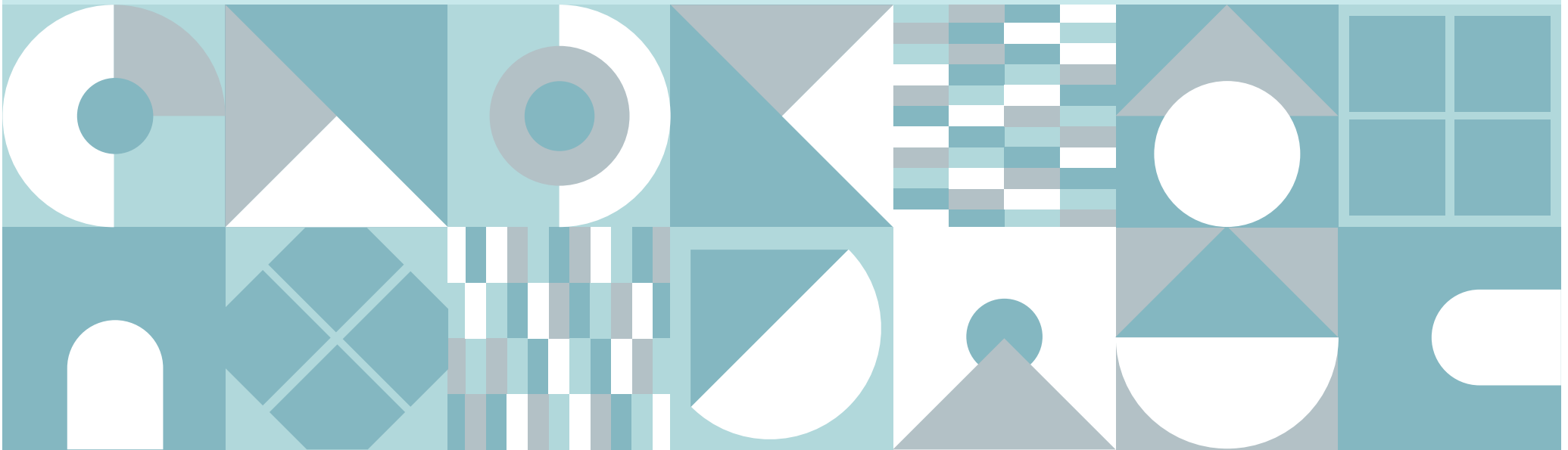


# Solihull Housing Strategy Implementation Plan

Making Solihull a great place to live for all



March 2023

## Solihull Housing Strategy

### Implementation Plan 2023 to 2025

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

STRATEGIC THEME(S)	PRIORITY	COMPONENT ACTIVITIES	OWNER (LEAD)	TIMESCALE	PROGRESS INDICATORS	OUTCOMES
Building thriving communities and wellbeing	1. Health Improvement – 'Health Equalities Assessment Tool' (HEAT)	1. Key objectives of the Housing Strategy will be reviewed using the 'Health Equalities Assessment Tool'	SMBC Public Health	2023 -2025	Examples where health equality assessments have been undertaken to develop new & revise existing housing policies  Engagement review (effectiveness & impact)	The housing sector positively contributes to health improvement & the drive to tackling health inequalities in a measurable way
		2. Engage Registered Providers in housing & health initiatives	SMBC Housing	2023 - 2024		
		3. Engage National Residential Landlords Association & private landlords in housing & health initiatives	SCH	2023 - 2024		
Building thriving communities and wellbeing	2. Health & Housing Integration	1. Establish Health & Housing Group	SMBC Public Health	30.9.2023	Assessment against Workplan	Housing actions contribute to health improvement & the drive to tackling health inequalities
		2. Develop Workplan ensuring it focuses upon supporting those most in need, improving abilities	SMBC Public Health	30.9.2023	Indicators to be determined through	

