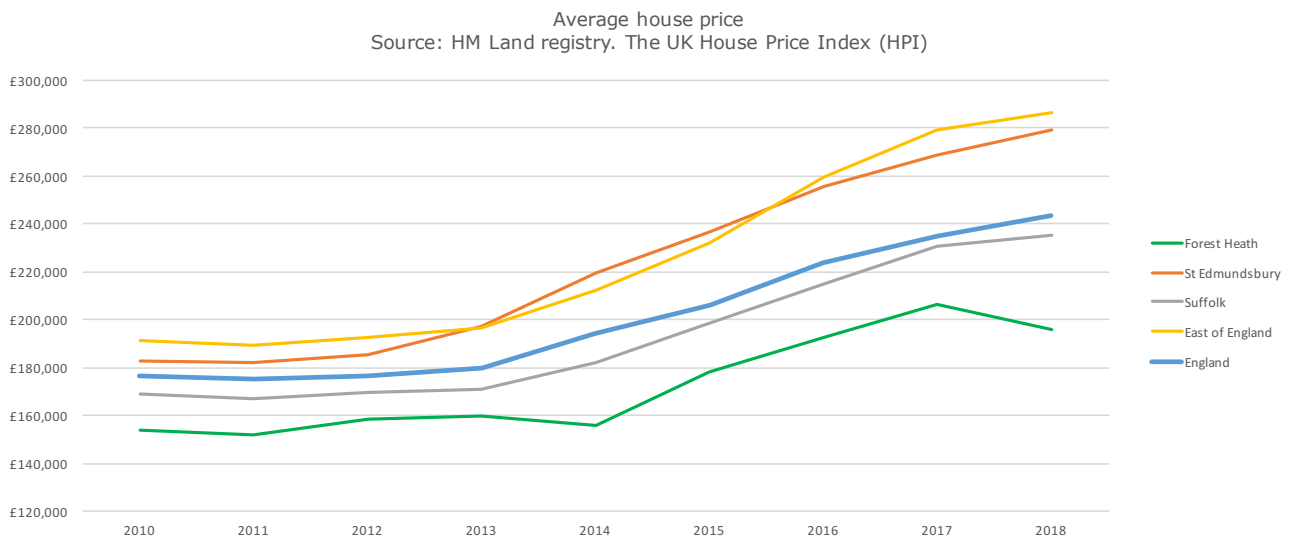
West Suffolk has a higher percentage of dwellings that are detached houses and bungalows and a lower proportion of flats, maisonettes and apartments than the England average.

(source: Census 2011)



