

**Housing Strategy 2026-2031  
Action Plan**

Contact: [housingstrategy@lbbd.gov.uk](mailto:housingstrategy@lbbd.gov.uk)

## Table of Contents

<b>Boosting Affordable Housing Supply and Making Best Use of Existing Homes</b> .....	<b>3</b>
<i>Objective: Increase the supply of affordable homes and optimise the use of existing stock</i>	
<b>Homelessness Prevention and Rough Sleeping</b> .....	<b>7</b>
<i>Objective: Reduce rough sleeping and minimise reliance on out-of-borough placements for families by providing secure homes with support.</i>	
<b>Housing Market Intelligence and Planning</b> .....	<b>9</b>
<i>Objective: Improve understanding of local housing affordability and demand to inform planning and development.</i>	
<b>Housing Quality, Safety and Retrofit</b> .....	<b>10</b>
<i>Objective: Improve the condition, safety and energy performance of council homes.</i>	
<b>Safer Neighbourhoods and Estate Management</b> .....	<b>12</b>
<i>Objective: Create safe, clean and well-managed neighbourhoods.</i>	
<b>Private Rented Sector Standards</b> .....	<b>13</b>
<i>Objective: Improve living conditions and security in the private rented sector by enforcing higher standards and supporting responsible landlords.</i>	
<b>Supporting Vulnerable Residents</b> .....	<b>14</b>
<i>Objective: Ensure housing services and new development meet the needs of disabled, older and vulnerable residents.</i>	
<b>Communication and Engagement</b> .....	<b>18</b>
<i>Objective: Improve resident communication, access and involvement in decision-making.</i>	
<b>Promoting Wellbeing Through Housing</b> .....	<b>20</b>
<i>Objective: Embed health considerations into all housing policies to improve resident wellbeing and reduce health inequalities.</i>	
<b>Service Improvement and Innovation</b> .....	<b>22</b>
<i>Objective: Drive continuous improvement through better data, digital tools and partnerships.</i>	
<b>Employment and Skills Support</b> .....	<b>24</b>
<i>Objective: Enhance residents' financial stability and independence by linking housing support with employment and training opportunities.</i>	
<b>Governance of Housing Strategy</b> .....	<b>25</b>
<i>Objective: Strategic oversight of the delivery of the Housing Strategy Action Plan</i>	

# Housing Strategy 2026-2031 Action Plans

## Boosting Affordable Housing Supply and Making Best Use of Existing Homes

**Objective:** Increase the supply of affordable homes and optimise the use of existing stock

<p><b>Action</b> Establish a formal Registered Provider (RP) Forum to pursue joint ventures with Be First (the Council’s regeneration company) and to support RPs deliver independently by identifying sites, addressing barriers, and bringing forward affordable homes.</p>
<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>• Number of affordable homes delivered.</li> </ul>
<p><b>Target</b> At least 100 affordable delivered via RP partnerships by 2031.</p>
<p><b>Timescale</b> Begin in Q2 2026 with forum established by end of Q4 2026; delivery ongoing through 2031 and beyond.</p>
<p><b>Lead services</b> Be First.</p>

<p><b>Action</b> Pilot a Large Families Taskforce to engage households on the housing register who are awaiting homes with four or more bedrooms. The pilot taskforce will work directly with families to explore bespoke solutions that alleviate overcrowding. These may include supporting the rehousing of older children or extended family members into smaller properties to reduce the overall bedroom need, thereby freeing up supply and creating quicker, more flexible pathways out of overcrowding.</p>
<p><b>KPI(s)</b></p> <ul style="list-style-type: none"> <li>• Number of large households engaged by the taskforce</li> <li>• Number of family’s bedroom needs reduced through alternative routes</li> <li>• Number of families re-housed via alternative models</li> </ul>
<p><b>Target</b> Pilot launched by Q4 2026, with at least 50 large households engaged, 20 family’s bedroom requirements reduced and 20 families rehoused by 2030. After this period, in 2030-2031, KPIs will be evaluated to make a decision on establishing a Large Families Taskforce.</p>
<p><b>Timescale</b> Begin in Q4 2026 with Taskforce pilot established by end of Q2 2027 and delivery model reviewed and expanded in Q1 2030, and ongoing operation and review through to 2031.</p>
<p><b>Lead services</b> Housing Allocations; Housing Management.</p>

**Action**

Support community-led housing by identifying and allocating suitable council-owned land for such initiatives. Co-design proposals in partnership with resident groups to ensure alignment with local needs and aspirations.

