























Homes & Housing Strategy




Generated on: 01 December 2025


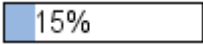
	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HH_1.1.a	Determine how the Council can identify land for self-build	Determine whether and how the Council can identify and bring forward land to increase the supply of self-build plots, with a targeted strategy to be put in place.	31-Mar-2026	30%	<div><div>30%</div></div>	Holly Brett; Robert Feakes	Officers have been working on a set of standard considerations to be had whenever a disposal or development project is being considered, in order that the potential for self-build can be quickly and simply considered at a suitable time in the process of development projects.
	Hou_HH_1.1.c	Work with partners to produce an affordable housing database	Work with partners to produce an enhanced affordable housing stock database, to support housing enabling and development decisions	31-Mar-2026	10%	<div><div>10%</div></div>	Robert Feakes	Contacting the RP Forum with initial ideas about this. Will be discussed at the next RP Forum in September.
	Hou_HH_1.1.d	Update the published Infrastructure Delivery Plan	Update the published Infrastructure Delivery Plan to ensure that the Joint Local Plan can be delivered, by working with partners to assess infrastructure needs and delivery mechanisms, in line with the Joint Local Plan timescales.	26-Jun-2026	5%	<div><div>5%</div></div>	Rob Hobbs	A tender will commence in November 2025 to invite consultancies to produce an Infrastructure Delivery Plan working closely with Planning Policy and Infrastructure Team officers. This will be produced throughout 2026 as evidence to support the development strategy that will be contained within the Babergh and Mid Suffolk Joint Local Plan Review. The existing Infrastructure Delivery Plan can be viewed here: https://www.babergh.gov.uk/documents/d/babergh/er01-bmsdc-idp-sept-2020
	Hou_HH_1.1.e	Set out recommendations to support Community Led Housing	Set out recommendations for what steps the Councils can take to provide additional support for the delivery of Community Led Housing.	31-Mar-2026	30%	<div><div>30%</div></div>	Robert Feakes	Long term absence in the Strategic Housing Team has delayed this. Officers are considering next steps following the meeting with members in September.

	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HH_1.1f	Progress the Joint Local Plan Review preparation prior to formal commencement of the Plan in March 2026	Review in line with Local Development Scheme timetables. The initial stage is the evidence gathering and preparation stage before formal commencement of the Joint Local Plan Review in March 2026.	27-Feb-2026	15%	<div><div></div><div>15%</div></div>	Rob Hobbs	Babergh and Mid Suffolk District Councils are developing the evidence and identifying the scope for their Joint Local Plan Review.
	Hou_HH_1.1g	Monitor and review the Housing Markets within the districts	Monitor and review the Housing Markets within the districts to aid understanding of needs, inform future Homes and Housing Strategy actions and to act as additional evidence alongside the Strategic Housing Market Assessment (SHMA).	31-Mar-2026	10%	<div><div></div><div>10%</div></div>	Robert Feakes	The best and most comprehensive means of assessing the state of our local housing market is via the work to be undertaken to replace the Strategic Housing Market Assessment. This is part of the local plan process, and it has been flagged with the RPs at the RP forum. We envisage that we will be approaching the RPs again when we get to the stage of gathering evidence on the housing market (needs and viability).
	Hou_HH_1.1h	Review of occupancy levels	Ensure the efficient and effective use of existing housing stock in terms of occupancy levels. Once Policy implemented, review the impact on the housing register for tenants requesting moves due to over/ under occupation	31-Mar-2026	0%	<div><div></div><div>0%</div></div>	Justin King	
	Hou_HH_1.1j	Reduce carbon emissions from houses in Babergh and Mid Suffolk Districts.	Report on how much support is provided to residents in the form of Cosy Homes grants and Warm Homes Suffolk in terms of financial support and the number of people assisted.	31-Mar-2026	0%	<div><div></div><div>0%</div></div>	Amma Antwi-Yeboah	
	Hou_HH_1.1k	Assess the need for specialist and adaptable housing for a policy in the new Local Plan	Research and assess the need for specialist and adaptable housing for a policy in the new Local Plan.	31-Mar-2026	0%	<div><div></div><div>0%</div></div>	Robert Feakes	This is incorporated within the brief for the new District-wide Housing Needs Assessment in support of the new Local Plan.
	Hou_HH_1.2a	Work to reduce the number of empty homes within the districts	• Develop a strategy to bring empty homes back into use and measure the number of empty homes bought back into use.	31-Mar-2026	0%	<div><div></div><div>0%</div></div>	Amma Antwi-Yeboah	
	Hou_HH_1.2b	Ensure the Housing Service is prepared for the impacts of the Renters Rights Bill	Produce a delivery plan to meet the needs of the Renters Rights Bill which also sets out the risks. Review and amend the current Private Rented Sector Enforcement Policy.	31-Mar-2026	0%	<div><div></div><div>0%</div></div>	Amma Antwi-Yeboah	