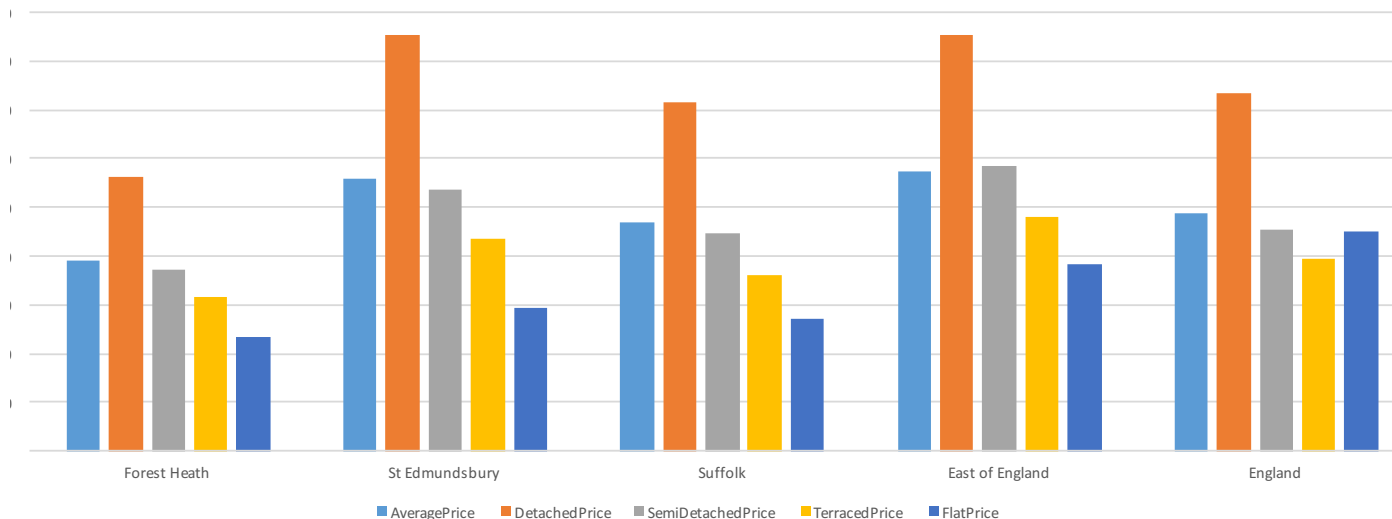
## House price – average house price

Data from the Land Registry’s House Price Index shows how average house prices in Suffolk fell dramatically in 2008, before a recovery in late 2009 and a further increase of 7.4 during 2013/14.



## House price by property type

House price by property type.  
Source: HM Land Registry. The UK House Price Index (HPI) April 2018



## Affordability ratios: median quartile

This table shows the median house price to median income ratio between March 2016 and April 2018 when buying a property. The ratios show how many “times” income the local house prices represent. It is usually accepted that house prices of 3 to 3.5 times income are considered affordable.

Source: Housing Market Bulletin June 2018

	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Apr 18	Jun 18
Forest Heath	6.6	6.7	6.9	7.2	7.1	6.9	7	7.1	7.4	7.4
St Edmundsbury	8	8.1	8.1	8.2	7.7	7.3	7.5	7.7	7.9	7.9
East of England	8	8	8.2	8.5	8.2	8	8.2	8.2	8.4	8.4

## Affordability of buying and renting housing: lower quartile

Ratio of lower quartile house price to lower quartile gross annual workplace-based earnings

HM Land Registry's measure of affordability of housing is the ratio between an area's earnings and house prices. A person in Suffolk, on the lower quartile salary, would need to pay over 10 times their salary to afford a house with the lower quartile price.

This may be due to Forest Heath's proximity to Cambridge and the use of the private rented sector by USAFE personnel.

### Cost of renting a property (£)

	FHDC	SEBC	East of England	England
1 bed	144	144	158	173
2 bed	173	173	196	178
3 bed	242	219	233	207
4 bed	319	321	323	353