**KPI (s)**

Number of community-led housing projects supported via council land allocation and co-design.

**Target**

Six suitable council-owned land identified by 2031.

**Timescale**

The first community-led housing development begins in 2031.

**Lead services**

Housing Strategy; Be First.

**Action**

Review and update the Housing Allocations Policy to ensure fairness, transparency, and the effective use of stock, including strengthened verification at the application, offer, and tenancy stages, and improved matching of adapted homes to households that need them.

**KPI**

- Adoption of the revised Allocation Policy.

**Target**

Updated Policy implemented in Q3 2026.

**Timescale**

Begin in Q2 2026 and Allocation Policy review completed by end of Q3 2026; with implementation by end of Q4 2026 (subject to Cabinet approval).

**Lead services**

Housing Strategy; Housing Allocations.

**Action**

Develop a Tenancy Strategy

**KPI**

- Adoption of Tenancy Strategy.

**Target**

Tenancy Strategy implemented in Q3 2026.

**Timescale**

Begin in Q2 2026 and Tenancy Strategy completed by end of Q3 2026; with implementation by end of Q4 2026 (subject to Cabinet approval).

**Lead services**

Housing Strategy; Housing Allocations.

<b>Action</b> Implement an Empty Homes Programme to identify long-term vacant private properties and bring them back into use through incentives and, where necessary, enforcement.
<b>KPI</b> <ul style="list-style-type: none"> <li>• Number of long-term empty homes returned to use.</li> </ul>
<b>Target</b> Deliver a minimum of 20 new properties per year, every year until 2031, with annual progress reviewed.
<b>Timescale</b> Begin implementation in Q1 2027.
<b>Lead services</b> Private Sector Housing.

<b>Action</b> Proactively promote and facilitate rightsizing among under-occupying council tenants through the Under-Occupation Project, with the objective of increasing the availability of larger family homes. Provide tailored support to tenants considering downsizing and actively monitor progress to maximise the release of suitable properties.
<b>KPI (s)</b> <ul style="list-style-type: none"> <li>• Number of under-occupied properties released for re-letting annually.</li> <li>• Number of households supported to successfully rightsize.</li> </ul>
<b>Target</b> Support at least 100 households to rightsize and release a minimum of 10 under-occupied properties per year through to 2031.
<b>Timescale</b> Ongoing, with annual reviews through to 2031.
<b>Lead services</b> Housing Management.

<b>Action</b> Tackle unlawful subletting and tenancy fraud through the Tenancy Update Programme. All 17,000 council homes will be visited by 2027, with ongoing tenancy check-ins, data-matching, and enforcement each year to recover properties and address risks.
<b>KPI (s)</b> <ul style="list-style-type: none"> <li>• Number of properties recovered annually through enforcement actions.</li> <li>• Proportion of reported cases of tenancy fraud fully investigated each year.</li> <li>• Percentage of council homes visited for tenancy check-ins within the review cycle.</li> </ul>
<b>Target</b> 100% of reported cases investigated each year. Recover at least 5 properties annually through to 2031. Complete cyclical tenancy check-ins for all council-managed homes at least once every four years.
<b>Timescale</b> Ongoing project and maintained through to 2031.
<b>Lead services</b> Housing Management.

<b>Action</b> Identify infill sites for the development
<b>KPI (s)</b> Number of infill sites identified for potential development
<b>Target</b> By 2031, identify at least 10 viable infill sites for development.
<b>Timescale</b> Site identification in 2028–2031.
<b>Lead services</b> Be First.

## Homelessness Prevention and Rough Sleeping

**Objective:** Reduce rough sleeping and minimise reliance on out-of-borough placements for families by providing secure homes with support.