	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HH_2.1.a	Carry out 100% stock condition surveys	Carry out 100% stock condition surveys to help us understand our stock and develop accurate programmes of work.	30-Sep-2025	95%	<div><div>95%</div></div>	Richard Spencer	Access still an issue for the last 200ish properties but hoping to be complete by end Sep 25.
	Hou_HH_2.1.d	A programme of upgrades to heating systems in council stock	Implement a programme of upgrades to heating systems in council stock, replacing oil systems wherever possible and prioritising heat pumps and gas boilers where appropriate. (Building fabric and insulation will inform the approach taken).	31-Mar-2026	70%	<div><div>70%</div></div>	Richard Spencer	Now have a better understanding of stock and actively upgrading.
	Hou_HH_2.1.e	Review the local lettings policy for bungalows	Produce a report which explores the impacts of restricting the lettings of bungalows and present this to Joint Overview & Scrutiny Committee for their comments and cabinet recommendations.	31-Mar-2026	0%	<div><div>0%</div></div>	Amma Antwi-Yeboah	
	Hou_HH_2.2.b	Feasibility & cost of retrofit energy efficiency measures	Using data from 2a. Determine the feasibility and cost of a range of retrofit energy efficiency measures in line with PAS2035, to improve environmental performance, reduce operating costs and/or enhance the customer experience and support vulnerable tenants.	31-Dec-2025	0%	<div><div>0%</div></div>	Richard Spencer	To formalise the cost as we get more details from the stock condition survey. There should be more data by end Dec 25. This will also form part of our asset Management Strategy work which is about to start.
	Hou_HH_2.2.c	Develop a program to have all housing stock at EPC C by 2030.	Develop a program of works to help ensure we meet our obligations to have all housing stock at EPC C by 2030.	31-Dec-2025	50%	<div><div>50%</div></div>	Richard Spencer	Programme required, need some EPC data. Quite close to reaching this.
	Hou_HH_2.2.e	Work with partners to increase electric vehicle charging points	Work with partners to increase the availability of electric vehicle charging points within our council owned neighbourhoods.	31-Dec-2025	0%	<div><div>0%</div></div>	Richard Spencer	Suffolk County Council's 'Plug in Suffolk' team are currently investigating the feasibility and agreeability of potential EVCP installs in 31 council-owned housing neighbourhoods in Babergh, and 17 in Mid Suffolk. So far, 10 of these in Babergh and 1 in Mid Suffolk have been developed into detailed proposals and local stakeholders and residents have been engaged on the plans.
	Hou_HH_2.3.c	Increase new homes in line with environmental aspirations	Increase the delivery of new homes in line with environmental and sustainability aspirations.	31-Dec-2027	20%	<div><div>20%</div></div>	Holly Brett	Currently discussing with members






	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HH_2.4.d	Establish compliance with the Social Housing Regulations	Establish compliance with the Social Housing Regulations, including Consumer Standards and Building Safety Regulations; to ensure that we are a compliant landlord and tenants are able to see how we are performing against the standards.	31-Jan-2026	80%	<div><div>80%</div></div>	David White	We have now engaged with HQN an external provider who will conduct a mock inspection with us to test our compliance with the consumer standards and provide us with an indicative grading and an improvement plan. This activity will be carried out in January 2026.
	Hou_HH_2.4.e	Continually review our income processes	Continually review our income processes to ensure that we are maximising our income, helping tenants to sustain the tenancies and preventing unnecessary evictions.	31-Mar-2026	100%	<div><div>100%</div></div>	Rob Longfoot	This is now Business as Usual so can be removed. We have made great progress with Income recovery and are performing well.
	Hou_HH_2.4.f	Implement revised methods of service charging for tenants	Implement revised methods of service charging for tenants which improve equity and enable tenants to see clearly what they are paying for and to ensure that Housing Service costs are covered by our income.	31-Mar-2027	80%	<div><div>80%</div></div>	Rob Longfoot	Update: We have appointed to our new structure: Income and Sustainment Lead who now oversees the setting of service charges and is responsible for maximising income to the HRA, and a Service Charge Accountant in finance to account more accurately for costs to individual blocks. Continuous improvement big ticket items: accounts and balance sheets in Unit 4 for each block; mapping of HRA land and service charging for maintenance of it etc. Working with the new Income and Sustainment Lead, we will agree specific sub-actions to progress this objective. Likely to take several years to complete.
	Hou_HH_2.4.g	BMS Building Services to undergo diagnostic for transformation	Babergh Mid Suffolk Building Services to undergo a full diagnostic assessment leading to transformation of the service, to ensure that Building Services is in an optimised position to meet the requirements of the Building Safety Act and to contribute to meeting Climate Emergency objectives.	31-Mar-2026	80%	<div><div>80%</div></div>	Deborah Fenton	Part 1: The restructure is now complete. Part 2: Policies and Procedures are near completion and the new job management system will be in place by the end of March 2026. Six monthly benchmarking will be undertaken to track our continuous improvement journey.






