

## Solihull Housing Strategy Implementation Plan 2023 to 2025

*This Implementation Plan focuses on new activity & Council Plan priorities. It does not record 'Business as Usual' activities & actions in other Council & SCH plans & strategies.*

Key Things to Do	Component Activities	What does success look like? (Strategic Outcome)	Indicators (Delivery Focused)
1. Health & Housing - Task & Finish Group	<ol style="list-style-type: none"> <li>1. Establish Health &amp; Housing Group (agree terms of reference; aims, objectives &amp; action plan). Focus on hard-to-reach communities, vulnerable &amp; those at risk of exclusion</li> <li>2. Feasibility assessment of introducing a process for Council &amp; partner staff visiting homes able to report housing &amp; health concerns</li> </ol>	<p>Improved early intervention</p> <p>Housing actions contributing to health improvement</p> <p>Improved housing - health intelligence</p>	<p>Assessment against Health and Housing Action Plan</p> <p>Indicators to be determined by outcomes of Task &amp; Finish topics</p> <p>Delivery of Winter Warmth Campaign (including post assessment)</p>
2. Health & Housing - Health Equalities Assessment Tool (HEAT)	<ol style="list-style-type: none"> <li>1. All Council &amp; SCH housing related strategies, plans &amp; interventions to take account of the Assessment</li> <li>2. Registered Provider awareness – by direct contact</li> <li>3. Private landlord awareness – joint work with National Residential Landlords Association</li> </ol>	All Council & partner housing activity maximising their contribution to tackling health inequalities	<p>Health assessments completed on new &amp; revised policies</p> <p>Review use of HEAT including impact &amp; difference made</p>
3. Localities - Ensure good use of land in all areas	<ol style="list-style-type: none"> <li>1. Reported 'problem sites' identified &amp; investigated</li> <li>2. Site improvement actions agreed with responsible parties</li> </ol>	No sites with recurring reports of problems	<p>Number of sites under investigation</p> <p>Number of sites with agreed local improvement actions</p>
4. Private Rented Sector – Raising Quality	<ol style="list-style-type: none"> <li>1. Landlord development – understanding of current &amp; emerging legal responsibilities</li> </ol>	Well managed sector providing good quality accommodation & tenancy	Tenant complaint & enforcement by ward area & landlord

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	2. Effective enforcement approach (including new energy efficiency requirements)	service	Identification of 'Rogue Landlords'
5. Private Rented Sector - 'Supported Exempt Accommodation' (SEA)	<ol style="list-style-type: none"> <li>1. Development &amp; review of SEA Register</li> <li>2. Identification of non-commissioned SEA; knowledge &amp; understanding of care provided in each</li> <li>3. Agreed approach to property inspection</li> <li>4. Agreed policy &amp; procedures for new SEA applicants</li> <li>5. Monitoring framework established</li> </ol>	<p>All SEA supported by commissioning officers</p> <p>SEA providing good quality accommodation</p> <p>SEA providing good value for money</p>	<p>Net Change in SEA Register</p> <p>SEA providers not commissioned in-borough</p> <p>Value of Housing Benefit in payment to providers</p>
6. Private Rented Sector - Selective Licencing	<ol style="list-style-type: none"> <li>1. Develop evidence base &amp; proposals</li> <li>2. Agree recommendations</li> </ol> <p>Subject to conclusions from 2,</p> <ol style="list-style-type: none"> <li>3. Cabinet approval &amp; Consultation</li> <li>4. Notice &amp; Implementation</li> </ol>	<p>Higher property &amp; management standards</p> <p>Reduced tenant complaints</p> <p>Reduced enforcement activity</p> <p>Local areas: environmental improvements</p>	<p>Tenant complaint per 100 privately rented properties – licensed/non licensed areas</p> <p>Enforcement activity – licensed/non-licensed areas</p>
7. Private Rented Sector – Houses in Multiple Occupation (HMOs)	<ol style="list-style-type: none"> <li>1. Identify &amp; map the existing distribution of HMOs across the borough (all &amp; licensable)</li> <li>2. Review the case for working to introduce 'Article 4 Direction' (area based or borough wide)</li> </ol> <p>Subject to conclusions from 2,</p>	<p>Vulnerable people supported</p> <p>Higher property &amp; management standards</p> <p>Reduced tenant complaints</p> <p>Reduced enforcement</p>	<p>Tenant complaints as % of all HMOs</p> <p>Number and % of Mandatory licensable HMOs with Category 1 hazards</p>

