

Appendix A – Implementation Plan

SO1. Enable the development of high quality and sustainable affordable housing in places where people want to live, responding to local need.			
What we are going to do	How we will measure progress	How we will know we've achieved it	Who will do it
SO1 (A) Provide a forum and training to increase skills to assess viability of new developments and inform negotiations with developers	<p>Ongoing training with 3 Dragons software for all enablers in each district</p> <p>Funding/resources secured to up-date each LAs core data to keep software relevant</p> <p>Number of people with increased viability and negotiating skills</p> <p>Peer support maintained through a minimum of 8 enablers sub group meetings per year and periodic workshops</p> <p>Monitoring number of units/sites where knowledge acquired through 3 Dragons is used to:</p> <ul style="list-style-type: none"> • Provide Affordable Housing • Support decisions not to pursue site development 	Planners and Housing Enablers will have increased skills and knowledge to test site viability and negotiate with developers	Enablers sub group
SO1 (B) Develop a strategic response to government changes to tenancies	Agreement and development of a sub-regional strategic tenancy policy, to fulfil the government's requirements of local authorities.	Developed a sub regional strategic tenancy policy and worked with RSLs to influence their policies on changes to tenancies	Steering Group and partners

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	Dialogue with RSLs to influence their policies on tenancies - whether they will grant lifetime tenancies or tenancies with fixed terms, the duration of the fixed term and the circumstances in which they would be reissued at the end of the term		Steering Group and partners
SO1 (C) Develop the "affordable" housing market taking account of the impact on low income households of rents 80% of market value and universal benefits	<p>LAs and RSLs will share results of modelling the impact of 80% rents on capital business plans and households</p> <p>LAs will share information and experience on use of New Homes Bonus scheme</p>	GHG, RSLs and other development organisations will achieve a sound understanding of the suitability and viability of different options and products to maximise development opportunities	Enablers sub group
SO1 (D) Provide up-to-date strategic housing market information for the sub region to inform housing delivery	<p>Task and finish SHMA sub group set up to collate data Sub regional SHMA is produced as a primary source of information</p> <p>Information is put on GHG web pages of Haven Gateway Web site Housing Market information is up-dated quarterly</p> <p>Organise a developers event to discuss gaps in supply for different age groups, types of dwellings, flexible space and quality</p> <p>E&D group will provide needs data for diverse groups that impact on new developments eg.need for larger homes</p>	<p>Districts, RSLs and developers have increased awareness and access to sub regional housing market information to facilitate and support new housing development</p> <p>Evidence base for new developments includes needs data for all groups</p>	<p>Co-ordinator</p> <p>E&D sub group</p>

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<p>SO1 (E) Engage with Suffolk and Essex County Rural Housing Enablers to increase housing on Rural Exception sites and share Good Practice</p>	<p>Increased awareness and support for Rural Exception sites of elected Member's and Community</p> <p>Incorporate survey findings, of villages with new developments on exception sites, to inform development</p> <p>Increased numbers of Rural Exception sites delivering affordable housing</p> <p>Monitor financial services to maximise mortgage options for Shared Ownership in rural areas</p> <p>Exploration of vehicles for rural development like Community Land Trusts and Co-operatives</p> <p>Assessment of 'self renovation' schemes to convert redundant buildings and other self build schemes. Invite speaker from Community Self Build Agency</p> <p>Include sub regional rural housing news on GHG web site e.g. visits, e news, web links to Good Practice</p> <p>Hold an event for GHG planners and strategic housing to explore open market sales on rural exception sites</p>	<p>Enhanced sustainability of rural communities by increasing the use of Rural Exception sites and community involvement</p>	<p>Enablers sub group, Rural Housing Enablers</p>
<p>SO1 (F) Develop a protocol with public sector land owners to undertake a strategic</p>	<p>Develop a protocol for working with other public sector organisations to evaluate land usage for joint projects before selling it on the open market</p>	<p>Increased innovative options, such as joint ventures, for bringing forward land to meet a range of needs including affordable housing</p>	<p>Steering Group and HCA</p>

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assessment of public sector land with the LHA before it is placed on the open market	Develop a flexible financial model for using land to meet GHG and wider partners joint objectives		
SO1 (G) Reinforce the profile of affordable housing through liaison and communication with key players to maximise investment and delivery	Host a landowner and developer event to share information and increase opportunities for bringing forward development and delivery of affordable housing	Increased priority for and delivery of affordable housing	Enablers Group and Housing Co-ordinator
SO1 (H) Develop a mechanism for disseminating Good Practice on development , planning & programming (including supported housing and services) to maximise opportunities for development	Permanent agenda item on Enablers sub group Set up a system for disseminating Good Practice	Increased knowledge of Good Practice to inform development	Housing Co-ordinator Enablers sub group
SO1 (I) Identify the role of housing in the local economy ¹	Review the evidence base for housing's role in the economy, with particular reference to the role of housing in supporting productivity, economic growth and in facilitating or impeding labour market flexibility	Improved understanding of the inter-relationship between housing and economic development	Haven Gateway, Steering Group, Haven Gateway and Co-ordinator