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		<p>for tenants, residents and staff to report health/housing concerns and instigate effective support.</p> <p>3. Ensure that the Workplan is based upon local housing and health data, latest national guidelines and examples of best practice</p>	SMBC Public Health	30.9.2023	Workplan development	<p>Joint health and housing initiatives lead to Improved early intervention and support</p> <p>Improved housing &amp; health intelligence informs service improvement / delivery</p>
Building thriving communities and wellbeing	3. Localities - Ensure good use of land in all areas	<p>1. Reported 'problem sites' identified &amp; investigated</p> <p>2. Site improvement actions agreed with responsible parties</p>	<p>SMBC Communities/ SCH</p> <p>SMBC Housing</p>	<p>30.6.2023 &amp; on-going</p> <p>31.12.2023 &amp; on-going</p>	<p>Number of sites under investigation</p> <p>Number of sites with agreed local improvement actions</p>	No sites with recurring reports of problems
<p>Cross-cutting:</p> <ul style="list-style-type: none"> <li>Building thriving communities and wellbeing</li> </ul>	4. Private Rented Sector – Raising Quality	<p>1. Private Rented Sector West Midlands DLUHC 'Pathfinder Programme'</p> <p>2. Landlord development – understanding of current</p>	<p>SMBC Regulation &amp; Enforcement</p> <p>SMBC Regulation &amp;</p>	<p>2023 - 2025</p> <p>30.6.2023 &amp; on-going</p>	<p>Delivery of agreed Programme projects</p> <p>Number of</p>	<p>Deliver agreed Programme</p> <p>Well managed &amp; maintained homes</p>

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<ul style="list-style-type: none"> <li>• Making best use of existing housing</li> <li>• Tackling climate change</li> </ul>		& emerging legal responsibilities  3. Effective enforcement approach – including compliance with energy efficiency requirements	Enforcement  SMBC Regulation & Enforcement	30.6.2023 & on-going	statutory housing enforcement actions  Number of Category 1 hazards identified and rectified  Identification of Rogue Landlords  Number of statutory enforcement actions against Rogue Landlords	Landlord compliance with all legal requirements  Protection of tenants
Cross-cutting:  <ul style="list-style-type: none"> <li>• Building thriving communities and wellbeing</li> <li>• Making best use of existing housing</li> </ul>	5. Private Rented Sector - Supported Exempt Accommodation (SEA)	1. Review of SEA Register  2. Identification of non-commissioned SEA;	SMBC Income & Awards/SMBC Commissioners (Adults; Childrens; Homelessness)  SMBC Income & Awards/SMBC	31.3.2023  31.3.2023	Net Change in SEA Register  Number of SEA providers not commissioned in-borough  Value (£ per	All SEA known to Council commissioning officers  SEA providing good quality accommodation & value for

STRATEGIC THEME(S)	PRIORITY	COMPONENT ACTIVITIES	OWNER (LEAD)	TIMESCALE	PROGRESS INDICATORS	OUTCOMES
<ul style="list-style-type: none"> <li>Meeting the housing needs of older people</li> <li>Helping people with additional support needs</li> </ul>		<p>knowledge &amp; understanding of care provided in each</p> <p>3. Agreed approach to property inspection</p> <p>4. Agreed policy &amp; procedures for new SEA applicants</p>	<p>Commissioners (Adults; Childrens; Homelessness)</p> <p>SMBC Regulation &amp; Enforcement</p> <p>SMBC Benefits</p>	<p>31.3.2023</p> <p>30.9.2023</p>	<p>annum) of Housing Benefit in payment to providers</p>	<p>money</p>
<p>Cross-cutting:</p> <ul style="list-style-type: none"> <li>Building thriving communities and wellbeing</li> <li>Making best use of existing housing</li> </ul>	6. Private Rented Sector - Selective Licencing	<p>1. Develop evidence base &amp; proposals</p> <p>2. Agree recommendations</p> <p>Subject to conclusions from 2,</p> <p>3. Seek Cabinet approval &amp; Consultation</p> <p>4. Notice &amp; Implementation</p>	<p>SMBC Regulation &amp; Enforcement</p> <p>SMBC Housing</p> <p>SMBC Housing</p> <p>SMBC Housing /SMBC Regulation &amp; Enforcement</p>	<p>30.9.2023</p> <p>31.10.2023</p> <p>30.11.2023</p> <p>Dependent on 3. above</p>	<p>Tenant complaints per 100 privately rented properties by ward &amp; landlord in licensed/non licensed areas</p> <p>Enforcement activity – licensed/non-licensed areas</p>	<p>Improved property &amp; management standards</p> <p>Reduced tenant complaints</p> <p>Reduced enforcement activity</p> <p>Local areas: environmental improvements</p>
Cross-cutting:	7. Private Rented Sector – Houses in	1. Identify & map the existing distribution of	SMBC Housing	30.9.2023	Number of licensable	Vulnerable people