<p><b>Action</b> Implement a “Housing First” programme to rapidly rehouse rough sleepers into permanent accommodation, with ongoing wraparound support services through to 2031.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Number of rough sleepers rehoused annually.</li> </ul>
<p><b>Target</b> By 2027, launch the programme rehouse a minimum of 10 rough sleepers per year.</p>
<p><b>Timescale</b> Implementation from Q1 2027; ongoing delivery, evaluation and annual reporting through to 2031.</p>
<p><b>Lead services</b> Homelessness Prevention; Health and Adult Social Care.</p>

<p><b>Action</b> Audit all temporary-accommodation placements originating from outside the borough, quantify their impact on households and services, and develop joint protocols with placing authorities to manage and reduce future out-of-area placements through to 2031. Ensure ongoing collaboration and regular review to address emerging trends and challenges.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Number of out-of-area placements identified annually.</li> <li>• Percentage reduction in new placements from other boroughs year-on-year.</li> <li>• Number of joint protocols agreed and implemented with the placing authorities.</li> </ul>
<p><b>Target</b> Complete audit by Q4 2026. Achieve a 10% reduction in net out-of-area placements annually from 2027. Review and adapt joint protocols in response to annual monitoring.</p>
<p><b>Timescale</b> Begin review of out-of-area placements data in Q3 2026. Implement ongoing management strategy from 2027, with annual monitoring, joint protocol updates, and progress reporting through to 2031.</p>
<p><b>Lead services</b> Homelessness Prevention; Legal Services.</p>

**Action**

Improve the resource distribution in the Homelessness Prevention Team to strengthen early intervention and tenancy sustainment, thereby reducing reliance on bed and breakfast accommodation for families. This includes dedicating officers who specialise in providing early advice and targeted signposting for at-risk families, and working closely with housing providers, landlords, and support agencies to prevent evictions and keep families in their homes. These measures will bolster prevention efforts and reduce the use of costly temporary accommodations.

**KPI (s)**

- Reduce the number of households in temporary accommodation
- Limit the average length of stay in B&B for any family connection households to under 28 days by 2028
- Increase in the number of homelessness approaches resolved via early prevention
- Develop a Temporary Accommodation (TA) strategy.

**Target**

Fully implement the improved prevention service by Q1 2026. By 2031, reduce the number of households in TA to 600 households and eliminate the need for families to be housed in B&Bs. Produce a Temporary Accommodation (TA) Strategy for Cabinet approval by end of Q3 2027.

**Timescale**

By 2031, reduce the need for any family to be housed in B&B accommodation, sustaining this outcome via strong early-intervention practices and partnership working over the long term.

**Lead services**

Homelessness Prevention; Legal Services; Housing Allocations.

## Housing Market Intelligence and Planning

**Objective:** Improve understanding of local housing affordability and demand to inform planning and development.

<p><b>Action</b>            Conduct a borough-wide housing affordability assessment using up-to-date income and price data, comparing local earnings to private and social rents. Identify affordability gaps and set evidence-based affordable housing targets. Repeat assessments annually through to 2031 to monitor trends and inform policy.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Annual Affordability Report published</li> <li>• Affordability ratio (median house price to median income) tracked each year</li> <li>• Number of policy adjustments informed by assessment findings</li> </ul>
<p><b>Target</b>            Begin in Q1 2027 and first report published by Q4 2027. Publish updated reports annually through to 2031 and use findings to inform annual policy and target reviews.</p>
<p><b>Timescale</b>            Data collection begins in Q1 2027 with baseline report developed Q4 2027 with annual updates and reviews through to 2031.</p>
<p><b>Lead services</b>            Housing Strategy; Be First.</p>

<p><b>Action</b>            Update the Strategic Housing Market Assessment (SHMA) to incorporate the latest population projections, income data and housing costs, ensuring that planning targets for homebuilding and affordability reflect current and future needs. Repeat the SHMA every four years through to 2031 to keep policies and targets evidence-based and responsive.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Completion of revised SHMA in 2026 and revised every four years</li> <li>• Integration of SHMA findings into Local Plan and housing supply targets</li> <li>• Number of policy or target adjustments following each SHMA update</li> </ul>
<p><b>Target</b>            Update SHMA by Q4 2026 and update every four years (2030). Integrate findings into planning cycles and update relevant policies or targets within 12 months of each SHMA.</p>
<p><b>Timescale</b>            Commission review in Q2 2026 and publish updated SHMA by Q4 2026. Repeat the process in 2030, with each update informing planning and policy decisions through to 2031.</p>
<p><b>Lead services</b>            Be First.</p>