¹ HCA commissioned report 'The role of housing in the economy' by Regeneris Consulting and Oxford Economics, July 2010

SO2. Improve the condition and use of existing housing taking into account social and environmental factors that impact on quality of life.			
What we are going to do	How we will measure progress	How we will know we've achieved it	Who will do it
SO2 (A) Increase the availability of good quality private sector housing	<p>Landlord accreditation scheme established</p> <p>Task and finish Housing Benefit sub group established to provide information on Universal Benefit, to ensure consistency, e.g. discretionary direct payments and share good practice</p>	<p>Increased use of good quality private rented sector accommodation</p> <p>Landlords receive consistent housing benefit service throughout the sub region</p>	<p>Steering Group and private sector sub group</p> <p>Housing Benefit sub group</p>
SO2 (B) Provide support to improve management of private rented sector accommodation	<p>Facilitation and agenda setting of private sector landlord forum hosted by manager of Landlord Accreditation Scheme</p> <p>Identify the viability of an RSLs scheme to work with private landlords to provide repairs, tenancy and void management</p>	<p>Private rented sector landlords supported to achieve better quality of management provided</p>	<p>Private sector sub group and Landlord Accreditation Scheme Organisation</p> <p>RSLs and PS sub group</p>
SO2 (C) Make best use of existing social housing stock and Private Rented Stock	<p>Joint CBL and Zone Agent campaign to appropriately promote other forms of tenure implemented</p> <p>Collate data on both overcrowding and under occupation in RSL and Council stock. Also undertake research into tenant's motives for choosing/or refusing to downsize</p> <p>Develop an incentivised 'downsizing' package using results of research and collation of Best Practice</p>	<p>Shared ownership and low cost home ownership promoted through CBL as a housing option</p> <p>Reduction in under occupied homes in the social rented sector</p> <p>Reduction in under occupied homes in the social rented sector</p>	<p>Enhanced Housing Options sub group and zone agents</p> <p>Enhanced Housing Options sub group and Anglia Ruskin</p> <p>Enhanced Housing Options sub group</p>

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<p>SO2 (D) Develop a sub regional strategy to reduce fuel poverty and increase energy efficiency</p>	<p>Collate sub regional information on energy efficiency SAP ratings</p> <p>Share information and proportionate responses/solutions to tackle 'hard to heat homes', particularly Category 1 and non-decent homes. Link to benchmarking SAP levels</p> <p>Develop a strategy to reduce fuel poverty and increase number of warm homes</p> <p>Develop publicity and information for National Housing Federation's Energy Switching Toolkit, Smart meters, and regional discounted insulation initiative etc.</p> <p>Work with other services, e.g. Occupational therapists, HIA handyperson services and community nurses to raise householder's awareness of energy efficiency support. Explore setting up a cross referral system to help vulnerable groups, particularly the elderly to access energy efficiency schemes and information</p>	<p>Reduction in number of households experiencing fuel poverty and more homes are energy efficient</p>	<p>PS sub group</p>
	<p>Explore opportunities for jointly commissioning House Condition Surveys</p> <p>Compare stock condition survey data across the sub region and build information on the decent homes standard in private homes</p>	<p>Assess scope for efficiency savings in PS data collection</p>	

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<p>SO2 (E) Develop information on Empty Homes (EH) and use resources efficiently to bring houses back into use that meet housing need</p>	<p>Establish baseline information of categories of Empty Homes across the sub region</p> <p>Facilitate a GHG Good practice event to share information and processes to bring Empty Homes back into use.</p> <p>Develop a criteria that prioritises the categories of Empty Homes, and methods to bring them back into use, to make best use of resources and address housing need</p>	<p>Co-ordinated strategic sub regional response that brings EHs back into use to meet housing need</p>	<p>Private Sector sub group and HCA</p>