STRATEGIC THEME(S)	PRIORITY	COMPONENT ACTIVITIES	OWNER (LEAD)	TIMESCALE	PROGRESS INDICATORS	OUTCOMES
<ul style="list-style-type: none"> <li>• Building Thriving communities and wellbeing</li> <li>• Making best use of existing housing</li> <li>• Helping people with additional support needs</li> </ul>	Multiple Occupation (HMOs)	<p>HMOs across the borough (all &amp; licensable)</p> <p>2. Review the case for working to introduce 'Article 4 Direction' (area based or borough wide)</p> <p>Subject to conclusions from 2,</p> <p>3. Cabinet approval &amp; Consultation</p> <p>4. Notice &amp; Implementation</p>	<p>SMBC Regulation &amp; Enforcement</p> <p>SMBC Housing</p> <p>SMBC Housing/SMBC Regulation &amp; Enforcement</p>	<p>31.12.2023</p> <p>31.3.2024 – 30.9.2024</p> <p>Dependent on 3. above</p>	<p>HMOs licenced</p> <p>Number and % of Mandatory licensable HMOs with Category 1 hazards</p>	<p>supported</p> <p>Higher property &amp; management standards</p> <p>Reduced tenant complaints</p> <p>Reduced enforcement</p> <p>Local areas: environmental improvements</p>
<p>Cross-cutting:</p> <ul style="list-style-type: none"> <li>• Building thriving communities and wellbeing</li> <li>• Making best use of existing housing</li> <li>• Helping people with additional support needs</li> </ul>	8. Social Housing Management – Social Landlord Forum	<p>1. Establish Forum to include all Registered Providers in Solihull</p> <p>2. Assurance that Solihull's social rented sector fully complies with regulatory standards</p> <p>3. Ensure all Registered Providers are aware of Council policies and</p>	<p>SMBC Housing</p> <p>SMBC Housing</p> <p>SMBC Housing</p>	<p>31.7.2023</p> <p>31.7.2024</p> <p>31.10.2023</p>	<p>Regulator of Social Housing – Regulatory judgements &amp; notices; gradings under review</p> <p>Tenant complaint per 100 Registered Provider</p>	<p>Assurance on compliance with regulatory standards in Solihull</p> <p>Improved knowledge and awareness of Council Safeguarding &amp; other initiatives</p>