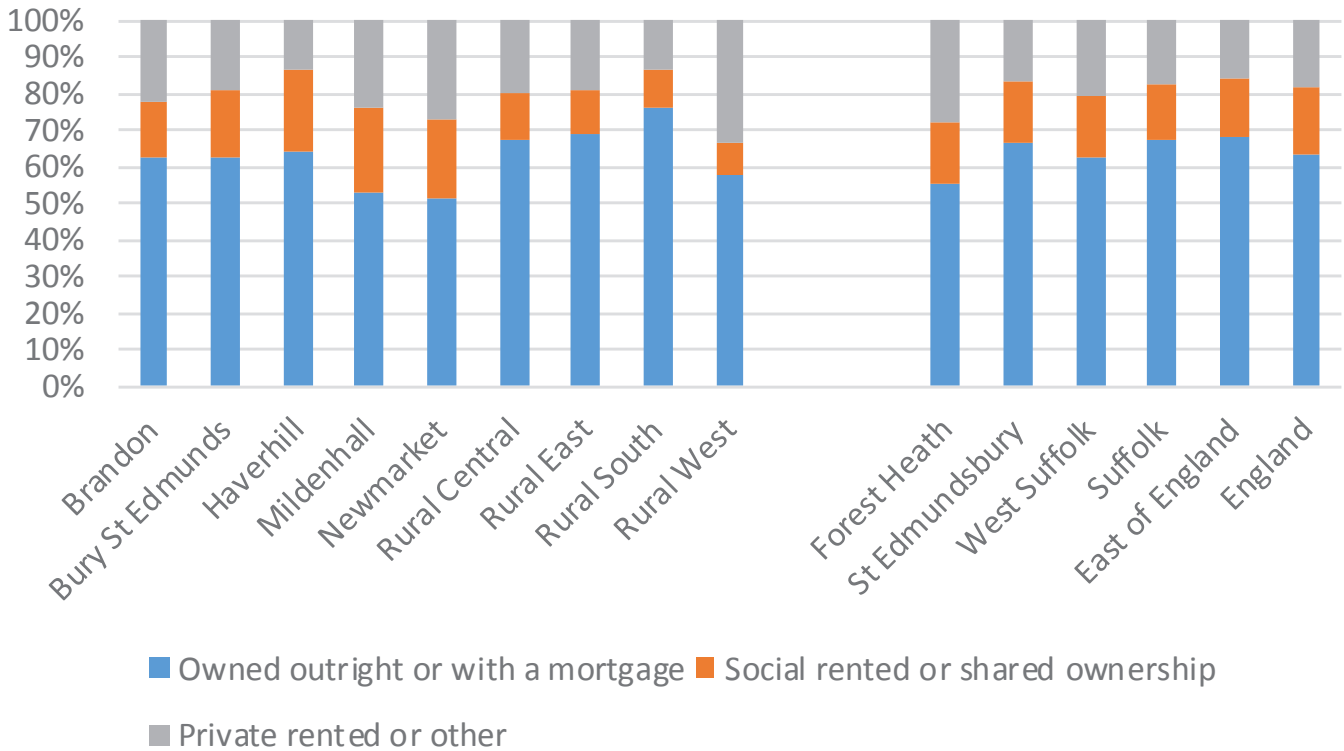
### Buying a property

	June 2018
Forest Heath	10.3
St Edmundsbury	11
East of England	11



## Housing tenure

West Suffolk's tenure mix has a lower than average proportion of social housing than the national average. St Edmundsbury has a higher proportion of owner occupied, and Forest Heath has a higher proportion of private rented properties than average.



## Land supply for housing

Through the Strategic Housing Land Availability Assessment (SHLAA) we assess potential sites for future housing development and have identified land for 21,272 new homes on Greenfield and Brownfield sites over the next 15 years - 8,990 are in Bury St Edmunds, 5,947 in Haverhill, 606 in Newmarket, 1,470 in Mildenhall and 3,369 in rural West Suffolk.

[www.westsuffolk.gov.uk/planning/Planning\\_Policies/upload/Main-body-of-report.pdf](http://www.westsuffolk.gov.uk/planning/Planning_Policies/upload/Main-body-of-report.pdf)

		2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/18	Total
Forest Heath	Completions	332	363	246	182	188	344	380	2035
	Target	340	340	340	340	340	340	340	2380
	Difference	-8	23	-94	-158	-152	4	40	-345
	Difference (%)	97.65%	106.76%	72.35%	53.53%	55.29%	101.18%	111.7%	85.5%
St Edmundsbury	Completions	134	133	238	414	441	388	235	1983
	Target	481	481	481	481	481	481	577	3463
	Difference	-347	-348	-243	-67	-41	-93	-342	-1480
	Difference (%)	27.86%	27.65%	49.48%	86.07%	91.48%	80.67%	40.7%	57.26%



## Affordable homes delivered

Across West Suffolk, 842 affordable homes have been delivered over the past five years.

	Forest Heath	St Edmundsbury
2013/14	51	68
2014/15	49	96
2015/16	15	185
2016/17	33	109
2017/18	175	61
2018/19	323	519

The following table shows the number of affordable houses delivered in towns and rural areas over the last three years:

	Forest Heath		St Edmundsbury	
	Town	Rural	Town	Rural
2015/16	0	15	69	116
2016/17	16	17	85	24
2017/18	54	121	22	39

## Empty homes 2017

Data from the Empty Homes Agency show that the percentage of homes in Forest Heath that were empty and long term empty in 2011 was higher than the county, regional and national averages.

Source: gov.uk/livatables on dwelling stock

	% of all homes that are empty	% of all homes that are long term empty
Forest Heath	2.90%	0.85%
St Edmundsbury	1.99%	0.57%
West Suffolk	2.33%	0.68%
Suffolk	2.26%	0.71%
East of England	2.23%	0.70%
England	2.53%	0.86%