## Housing Quality, Safety and Retrofit

**Objective:** Improve the condition, safety and energy performance of council homes.

<p><b>Action</b> Develop and implement a comprehensive planned maintenance programme based on the findings of the stock condition survey, ensuring Council homes meet and maintain statutory and Decent Homes standards.</p>
<p><b>KPI(s)</b></p> <ul style="list-style-type: none"> <li>• Council homes meeting statutory safety requirements</li> <li>• Proportion of Council homes meeting Decent Homes standards</li> </ul>
<p><b>Target</b> A baseline will be established based on the stock condition survey, with year-on-year improvement in delivering Decent Home standards and delivering statutory safety requirements.</p>
<p><b>Timescale</b> Programme to start in 2028 (post-survey analysis), with annual monitoring and adjustments to ensure continuous improvement through to 2031.</p>
<p><b>Lead service</b> Asset Management.</p>

<p><b>Action</b> Develop and implement a comprehensive planned maintenance programme based on the findings of the stock condition survey to deliver energy efficiency in all council owned homes.</p>
<p><b>KPI(s)</b></p> <ul style="list-style-type: none"> <li>• Proportion of Council homes meeting energy efficiency requirements.</li> </ul>
<p><b>Target</b> A baseline will be established based on the stock condition survey, with year-on-year improvement against the above KPIs.</p>
<p><b>Timescale</b> Programme to start in 2028 (post-survey analysis), with annual monitoring and adjustments to ensure continuous improvement through to 2031.</p>
<p><b>Lead service</b> Asset Management.</p>

<p><b>Action</b> Monitor performance BDTP Ltd (BDMS) under the new contract, ensuring compliance with agreed service levels and prompt escalation of any issues, with a focus on continuous improvement through to 2031.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Average time to complete repairs (by priority) through to 2031.</li> <li>• Percentage of appointments kept, with annual targets set through to 2031.</li> </ul>
<p><b>Target</b> Baselines for all other KPIs to be set, with year-on-year improvement delivered and monitored through to 2031.</p>

**Timescale**

Monitoring from Q2 2026, with quarterly performance reviews through to 2031.

**Lead services**

Asset Management

**Action**

Adopt a rigorous, zero tolerance approach to all housing safety risks, including fire safety and damp/mould, by proactively using enhanced data to identify potential issues at the earliest stage and ensure fast, effective resolution for all properties through to 2031.

**KPI (s)**

- Compliance with safety inspection schedules through to 2031
- Average response time to safety-related reports through to 2031

**Target**

Begin Q2 2026 and 100% of properties to have up-to-date safety inspections annually; all reported significant damp and mould hazards resolved within 10 working days, monitored and maintained through 2031.

**Timescale**

Ongoing implementation and monitoring through to 2031.

**Lead service**

Safety & Compliance.

## Safer Neighbourhoods and Estate Management

**Objective:** Create safe, clean and well-managed neighbourhoods.

<b>Action</b> Housing Services will collaborate with Community Safety to tackle crime and anti-social behaviour on estates through sustained, targeted joint operations and comprehensive preventative initiatives, with a focus on long-term reduction and community resilience through to 2031.
<b>KPI (s)</b> <ul style="list-style-type: none"><li>• Number of joint initiatives undertaken through to 2031</li><li>• Reduction in reported anti-social behaviour in targeted areas, measured annually through to 2031</li></ul>
<b>Target</b> Interventions will be delivered across identified estates, aiming for measurable, sustained decreases in crime and anti-social behaviour each year through to 2031.
<b>Timescale</b> Begin collaboration in Q1 2027 with initiatives ongoing delivery, annual review, and adaptation through to 2031.
<b>Lead services</b> Housing Management; Community Safety.

<b>Action</b> Work in partnership with Be First to embed secure design principles in all new housing developments, including controlled entry, effective lighting and safe communal spaces, to reduce opportunities for crime and ensure consistent delivery of safety standards through to 2031
<b>KPI</b> <ul style="list-style-type: none"><li>• Proportion of new developments meeting Secured by Design standards or equivalent, monitored annually through to 2031.</li></ul>
<b>Target</b> 100% of new council-led developments to incorporate approved safety design features each year from 2026 through to 2031.
<b>Timescale</b> Begin in Q1 2026 and applied to all new planning and design from 2026, with ongoing implementation and review through to 2031.
<b>Lead services</b> Be First.