	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HH_2.4.h	Ensure we deliver a quality repairs and planned works service	Ensure we deliver a quality repairs and planned works service by holding our contractors to account. Making sure they respond to works orders in a timely manner as set out in their contract KPIs and our tenancy agreements.	31-Dec-2025	80%	<div><div>80%</div></div>	Jane Branch	On track for end of this year. Team carries out regular monthly contractor meetings; audits are undertaken by our Health & Safety Team during work in progress and KPI's are monitored. Regular data reports from Total Mobile also assist in managing the service both for contractors and DLO.
	Hou_HH_2.4.i	Commission an Older People's Homes Development Strategy	Commission an Older People's Homes Development Strategy; including analysis of housing needs for older and vulnerable people; focusing on mix, type, numbers required and spatial distribution. Analysis to include downsizing opportunities and to consider alternatives to Extra Care Housing and to inform redevelopment opportunities for Council sheltered accommodation.	31-Mar-2026	10%	<div><div>10%</div></div>	Amma Antwi-Yeboah	Survey of our tenants has been completed looking to go out to wider residents for their feedback. Waiting on the sheltered housing review and also looking at what SCC will be doing on holding housing.
	Hou_HH_2.4.l	Review our Sheltered Housing offer	Review our Sheltered Housing offer to ensure our provision of independent housing for older people meets the needs and requirements of our residents and our organisation.	30-Sep-2026	25%	<div><div>25%</div></div>	Rob Longfoot ; Jeremy Robbins	Upgrade to digital: BDC schemes (Steeds, Playford, Sydney Brown Court) warden call upgrades are on-track for completion by end February 2026. MSDC digital switch is confirmed possible by Appello call monitoring service, contractor being mobilised to attend and switch the protocol on the devices - behind schedule but progressing (further update needed from Jez Robbins who is now leading this project) Decommissioning of 8 non-integral schemes approved at Cabinet on 11/11/25 - systems and service to be deactivated/removed from schemes in both districts from 1/4/26. Sheltered housing service review: to be undertaken after decommissioning and upgrades complete, from March/April 2026 - October 2026.






	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HH_2.5.e	Cabinet report with recommendations for garage sites	Utilise available data to inform a plan for the future alternative uses for low demand or unsuitable garage sites and deliver a report to both Cabinets with recommendations for those sites.	31-Mar-2026	15%		Rob Longfoot ; Jeremy Robbins; Richard Spencer	Update: Garages and Licenses Officer is now in post and working with Planned Maintenance team to establish garage condition and options appraisal. As per previous note, issue is with stock data and garage condition which is incomplete and poorly organised. Improvement being made, but timeline unrealistic, suggest this needs pushing back to at least 31/3/25.