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	3. Cabinet approval & Consultation 4. Notice & Implementation	Local areas: environmental improvements	
8. Social Housing Management – Social Landlord Forum	1. Establish virtual Forum to include all Registered Providers in Solihull 2. Assurance that Solihull’s social rented sector fully complies with regulatory standards 3. Ensure all Registered Providers understand Council Safeguarding & related policies 4. Effective sharing of good practice approaches (e.g. tenant training & development; priority service register)	Strong social rented sector (regulation; management; condition)  Improved knowledge and awareness of Council Safeguarding & other policies	Tenant complaint per 100 Registered Provider properties  M.P. & Councillor enquiries  Regulator of Social Housing – Regulatory judgements & notices; gradings under review
9. Existing Homes - Domestic Retrofit	1. Assess business case for Council/SCH in-house Retrofit Assessment & Coordinator capacity (including services to private sector) 2. Develop & implement 3-year multi-tenure area-based programmes 3. ECO4 (ECO Flex) – maximise take-up & monitor effectiveness of adopted ‘Statement of Intent’ 4. Work with landlords to increase retrofit completion, i) Registered Provider asset investment ii) National Residential Landlords Association 5. Review effectiveness of local	Reduced net carbon emissions  More environmentally sustainable homes	Number of Retrofit assessments completed against target  Successful implementation of government ‘Green Homes’ programmes  Number of homes receiving work, by measures & tenure  EPC improvement  Number of Registered Providers with up-to-date asset management plans to promote sustainable warmth

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	enabling finance, i) Retrofit Enabling Policy ii) Free Retrofit Assessment		& move to net zero Outcomes from Retrofit Enabling Policy
10.New Housing - Net Zero Carbon standard	1. SCH development on behalf of the Council 2. Council commissioned general & specialist provision	More affordable & environmentally sustainable housing built	Number & percentage of new homes approved per annum meeting the standard
11.Independent Living - Deliver effective home adaptations	1. Promote Disabled Facilities Grants (Housing Assistance Policy) 2. Promote housing adaptations (Adaptations Policy – Council properties) 3. Promote subscription to ‘Safe & Sound’ & assistive technology 4. Promote & develop minor works & handyman services to make homes safer 5. Promote SMBC Occupational Therapy (OT) as an independent living service	Promote independence & enable people to live well as part of a community	Number of existing homes benefitting from DFG works, types of adaptations, trends  Number of existing homes benefitting from HRA Adaptation works types of adaptations, trends  Expansion of initiatives to support independence  Increased numbers accessing an OT intervention to support them to stay in their home.
12.Independent Living - Introduce a Register of adapted Council properties	1. Identify the properties with adaptations, and type. 2. Maximise use for future lettings rather than remove adaptations 3. Feasibility of Register extension to Registered Providers	Introduce a Register of Adapted Council properties  Improved housing choices for people with disabilities	Number & percentage of adapted works retained following tenancy change
13. Older People - Support older people to have suitable housing, across all income bands	1. Promote timely decisions on housing options and evidenced rationale	Good housing options for older people across all levels of affordability	Numbers accessing information on ‘rightsizing’ their homes.

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	<ul style="list-style-type: none"> <li>2. Promote extra care housing to older people</li> <li>3. Review the capacity and demand for housing with care</li> </ul>		Extra care housing as percentage of population aged 75 & above
14. Older People - Increase the supply of accessible & adaptable housing	<ul style="list-style-type: none"> <li>1. Implementation of Local Plan policy</li> <li>2. Council commissioned general &amp; specialist provision</li> </ul>	Housing that meets the changing needs of Solihull's population	Number & percentage of new homes built to higher accessibility standards
15. Homelessness – Strategy & Pathways	<ul style="list-style-type: none"> <li>1. Review and refresh of the Homelessness and Rough Sleeping Strategy</li> <li>2. Develop specialist homelessness pathways</li> <li>3. Develop a Housing Action plan as part of the Reducing Reoffending Strategy</li> </ul>	<p>Homelessness is prevented where possible, relieved where it cannot be prevented.</p> <p>Specialist pathways for homeless households with additional needs</p> <p>Appropriate housing options for ex-offenders, ensuring homelessness is prevented</p>	<p>% homelessness applications successfully prevented and relieved</p> <p>Number of individuals receiving support to secure or sustain accommodation</p> <p>Number of ex-offenders successfully securing accommodation, avoiding homelessness</p>
16. Homelessness – Young People	<ul style="list-style-type: none"> <li>1. Develop and implement an affordable accommodation offer for young people who work</li> <li>2. Develop and implement a corporate parenting offer to ensure care experienced individuals are supported to secure and sustain accommodation</li> </ul>	<p>Affordable housing options ensuring accommodation costs are not a barrier to young people securing employment</p> <p>Care experienced individuals are supported to develop the skills to ensure they can</p>	<p>Number of young people who secure employment and sustainable accommodation</p> <p>% of care leavers in sustainable accommodation for 12 months</p>