## Private Rented Sector Standards

**Objective:** Improve living conditions and security in the private rented sector by enforcing higher standards and supporting responsible landlords.

<b>Action</b> Develop Tenant and Landlord Guides on healthy housing standards. Create and share easy-to-understand guides for both tenants and landlords. The Tenant Guide will explain what a healthy and safe home should include (for example, working heating, repairs, damp and mould prevention, and fire safety), as well as tenants' rights, responsibilities and how to get help. The Landlord Guide will set out required property standards, licensing rules and how landlords can support tenant wellbeing. The guides will be available online and updated regularly to reflect changes in housing law or policy.
<b>KPI(s)</b> <ul style="list-style-type: none"><li>• Tenant and landlord guides published</li></ul>
<b>Target</b> Begin developing both guides in Q3 2026 and publish both guides by Q2 2027. Share with all new council tenants and licensed landlords from 2027. Reach at least 1,000 people in the first year. Update the guides annually through to 2031.
<b>Timescale</b> Content developed in 2026; guides published by Q2 2027; annual updates to 2031.
<b>Lead Services</b> Private Rented Sector; Public Health.

## Supporting Vulnerable Residents

**Objective:** Ensure housing services and new development meet the needs of disabled, older and vulnerable residents.

<p><b>Action</b> Establish an ongoing lived experience panel comprised of individuals with disabilities to co-design a robust Design Code or Supplementary Planning Document. This panel will ensure continuous improvement in accessibility and inclusive design for all new developments, including a commitment to avoid placing adaptable units above the first floor, through to 2031.</p>
<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>• Establish a panel with residents living with disability and autism</li> <li>• Percentage of new homes meeting the recommendations in the new policy/guidelines, monitored annually through to 2031</li> </ul>
<p><b>Target</b> Begin establishing the Panel by Q1 2026, and panel to be established by Q2 2026. Policy/guideline to begin development in Q1 2027 and developed by Q3 2027 - with 70% of new affordable development proposals from 2028 including some aspects of the recommended policy/guidelines by the panel each year through to 2031.</p>
<p><b>Timescale</b> Ongoing implementation and monitoring from 2028 through to 2031.</p>
<p><b>Lead services</b> Be First; Learning Disabilities and Autism.</p>

<p><b>Action</b> Develop a tailored intervention programme to support families with children who have Special Educational Needs and Disabilities (SEND) by expanding usable space within their existing homes. This may include internal reconfiguration, garage conversions, or extensions to accommodate sensory needs, specialist equipment, or carers. The approach will prioritise reducing stress and overcrowding while enabling children to remain safely and comfortably in the family home. Referrals will be based on assessed need in partnership with Adult Social Care and Health.</p>
<p><b>KPI(s)</b></p> <ul style="list-style-type: none"> <li>• Number of SEND households supported with additional in-home space</li> <li>• Number of space-enhancing adaptations completed</li> </ul>
<p><b>Target</b> Pilot delivered to support at least 10 families by end of 2029. Review in 2030 to assess feasibility of wider roll-out. Ongoing delivery subject to resourcing through to 2031.</p>
<p><b>Timescale</b> Begin Programme design in Q1 2028, with pilot implementation from Q1 2029 and evaluation in Q1 2030 - continued delivery and monitoring to 2031.</p>
<p><b>Lead services</b> Learning Disabilities and Autism; Housing Management; Adult Social Care; Be First.</p>

<p><b>Action</b> Establish and maintain an Accessible Housing Register to effectively match adapted or accessible social housing with households that need it.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>Operational register in place and maintained</li> <li>Number of successful matches, monitored and reported annually</li> </ul>
<p><b>Target</b> Register launched by Q4 2027 which will include all adapted council properties. 60 families rehoused to adapted homes on the register annually.</p>
<p><b>Timescale</b> Begin in Q1 2027 and implement by Q4 2027, with ongoing operation, monitoring, and improvement through to 2031.</p>
<p><b>Lead services</b> Housing Allocations; Adult Social Care.</p>