Housing Revenue Account Business Plan

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	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HRA_2.1.b	Develop an Asset Register	Develop an Asset Register, informed by current Stock Condition Survey, to help decisions on our future stock profile, alongside a Disposals Policy to set out the framework under which the poorest/ worst performing stock would be redeveloped/ sold.	30-Sep-2025	10%	<div><div>10%</div></div>	Richard Spencer	Just starting. Waiting for stock data which will hopefully be complete by end September 25. Work on the Asset register can then be developed.
	Hou_HRA_2.1.c	Develop a ten-year Capital Investment Programme (2024 – 2034)	Develop a ten-year Capital Investment Programme (2024 – 2034), to accurately predict where investment needs to take place and enable us to inform tenants of exactly what improvements they can expect and when these will take place.	30-Sep-2025	80%	<div><div>80%</div></div>	Richard Spencer	The Capital programme is currently based on 50% complete stock condition survey, therefore the Capital investment programme needs reviewing with the most recent data. This is currently a very manual process but hoping to automate going forwards.
	Hou_HRA_2.2.a	Begin a pilot program of retrofit works line with the PAS2035	Begin a pilot program of retrofit works to a selection of properties in line with the PAS2035 methodology. Works are to be co-funded, where possible, through the Social Housing Decarbonisations fund.	30-Sep-2025	50%	<div><div>50%</div></div>	Richard Spencer	Funding Wave 2.2 (110 houses) 50% complete. Secured funding via Wave 3 for a further 100 houses over next 3 years.
	Hou_HRA_2.2.d	Educate tenants in how to be energy efficient within their homes	Educate tenants in how to be energy efficient within their homes: to encourage and support with minimising energy bills and reducing the risk of damp and mould.	30-Sep-2025	10%	<div><div>10%</div></div>	Richard Spencer	Linked to pilot programme in Hou_HRA_2.2.a. Need to be more active in speaking to wider residents.
	Hou_HRA_2.3.a	Work with partners to provide new homes at affordable rent	Work with partners to provide new homes at affordable rent or for affordable home ownership, and where financially viable, social rent. Utilising all available funding routes.	31-Dec-2027	0%	<div><div>0%</div></div>	Holly Brett	The project is challenging due to the HRA funding position. The project is being reviewed in line with new funding announcements post-budget, which may provide new opportunities for funding.



	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HRA_2.3.b	Refresh the New Build Design Guide in line with members	Refresh the New Build Design Guide in line with member aspirations around the environment and sustainability. Ensuring that it meets the future homes standard to enable it to be adopted by the market, where not already in place.	31-Dec-2025	0%	<div><div>0%</div></div>	Holly Brett	See AP SLTC 6MS&15B
	Hou_HRA_2.4.c	Ensure efficient use of the Council's housing stock	Ensure efficient use of the Council's housing stock by creating a cohesive plan (considering occupancy levels, trends and BMSDC's housing stock) to address overcrowding and meeting the needs of larger families alongside the creation of a scheme to identify, incentivize, support and encourage tenants to downsize.	31-Oct-2025	100%	<div><div>100%</div></div>	Amma Antwi-Yeboah; Rob Longfoot	Making better use of adapted properties when they become void, ensure that cases are correctly assessed, Aligning the aids & adaptations with the allocations policy.
	Hou_HRA_2.5.a	Review each of our larger estates and actively engage tenants	Review each of our larger estates and actively engage tenants and stakeholders in how we could develop solutions to improve the environment and create neighbourhoods that are attractive and desirable to all using capital funding through our HRA Greater Places scheme.	31-Dec-2026	10%	<div><div>10%</div></div>	Rob Longfoot	Revised target date to reflect challenges in bringing the new service to life procedurally and resolving the backlog the change has uncovered.
	Hou_HRA_2.5.b	Develop a new approach to housing management	Develop a new approach to housing management which is proactive, community focussed and is more responsive to the needs and vulnerabilities of our tenants.	30-Sep-2025	100%	<div><div>100%</div></div>	Rob Longfoot	1) The new approach involves restructuring the use of Housing Revenue Account (HRA) to align with tenant's needs. 2) Increase housing management presence on estates and tenant's homes to better understand their needs and provide improved services. 3) Consultation for the new approach to start in January 2025, and expected to complete by September 2025.
	Hou_HRA_2.5.c	Working with public realm, develop a Service Level Agreement	Working with public realm, develop a Service Level Agreement for the provision of grounds maintenance services to council estates, within budget communicated to residents.	30-Apr-2026	20%	<div><div>20%</div></div>	Rob Longfoot	This needs reigniting as part of budget pressures conversations. Service level comms being published by Ten engagement team.