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		sustain their accommodation	
17.Homelessness – Rough Sleepers	<ol style="list-style-type: none"> <li>1. Implementation of new, in-house Rough Sleeper Team</li> <li>2. Review Rough Sleeper Pathways</li> <li>3. Review existing accommodation options available to individuals who are, or are at risk of, rough sleeping</li> <li>4. Member of Centre for Homelessness Impact pilot on ending rough sleeping</li> </ol>	<p>Rough sleeping is rare, brief, non-recurring</p> <p>There are clear routes into accommodation for rough sleepers, with tailored support to sustain it</p>	<p>% of early morning outreach sessions delivered</p> <p>% streetlink responses resulting in engagement with a rough sleeper</p> <p>Number of rough sleepers</p> <p>Number of rough sleepers supported into accommodation</p>
18. Homelessness – Temporary Accommodation (TA)	<ol style="list-style-type: none"> <li>1. Explore alternative TA options</li> <li>2. Develop and implement a plan to reduce TA use</li> </ol>	<p>Temporary accommodation use is reduced</p> <p>Families spend less time in temporary accommodation</p>	<p>Average length of stay in TA</p> <p>Average costs of TA per homelessness approach</p>
19. Younger adults with disabilities - Encourage more in-Borough housing provision	<ol style="list-style-type: none"> <li>1. Up to date schedule of accommodation needs</li> <li>2. Agree forward development plan</li> <li>3. Seek development partners</li> </ol>	<p>More younger adults with disabilities are able to remain close to family / friends</p>	<p>Utilisation of SCH Disability Property Register</p>
20.Younger adults with disabilities - Develop partnerships & services to ensure complex needs of younger adults with disabilities can be managed in-Borough	<ol style="list-style-type: none"> <li>1. Accommodation with care solutions developed to meet needs identified which are driving placements far from borough.</li> </ol>	<p>People are able to stay within their local communities</p>	<p>Proportion of new placements made in borough</p>
21.Veterans – Ensure that Solihull’s housing policies provide excellent standards in assisting	<ol style="list-style-type: none"> <li>1. Review performance on the Veterans Pledge Action Plan</li> <li>2. Work with partners to identify</li> </ol>	<p>Council housing policies supporting Veterans to an excellent standard</p>	<p>Veterans Pledges Action Plan – number &amp; percentage of actions on target</p>

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former & current members of the British Armed Forces	additional housing initiatives to help Veterans		
22. Local Housing Needs - Disposal of surplus Council sites	1. Council policy position on affordable housing priority for land disposals	More affordable & environmentally sustainable housing built	Annual monitor of Council site disposals & outcomes
23. Local Housing Needs - Social Rented Housing	1. Local Plan (Policies P4A & P4B) 2. Enable direct delivery – SCH & Registered Providers 3. HRA Acquisitions & Conversions	More affordable & environmentally sustainable housing built	Annual net increases achieved  Additional social rented supply (gross) i) by Council ii) by Registered Providers  Losses (Right to Buy, demolition)
24. Local Housing Needs - Affordable home ownership	1. Local Plan (Policies P4A & P4B) 2. Enable direct delivery – SCH & Registered Providers 3. Investigate & develop innovative approaches 4. Encourage & develop new partnerships & delivery relationships (e.g., private Registered Providers; insurance and pension investors)	More affordable & environmentally sustainable housing built	Number of new affordable homes delivered for ownership including those for first time buyers  Number of products and take-up