<p><b>Action</b> Partner with the Safeguarding Adults Board to ensure allocations and tenancy management consistently meet the needs of vulnerable adults, with robust information-sharing protocols and formal, ongoing policy input embedded in practice through to 2031.</p>
<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>Safeguarding input embedded in policies and procedures, reviewed and strengthened annually through to 2031.</li> </ul>
<p><b>Target</b> New information-sharing protocol in place by 2027. Allocations Policy updated to reflect Board recommendations, with ongoing annual reviews and updates through to 2031.</p>
<p><b>Timescale</b> Engagement from 2026; policy updates in 2027, with continuous implementation, monitoring, and improvements through to 2031.</p>
<p><b>Lead services</b> Housing Strategy; Safeguarding Adults Board.</p>

<p><b>Action</b> Undertake a comprehensive Housing Needs Assessment for older residents and develop a long-term Older Persons' Housing Strategy. This will include enabling more downsizing opportunities, such as sheltered housing, shared ownership for seniors, and bungalows, and expanding the retrofitting of existing homes to improve accessibility and support independent living. Continuous review and adaptation of actions will ensure evolving needs are met through to 2031.</p>
<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>Completion of Needs Assessment and Older Persons' Housing Strategy.</li> </ul>
<p><b>Target</b> Assessment completed by Q1 2028; Older Persons' Strategy developed and adopted by Q4 2030, with ongoing delivery and periodic review annually.</p>
<p><b>Timescale</b> Begin research in Q1 2028, strategy adopted in 2030 with implementation and continuous improvement through to 2031.</p>

**Lead services**

Adult Social Care; Be First.

**Action**

Develop joint commissioning arrangements between Housing and Adult Social Care to deliver integrated housing-related support services for vulnerable residents. By pooling resources and aligning objectives, this approach will achieve efficiencies (cost savings) and improve outcomes, ensuring residents receive coordinated housing and care support tailored to their needs through to 2031.

**KPI (s)**

- Number of joint Housing and Adult Social Care commissioning initiatives implemented
- Cost savings achieved through joint commissioning of services (as a percentage of service expenditure)

**Target**

Establish the first joint commissioning initiative by 2027. Implement at least three joint commissioning projects by 2031, achieving approximately 10% cost savings across those services by 2031 while maintaining or improving service quality for residents.

**Timescale**

Initial planning in 2026, with first joint commissioning agreement in place by 2027. Further joint initiatives rolled out from 2028 through 2031.

**Lead services**

Housing Strategy; Adult Social Care.

**Action**

Implement a systematic review of all void council properties to assess their potential for adaptation to meet the needs of residents on the register for accessible homes. Whenever a council home becomes vacant, housing staff will collaborate with Adult Social Care to determine if cost-effective modifications (such as installing ramps, stairlifts or level-access showers) could make the property suitable for a household with disabilities, thereby increasing the supply of accessible homes from existing stock, and embedding this practice through to 2031.

**KPI (s)**

- Percentage of void properties assessed for adaptation potential
- Number of void properties adapted and re-let to applicants with accessibility needs

**Target**

Process in place by 2027 to assess 100% of void properties for adaptability. From 2028 onward, ensure every suitable void property is identified for adaptation. Adapt and re-let a cumulative total of at least 50 previously void properties to households with disabilities by 2031, significantly reducing the waiting time for accessible homes.

**Timescale**

Begin Development of void assessment procedure in Q1 2027, with full implementation of the review process from 2028. Ongoing property assessments and adaptations carried out as vacancies arise through to 2031.

**Lead services**

BDMS; Housing Allocations; Housing Management; Adult Social Care.

## Communication and Engagement

**Objective:** Improve resident communication, access and involvement in decision-making.

<p><b>Action</b> Establish and maintain a Tenants Complaints Panel comprising a diverse group of tenants to co-design and oversee ongoing improvements to the council's complaints process and escalation procedures from 2027 through 2031</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Number of panel meetings held from 2027 to 2031</li> <li>• Number of complaint-handling improvements implemented and sustained over this period</li> </ul>
<p><b>Target</b> Begin establishing panel In Q1 2026 and Panel appointed by Q2 2026, with ongoing review and implementation of improvements through to 2031, with policy updates at least every two years. A final impact review will be conducted in 2031 to assess long-term outcomes.</p>
<p><b>Timescale</b> Recruit panel by Q2 2026, hold quarterly meetings from 2026 through 2031 to ensure continuous engagement and monitor progress.</p>
<p><b>Lead services</b> Resident Engagement; Housing Strategy; Business Information &amp; Performance.</p>