	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_HRA_2.5.d	Increase tenant satisfaction with where they live	Increase tenant satisfaction with where they live. We will continually review whether the improvements improve the happiness and well-being of tenants, residents, and communities.	31-Dec-2025	50%	<div><div>50%</div></div>	David White	Not quite complete- our satisfaction with the neighbourhood has gone down through TSMs. A report has been requested to look at impact on satisfaction in the specific areas we have targeted through the CAD programme and based on findings we will make recommendations for what CADs look like moving forwards.
	Hou_HRA_2.6.b	Increase levels of satisfaction that we listen to tenant views	Increase levels of satisfaction that we listen to tenant views and act upon them. We will then regularly monitor progress by making improvements to what we do and how we do it.	31-Dec-2027	20%	<div><div>20%</div></div>	David White	What success looks like, Increase in Satisfaction that we listen and act scores.
	Hou_HRA_2.6.c	Increase the pride tenant's feel living in our council home	Increase the pride tenant's feel living in our council owned homes and communities by carrying out our 'tenant respect and fairness campaign' and using our internal communication channels to share positive news stories about our tenants.	31-Mar-2026	50%	<div><div>50%</div></div>	David White	Stop Social Housing Stigma journey planner action plan is now 48% complete. Tenant satisfaction that tenants feel they are treated fairly and with respect has increased to 72% this year.
	Hou_HRA_2.7.a	Ensure our housing management systems are fit for purpose	Ensure our housing management systems are fit for purpose and enable us to deliver a modern housing service that our tenants and staff expect.	31-Mar-2026	70%	<div><div>70%</div></div>	David White	Delayed due to needing to understand the outcome of LGR - when we are made aware of if we are 1 or 3 unitary organisations we can then start to have conversations about the future of the housing management system. Work continues to be undertaken to make best use of the systems we have in place.
	Hou_HRA_2.8.b	Create an action plan to alleviate financial stress on the HRA	Create a defined plan for actions that could alleviate financial stress on the housing revenue account.	31-Dec-2025	50%	<div><div>50%</div></div>	Deborah Fenton	Officers have worked to make a number of changes which reflects positively on the business plan. This include introducing service charges and carrying out restructure in the building services. Further actions will take place during 2025-26 which includes further work on service charge, void good to go schemes, review of the void process, and detailed work on disrepair claims.

Tenant Engagement Strategy

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	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_TES_2.4.k	Increase tenant demographic and vulnerability data	Increase tenant demographic and vulnerability data held within our system to enable us to ensure we are delivering equitable outcomes for our tenants by ensuring this data is reviewed and updated at appropriate opportunities.	31-Dec-2025	50%	<div><div>50%</div></div>	David White	GTKY project is due to be reviewed in the next 2 weeks as it has been worked on by staff from across the organisation for the last 6 weeks. We will be reviewing progress, producing a report for HMT on completion rate, how much extra data we have gathered and what next i.e. making sure we are aware of and using this data operationally and strategically.
	Hou_TES_2.5.f	Carry out Greater Places projects across both districts	Carry out Greater Places projects across both districts, led by tenant data and consultation to make improvements to communal HRA land.	31-Mar-2026	80%	<div><div>80%</div></div>	David White	Not yet complete - but we are breaking ground on various sites we have identified with tenants through the CADs. Will have completed various sites by the end of the financial year. Part of the CAD review will be looking at what next for this initiative.
	Hou_TES_2.6.e	Create a set of service standards, across the whole housing	Create a set of service standards, across the whole housing service, with colleagues and tenants to ensure tenants are aware of the level of service that they can expect and can hold us to account.	31-Mar-2026	70%	<div><div>70%</div></div>	David White	We need to pull together all service standards in one place and regularly report on them so tenants can hold us to account on our performance against them. This is things like timescales for responding to tenant enquiries, to how often we will inspect communal spaces and everything in between that we are already reporting on (complaint response timescales, repair timescales etc).

	Code	Title	Description	Due Date	Progress	Status Progress Bar	Assigned To	Latest Note
	Hou_TES_2.6.h	Recruit to and utilise the Tenant Complaint Experts role	Recruit to and utilise the Tenant Complaint Experts role within the housing complaints process to create the tenant voice and scrutiny in complaint escalation.	31-Dec-2025	40%	<div><div>40%</div></div>	David White	We have sent out a call to action this week to tenants via our tenant newsletter My Home Bulletin. We will then be working with those tenants on training around complaints and supplying them with complaint responses to review and feedback to the Housing Complaints Task force on a quarterly basis.
	Hou_TES_2.6.j	Review the Community Action Day approach	Review the Community Action Day approach reflecting on the success and lessons learnt of the programme over the past 3 years and propose a new approach that is impactful and meaningful to tenants and communities.	31-Mar-2026	0%	<div><div>0%</div></div>	David White	