SO3. Maximise customers' housing choices and mobility, as appropriate, taking into account changing housing needs and demographics			
What we are going to do	How we will measure progress	How we will know we've achieved it	Who will do it
SO3 (A) Enhance the offer to people with additional and changing needs who want to stay in their own homes, as appropriate	<p>Investigate the potential for setting up a recycling scheme that increases the availability and affordability of Aids and Adaptations equipment</p> <p>Develop sub regional mechanisms to provide:</p> <ul style="list-style-type: none"> - more consistent access to DFGs - fewer duplicate DFGs when households move across districts - equitable contribution from RSLs towards DFGs - assess choices to move <p>Increase efficiency in provision of aids and adaptations through shared procurement</p> <p>With partners audit options and services available in each district to meet older people's housing needs</p> <p>Taking into account digital exclusion issues scope an Enhanced Housing Options project to provide older people with options to meet their changing housing needs</p>	<p>Increased access to aids and adaptations to enable people to stay in their own homes</p> <p>Improved strategic working with Home Improvement Agencies (HIAs) and LAs to achieve efficiencies across the sub region in providing DFGs</p> <p>Improve links to health through HIAs and LAs to deliver DFGs</p> <p>Maximise Aids & Adaptations budget through increased purchasing power</p> <p>The Enhanced Housing Options (EHO) project enables older people to be better informed, and make choices that help meet their needs</p>	<p>Private sector sub group</p> <p>Private sector sub group, HIAs, and RSLs</p> <p>Private sector sub group</p> <p>Enhanced Housing Options sub group</p> <p>Housing options sub group</p>

What we are going to do	How we will measure progress	How we will know we've achieved it	Who will do it
<p>SO3 (B) Improve customers knowledge of the range of housing options available to them</p>	<p>Housing Option sub group set up with representatives from the private rented sector, homelessness, housing options teams, benefits, Housing Associations, supported housing and voluntary sector</p> <p>Enhanced Housing Options Project is fully launched and training is provided for LAs and key partners</p> <p>Housing Options sub group collates and up-dates information on housing options and support services available in their district.</p> <p>Enhanced Housing Options project is monitored and evaluated on an ongoing basis with an annual review</p> <p>Identify level of engagement by different groups to ensure equal access</p>	<p>Enhanced Housing Options project is integrated into the sub region and residents knowledge of housing options is improved</p> <p>Raised awareness of housing options is provided for all residents</p>	<p>Housing Options sub group</p>
<p>SO3 (C) Improve our understanding of what influences older people's housing choices to inform strategic planning</p>	<p>Survey older people that are registered on CBL but who are not bidding for properties</p>	<p>Research contributes to better information to inform planning options for older people</p>	<p>Anglia Ruskin and CBL/EHO</p>

What we are going to do	How we will measure progress	How we will know we've achieved it	Who will do it
<p>SO3 (D) Demonstrate a commitment to providing services fairly to all and equal access to suitable accommodation</p>	<p>Carry out Community Mapping by collating population base line data of different groups, using seven strands of Equalities Framework</p> <p>Share community mapping information to Enablers to inform future developments</p> <p>Interpret new Equalities Framework using housing guidance when published</p> <p>Up-date base-line data with results of 2011 Census</p> <p>Monitor service usage annually and develop equality action plans to address any groups whose needs are not being met fairly</p> <p>Carry out EqIA for any new project to ensure compliance with Equality strands and set up annual monitoring</p> <p>Analyse results of CBL annual customer survey and investigate any equality and diversity issues</p>	<p>Improved evidence base to inform monitoring and evaluation of new and existing GHG services to ensure they are provided fairly to all</p>	<p>Equalities and Diversity sub group</p>
<p>SO3 (D) Develop the options for sub regional working to facilitate the rehousing of residents of Jaywick</p>	<p>Undertake an appraisal of types of support GHG LAs can provide to help to meet the long term housing needs of Jaywick residents</p>	<p>Options to rehouse households living in Jaywick are increased</p>	<p>GHG Steering Group</p>

SO3 (F) Secure efficiencies in the cost of delivering CBL and investigate income generation

CBL functions are streamlined to create efficiency savings

Income is generated by Introducing private advertising onto CBL web site

Efficiencies of scale are maximised by increasing number of partners participating in CBL

Investigate the Business Case for a single shared sub regional team for CBL

Undertake an appraisal of generating income through attracting appropriate private advertisers on CBL web site

Attract other neighbouring LAs to join CBL

CBL sub group

CBL and Enhanced Housing Options

SO 4 Provide enhanced housing options based on an understanding of the links between health, well being, training, employment and housing to help prevent homelessness and support vulnerable people.