STRATEGIC THEME(S)	PRIORITY	COMPONENT ACTIVITIES	OWNER (LEAD)	TIMESCALE	PROGRESS INDICATORS	OUTCOMES
		initiatives (including Safeguarding & 'Here to Help')			properties	
		4. Effective sharing of good practice approaches (e.g., management and enforcement)	SMBC Housing	31.7.2023	M.P. & Councillor enquiries	Mutual sharing of good practice
Cross-cutting: <ul style="list-style-type: none"> <li>• Making best use of existing housing</li> <li>• Tackling climate change</li> </ul>	9. Existing Homes - Domestic Retrofit	1. Effectively implement Government grant programmes to develop & deliver multi-tenure area-based programmes	SMBC Housing	2023 – 2025	Retrofit assessments completed against target	More environmentally sustainable homes
		2. ECO4 (& ECO Flex & ECO+) – maximise take-up & monitor effectiveness of adopted 'Statement of Intent'	SMBC Housing	2023 – 2025	Implementation of 'Green Homes' programmes	Improve fuel-poor homes (EPC rating Band D, E, F and G)
		3. Work with social & private landlords to increase retrofit completion	SMBC Housing	2023 - 2024	Number of homes receiving work, by measures & tenure	Reduced energy bills
		4. Enable residents to understand the energy performance of their home & potential for retrofit	Your Future Solihull	2023 - 2025	Registered Provider asset management plans	Improved health
						Reduced net carbon emissions
						Effective

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		5. Review effectiveness of local enabling policy & finance	SMBC Housing	31.3.2024		signposting for residents
Cross-cutting: <ul style="list-style-type: none"> <li>Tackling climate change</li> <li>Meeting local housing needs through new development</li> </ul>	10.New Housing - Net Zero Carbon standard	1. SCH development on behalf of the Council 2. Council commissioned general & specialist provision	SCH SMBC Housing	2023 – 2025 2023 – 2025	Number & percentage of new homes approved per annum meeting the standard	More affordable & environmentally sustainable housing built Warmer homes Reduced energy bills Improved health
Cross-cutting: <ul style="list-style-type: none"> <li>Making best use of existing housing</li> <li>Meeting the housing needs of older people</li> <li>Helping people with additional support needs</li> </ul>	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	SMBC Adult Social Care SMBC Adult Social Care/SCH SCH	2023 - 2024 2023 - 2024 2023 - 2025	DFG outcomes review Adaptation outcomes review Net increase in subscriptions	Improved housing choices Independent living promoted Improved prevention Improved health



STRATEGIC THEME(S)	PRIORITY	COMPONENT ACTIVITIES	OWNER (LEAD)	TIMESCALE	PROGRESS INDICATORS	OUTCOMES
		4. Promote & develop minor works & handyman services to make homes safer  5. Promote SMBC Occupational Therapy (OT) as an independent living service	SCH  SMBC Adult Social Care	2023 – 2024  2023 - 2025	Increase in number and extent of works done  Number accessing an OT intervention to support them to stay in their home.	
Cross-cutting: <ul style="list-style-type: none"> <li>• Making best use of existing housing</li> <li>• Meeting the housing needs of older people</li> <li>• Helping people with additional support needs</li> </ul>	12. Independent Living - Introduce a Register of adapted Council properties	1. Introduce & maintain a Register of Adapted Council properties  2. Feasibility of Register extension to Registered Providers	SCH  SCH	31.3.2024  31.3.2024	Number & percentage of adapted works retained following tenancy change	Independent living promoted  Reduced costs in adapting properties  Improved housing choices for people with disabilities
Cross-cutting: <ul style="list-style-type: none"> <li>• Meeting the housing needs of older people</li> <li>• Meeting local</li> </ul>	13. Older People - Support older people to have suitable housing, across all income bands	1. Promote timely decisions on housing options and evidenced rationale  2. Promote extra care housing to older people	SMBC Adult Social Care  SMBC Adult Social Care	31.3.2023 & on-going  31.3.2023 & on-going	Numbers accessing information on 'rightsizing' their homes.  Level of extra	Good housing options for older people across all levels of affordability