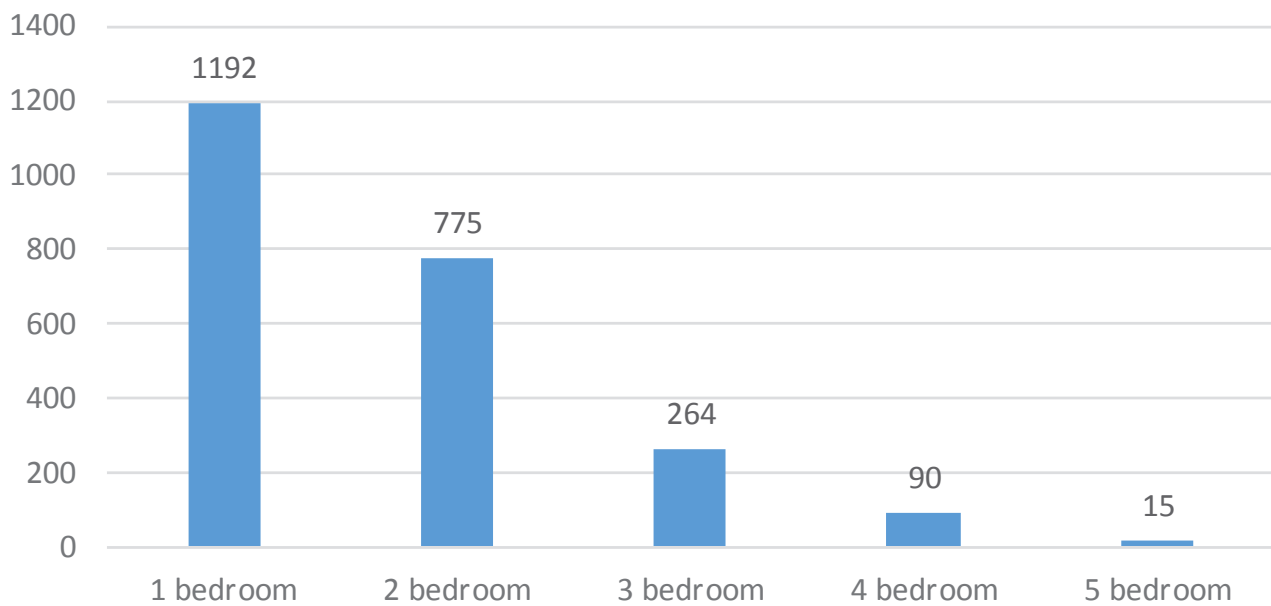


## Housing size – need and demand on housing

Source: Housing Register database

The majority of households currently on the Housing Register in West Suffolk are waiting for a 1 or 2 bed home.

### Current demand for property sizes in West Suffolk, 1 July 2018



### Who is on the housing register – 1st July 2018

Single	41%
Couples	12%
Family with children	45%
Other HH types	2%
	100%



## Household size

Data on average household size is calculated by looking at the number of projected households and Subnational Population Projections.

	Average household size 2011	Average household size 2018	Average household size 2039
Forest Heath	2.3	2.42	2.39
St Edmundsbury	2.4	2.35	2.25
West Suffolk		2.38	2.3
Suffolk	2.3	2.29	2.19
East of England	2.4	2.36	2.27
England	2.4	2.37	2.26

## Age profile: population growth

The table below shows the expected population growth between 2016 and 2039. From 2016 to 2039 the population is expected to grow by 11% in England and 10% in West Suffolk. The growth in population for those residents aged 75+ is much larger. For residents in West Suffolk aged 75+ we can expect to see 84% growth with resident numbers rising from 16,600 to 30,600

The table below shows the percentage growth from 2016 to 2039

	England	West Suffolk
All ages	11%	10%
0-14	2%	3%
15-19	11%	13%
20-24	5%	4%
25-34	2%	-2%
35-44	-1%	-3%
45-59	2%	-6%
60-74	22%	16%
75+	76%	84%

Source: Subnational population projections 2016 (published May 2018)

## Age profile: percentage population by age

The table below shows the percentage of population by age band for 2016 and 2039.

Currently in West Suffolk 1 in 11 residents are aged 75 and over. By 2039 it is predicted that 1 in 6 residents will be aged 75 and over.