What we are going to do	How we will measure progress	How we will know we've achieved it	Who will do it
SO4 (A) Provide access to budgeting advice to help people sustain their tenancies	Roll out 'Passport to Independence' accredited learning workbook pilot across sub region-make EHO interactive training workshop available and delivered by RSLs, for any new tenant who secures a tenancy through CBL, including private sector tenancies. Use technology aimed at young people e.g. mobile phone interactive game to help young people live healthily, sustain a tenancy and find work	People are provided with the skills to sustain their tenancies improve their lifestyle	Housing Options sub group
SO4 (B) Increase availability of private rented sector options	Advertise on CBL web site vacant properties of Accredited Private sector landlords	Increased supply of suitable housing available through private sector	Private sector, Enhanced Housing Options and CBL sub groups and Accredited Landlord Organisation
SO4 (C) Through the EHO project, to provide additional access to 'work advice and work preparedness' for new and existing tenants	Provide additional access to the Next Step Work Advice service through the "Housing Help & Work Advice" web tool. Develop a DVD to support training and for future reference via Housing Help & Work Advice web tool	Improved access to help and advice on training, learning and the world of work for people over 18 years old.	Enhanced Housing Options
SO4 (D) Increase private landlords awareness of the support available for vulnerable tenants	Use CBL and Landlord Accreditation scheme to provide information for private landlords about floating support services Explore extension of Suffolk Housing Information Sharing System to Essex LAs	Landlords have access to information about support services for vulnerable people	Housing Options sub group and Accredited Landlord Organisation Enhanced Housing Options sub group

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SO4 (E) Improve service links with Health and Social Care by examining the role housing and housing-related services need to play to deliver personalised services alongside health and social care	Agree a joint protocol that provides: <ul style="list-style-type: none"> - clear, integrated service pathways that are easy to understand by service users and service providers and which offer real choice and control - closer partnership working so that service users are not required to find their way around the system - clear policy objectives covering the future role and use of sheltered housing and residential care 	A joint protocol /concordat for Housing, Health and Adult Social Care which sets out a shared agenda for delivering personalised services across public, charitable and private sector services is established	Steering Group and Housing Options sub group
SO4 (F) Improve service links with the voluntary sector for customers with support needs	Include more information about voluntary sector services in Enhanced Housing Options web based programme		Housing Options sub group
SO4 (G) Develop a sub regional Information Sharing Protocol to give information and improve efficiency	Set up an Information Sharing Protocol for homelessness applications	Resources are used more efficiently to assess homelessness	Housing Options sub group

SO5. Increase the capacity and skills of the GHG partnership by reviewing its effectiveness to support the achievement of its vision and objectives and improve communication with stakeholders to capitalise on opportunities to work together to maximise resources.

What we are going to do	How we will measure progress	How we will know we've achieved it	Who will do it
SO5 (A) Review current partnership approach to ensure skills and knowledge are in place to implement housing strategy	<p>Review current partnership approach to ensure skills and knowledge is there to implement strategy using Local Government Employers model and completing Smarter Partnership working toolkit: modules Leadership; Trust; Learning; and Managing for Performance</p> <p>Carry out a training and skills audit and develop joint training to meet needs and make most efficient use of resources</p> <p>Evaluate the benefits and practicability of short term secondments, work shadowing and mentoring across the LAs. Facilitate opportunities if appropriate.</p>	<p>GHG partnership reviewed and skills and knowledge strengthened</p> <p>Training is provided to increase skills and knowledge to deliver implementation plan</p> <p>Knowledge and skills are shared across the sub region to improve performance</p>	<p>Steering Group</p> <p>Co-ordinator and sub groups</p> <p>Co-ordinator and sub groups</p>
SO5 (B) Promote the GHG partnership and improve communication with stakeholders to maximise opportunities for joint working to realise shared objectives	<p>Production of quarterly Newsletter and on-line portal of information through GHG web pages on Haven Gateway's web site</p> <p>Hold annual information event for elected Members and facilitate networking opportunities between councillors in different LAs</p>	<p>Formalised structures in place to provide a clear understanding of joint targets and projects at all levels through improved communication</p> <p>Increased awareness of sub regional work</p>	<p>Co-ordinator</p> <p>Co-ordinator and Steering Group</p>

What we are going to do	How we will measure progress	How we will know we've achieved it	Who will do it
	<p>Carry out a mapping exercise to identify all partners, including the voluntary sector.</p> <p>Set up sub regional housing champions in housing and non housing organisations to ensure widest distribution of information</p> <p>Hold annual event to review delivery of strategy, topical sub regional issues, celebrate success</p>	<p>Sub regional housing and wider stakeholders identified</p> <p>All stakeholders receive regular information through housing champions</p> <p>Working relationship with stakeholders is improved</p>	
SO5 (C) Maximise access to and use of resources through the partnership to achieve strategic objectives	<p>Identify opportunities to deliver shared services across the sub region with plans to pool budgets to deliver strategic outcomes</p> <p>Assess whether time limited jointly funded posts, to deliver strategic projects, are viable and cost effective</p> <p>Identify, apply and secure funding opportunities for joint working across organisational boundaries</p>	Resources are maximised through joint working and initiatives	Steering Group