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housing needs through new development		3. Review the capacity and demand for housing with care	SMBC Adult Social Care	31.3.2024	care housing as percentage of population aged 75 & above	
Cross-cutting: <ul style="list-style-type: none"> <li>Meeting the housing needs of older people</li> <li>Meeting local housing needs through new development</li> </ul>	14. Older People - Increase the supply of accessible & adaptable housing	1. Implementation of approved schemes 2. Council commissioned general & specialist provision	SMBC Housing Strategy SMBC Adult Social Care	2024 - 2025 31.3.2024	Number & percentage of new homes built to higher accessibility standards	Housing that better meets the changing needs of Solihull's population Improved housing choices for older people  Independent living promoted
Helping people with additional support needs	15.Homelessness – Strategy & Pathways	1. Review and refresh of the Homelessness and Rough Sleeping Strategy 2. Develop specialist homelessness pathways 3. Develop a Housing Action plan as part of the Reducing Reoffending Strategy	SMBC Housing SCH SMBC Housing/SCH	31.3.2024 September 2024 March 2023	Homelessness applications successfully prevented and relieved (%) Number of individuals receiving support to secure or sustain accommodation	Homelessness is prevented where possible, relieved where it cannot be prevented.  Specialist pathways for homeless households with additional needs

STRATEGIC THEME(S)	PRIORITY	COMPONENT ACTIVITIES	OWNER (LEAD)	TIMESCALE	PROGRESS INDICATORS	OUTCOMES
					Number of ex-offenders successfully securing accommodation , avoiding homelessness	Appropriate housing options for ex-offenders, ensuring homelessness is prevented
<p>Cross-cutting:</p> <ul style="list-style-type: none"> <li>Helping people with additional support needs</li> <li>Building thriving communities and wellbeing</li> </ul>	16. Homelessness – Young People	<ol style="list-style-type: none"> <li>Develop and implement an affordable accommodation offer for young people who work</li> <li>Develop and implement a corporate parenting offer to ensure care experienced individuals are supported to secure and sustain accommodation</li> </ol>	<p>SCH</p> <p>SMBC Childrens Services/SCH</p>	<p>2024 - 2025</p> <p>December 2023</p>	<p>Number of young people who secure employment and sustainable accommodation</p> <p>Care leavers in sustainable accommodation for 12 months (%)</p>	<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 sustain their accommodation</p>
<p>Cross-cutting:</p> <ul style="list-style-type: none"> <li>Helping people with additional support needs</li> </ul>	17.Homelessness – Rough Sleepers	<ol style="list-style-type: none"> <li>Implementation of new, in-house Rough Sleeper Team</li> <li>Review Rough Sleeper</li> </ol>	<p>SMBC Housing</p> <p>SMBC Housing</p>	<p>31.3.2023</p> <p>31.3.2024</p>	<p>Early morning outreach sessions delivered (%)</p>	<p>Rough sleeping is rare, brief, non-recurring</p> <p>There are clear</p>

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<ul style="list-style-type: none"> <li>Building thriving communities and wellbeing</li> </ul>		<p>Pathways</p> <ol style="list-style-type: none"> <li>Review existing accommodation options available to individuals who are, or are at risk of, rough sleeping</li> <li>Member of Centre for Homelessness Impact pilot on ending rough sleeping</li> </ol>	<p>SMBC Housing</p> <p>SMBC Housing</p>	<p>31.3.2024</p> <p>31.3.2023</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>	<p>routes into accommodation for rough sleepers, with tailored support to sustain it</p>
<p>Cross-cutting:</p> <ul style="list-style-type: none"> <li>Helping people with additional support needs</li> <li>Building thriving communities and wellbeing</li> </ul>	18. Homelessness – Temporary Accommodation (TA)	<ol style="list-style-type: none"> <li>Explore alternative TA options</li> <li>Develop and implement a plan to reduce TA use</li> </ol>	<p>SMBC Housing</p> <p>SMBC Housing</p>	<p>31.3.2024</p> <p>31.3.2024</p>	<p>Average length of stay in TA</p> <p>Average costs of TA per homelessness approach</p>	<p>Temporary accommodation use is reduced</p> <p>Families spend less time in temporary accommodation</p>
<p>Cross-cutting:</p> <ul style="list-style-type: none"> <li>Helping people with additional support needs</li> <li>Building thriving</li> </ul>	19. Younger adults with disabilities - Encourage more in-borough housing provision	<ol style="list-style-type: none"> <li>Up to date schedule of accommodation needs</li> <li>Agree forward development plan</li> </ol>	<p>SMBC Adult Social Care</p> <p>SMBC Adult Social Care</p>	<p>31.3.2024</p> <p>30.6.2024</p>	<p>Utilisation of SCH Disability Property Register</p>	<p>More younger adults with disabilities are able to remain close to family / friends</p>