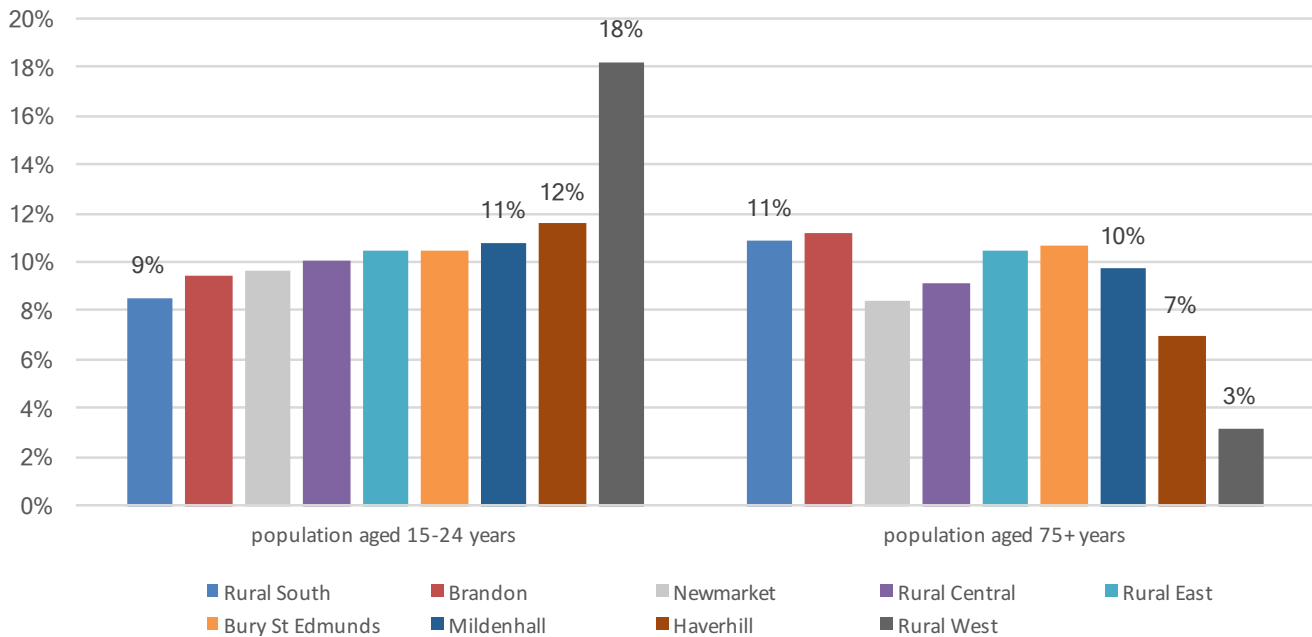
	2016	2039	2016	2039
Age band	England		West Suffolk	
0-14	18%	16%	18%	17%
15-19	6%	6%	5%	5%
20-24	6%	6%	6%	5%
25-34	14%	13%	14%	13%
35-44	13%	11%	12%	10%
45-59	20%	18%	20%	17%
60-74	15%	17%	17%	18%
75+	8%	13%	9%	16%

Source: Subnational population projections 2016 (published May 2018)



## Age profile – differences across the region

Some areas of West Suffolk, for example Mildenhall, Haverhill and Rural West have a more youthful population. 18% of the population in Rural West is aged between 15-24 years with only 3% of their population aged 75 and over. In comparison, Rural South has an older population with only 9% aged between 15-24 years and 11% aged 75 plus.



Source: Mid-year estimates 2016  
(published Oct 2017)

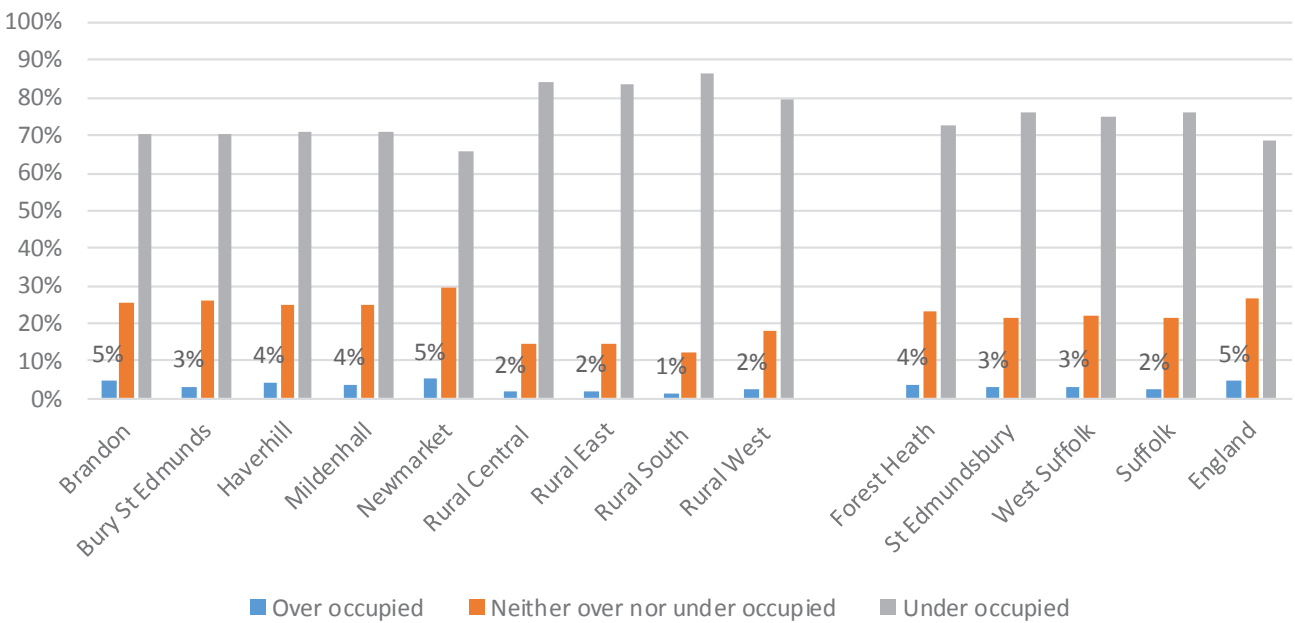
Rural South	Rural West
Cavendish	Eriswell and the Rows
Chedburgh	Exning
Clare	Lakenheath
Hundon	Manor
Kedington	South
Wickhambrook	
Withersfield	

## Overcrowding/under occupancy

A slightly higher proportion of homes in West Suffolk are under occupied when compared to the national average (i.e. they have 1 or 2 more bedrooms per household than needed). The percentage of under occupied homes increases in the rural areas. In West Suffolk 3% of homes are over occupied but this increases to 4% and 5% in Haverhill, Mildenhall, Brandon and Newmarket.

NB. These figures are from before the Spare Room Subsidy was introduced.

Source: Census 2011



## Housing register applicants

West Suffolk		
	01-Jul-18	%
Band A	264	11
Band B	658	28
Band C	605	26
Band D	809	35
<b>Total</b>	<b>2336</b>	
Homeseeker	1640	70
Transfer	696	30

333 of the 2336 applicants on the housing register (14%) are aged over 65. 39% of applicants were placed in Bands A or B (high need)

Source: Housing Register database



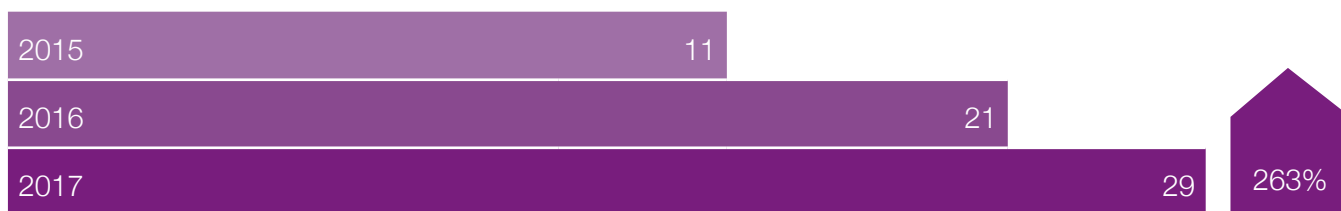
## Homelessness (revised data)

	Homelessness per 1000 households (2017/18)
Forest Heath	3.8
St Edmundsbury	2.9
West Suffolk	3.2
Suffolk	2
East of England	2.4
England	2.4

Source: MHCLG.gov.uk/livatables on homelessness

The chart below shows that the number of rough sleepers across West Suffolk has increased dramatically.

### Number of rough sleepers in West Suffolk



## Useful links

Further information about housing can be found at the following links:

- Strategic Housing Market Assessment: <https://cambridgeshireinsight.org.uk/housing/local-housing-knowledge/our-housing-market/shma/>
- Cambridge sub-region housing market bulletin: <https://cambridgeshireinsight.org.uk/wp-content/uploads/2018/09/hmb-38.pdf>

## 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	Quarterly monitoring of prevention statistics.  Quarterly monitoring of	<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

## **Equality analysis**

An equality impact assessment (EqIA) has been undertaken on this strategy to ensure that there are no adverse effects for any particular group. The strategy contains priorities and actions which will be delivered to provide a range of housing options so that we can respond to and plan for the growing need for additional housing in West Suffolk.

It is anticipated that all residents in West Suffolk could benefit from the proposals. The strategy intends to increase the supply of affordable housing and improve the quality of existing housing throughout West Suffolk, to help meet the needs of current and future populations.

In terms of how it will impact on those with a protected characteristic, the strategy sets out how West Suffolk intends to improve housing provision for the following groups:

- those with a disability;
- elderly people and younger people;
- those living in rural isolation;
- and those on a low income.





West Suffolk Housing Strategy  
2018 – 2023