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communities and wellbeing		3. Seek development partners	SMBC Adult Social Care	2024 - 2025		
Cross-cutting: <ul style="list-style-type: none"> <li>Helping people with additional support needs</li> <li>Building thriving communities and wellbeing</li> </ul>	20.Younger adults with disabilities - Develop partnerships & services to ensure complex needs of younger adults with disabilities can be managed in-borough	1. Accommodation with care solutions developed to meet needs identified which are driving placements far from borough	SMBC Adult Social Care	2023 – 2025	Proportion of new placements made in borough	People able to stay within their local communities
Cross-cutting: <ul style="list-style-type: none"> <li>Helping people with additional support needs</li> <li>Building thriving communities and wellbeing</li> </ul>	21.Veterans – Ensure that Solihull’s housing policies provide excellent standards in assisting former & current members of the British Armed Forces	1. Review performance on the Veterans Pledge Action Plan 2. Work with partners to identify additional housing initiatives to help Veterans	SMBC Housing  SMBC Housing	September 2023  December 2023	Veterans Pledges Action Plan – number & percentage of actions on target	Council housing policies supporting Veterans to an excellent standard
Cross-cutting: <ul style="list-style-type: none"> <li>Helping people with additional support needs</li> </ul>	22. Refugees – Put in place a range of options to meet the housing needs of	1. Review and appraise housing options 2. Provide support to enable tenancy	SMBC Housing  SMBC New Communities	2023  2024	Percentage of refugee households presenting a homeless	Prevent refugee households from being homeless

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<ul style="list-style-type: none"> <li>Building thriving communities and wellbeing</li> </ul>	refugee and other newly arrived communities	<p>sustainment and homelessness prevention</p> <p>3. Use Government funding to acquire properties and improve pathways into housing</p>	<p>and Resettlement Team</p> <p>SCH</p>	2023	<p>Number of properties acquired for exclusive use by refugee households</p> <p>Percentage of refugee households able to sustain their tenancies beyond 12 months</p>	Refugee households able to successfully integrate into Solihull
Meeting local housing needs through new development	23. Local Housing Needs - Disposal of surplus Council sites	1. Confirm Council policy position on affordable housing priority for land disposals	SMBC Strategic Land	30.9.2023	Annual monitor of Council site disposals & outcomes	More affordable & environmentally sustainable housing built
Meeting local housing needs through new development	24. Local Housing Needs - Social Rented Housing	<p>1. Local Plan (Policies P4A &amp; P4B)</p> <p>2. Enable direct delivery – SCH &amp; Registered Providers</p> <p>3. HRA Acquisitions &amp; Conversions</p>	SMBC Housing	<p>2023 – 2025</p> <p>2023 – 2025</p> <p>2023 - 2025</p>	Additional social rented supply (gross, by Council & housing associations) - Losses (Right to Buy, demolition)	<p>More affordable &amp; environmentally sustainable housing built</p> <p>Meet acute housing need</p>

STRATEGIC THEME(S)	PRIORITY	COMPONENT ACTIVITIES	OWNER (LEAD)	TIMESCALE	PROGRESS INDICATORS	OUTCOMES
					Annual net increase achieved	
Meeting local housing needs through new development	25. 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	SMBC Housing	2023 – 2025  2023 – 2025  2023 – 2025  2023 – 2025	Number of new affordable homes delivered for ownership, including those for first time buyers  Number of products and take-up	More affordable & environmentally sustainable housing built  Supporting people into home ownership Attract and retain younger working households

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