<p><b>Action</b> Establish and actively facilitate a Young People's Housing Forum that empowers younger residents to shape housing policy and services. Provide ongoing training, resources, and leadership opportunities to ensure meaningful participation and influence in decision-making processes.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Forum established and continuously active</li> <li>• Number and impact of initiatives proposed by the forum</li> <li>• Participant retention rates</li> </ul>
<p><b>Target</b> The forum will launch by Q2 2026, holding quarterly meetings and actively recruiting a diverse group of at least 20 young residents in year one.</p>
<p><b>Timescale</b> Begin establishing forum in Q1 2026 and Forum established by Q2 2026 with first cohort of young residents recruited. Annual reviews assess forum effectiveness and participant experience.</p>
<p><b>Lead services</b> Housing Strategy; Youth Engagement.</p>

**Action**

Develop and publish a Young Person’s Housing Guide by 2026, providing clear information on housing options, budgeting and tenancy responsibilities. The guide will support prevention and early intervention by helping young people make informed decisions and sustain secure tenancies. It will be reviewed annually through to 2031 to reflect legislation, housing trends and young residents’ needs.

**KPI (s)**

- Guide published by 2028
- Annual updates completed (2028–2031)
- Number of young people accessing the guide

**Target**

Guide live and accessible by 2028, with ongoing engagement and updates to support young residents across the full strategy period.

**Timescale**

Begin developing guide in Q1 2027 and Initial launch by end of Q2 2027, with yearly reviews to 2031.

**Lead services**

Housing Strategy; Youth Engagement.

**Action**

Establish and sustain a Resident Scrutiny Group to co-produce policies, monitor, and evaluate implementation of Housing Strategy actions throughout the decade. Ensure diverse tenant representation (including young people, older tenants, and underrepresented groups) and regularly review group membership to reflect evolving demographics.

**KPI (s)**

- Quarterly panel meetings held each year
- Number of policy changes influenced by resident input
- Service improvements enacted due to feedback

**Target**

Panel convened quarterly for the duration of 2026 - 2031 with feedback actively incorporated into all major service policy updates, strategic reviews and new initiatives launched over the strategy period.

**Timescale**

Begin establishing group in Q1 2026 and appoint group by end of Q2 2026. Ongoing delivery, monitoring, and annual review through to 2031.

**Lead services**

Resident Engagement; Housing Strategy.

## Promoting Wellbeing Through Housing

**Objective:** Embed health considerations into all housing policies to improve resident wellbeing and reduce health inequalities.

<p><b>Action</b></p> <p>Undertake a rolling Health in All Policies (HiAP) review of all housing policies to systematically assess and address their impact on resident health and wellbeing. The review will ensure that health considerations are embedded into the design, delivery, and evaluation of housing policy, in line with the Council’s prevention-led approach. Each review cycle will inform policy development and service improvements, aligning housing interventions with emerging evidence and public health priorities. Reviews will be repeated every four years to 2031, with annual monitoring of resulting health outcomes.</p>
<p><b>KPI(s)</b></p> <ul style="list-style-type: none"> <li>• Completion of full HiAP reviews in 2026, 2030</li> <li>• Number of housing policies revised to incorporate public health evidence</li> </ul>
<p><b>Target</b></p> <p>Begin developing the first HiAP review by Q4 2026 and deliver by Q4 2027, with findings embedded into revised housing policies by mid-2028. Repeat reviews in 2030.</p>
<p><b>Timescale</b></p> <p>Begin review in Q4 2026 and policy changes by Q2/3 2027. Repeat in 2030 and 2034.</p>
<p><b>Lead Services</b></p> <p>Public Health; Business Information and Performance.</p>

<p><b>Action</b></p> <p>Make Health Impact Assessments (HIAs) a formal and early requirement in the planning process, particularly for major housing, commercial, and transport developments. This will ensure that community health and wellbeing are considered from the outset, when plans can still be influenced. HIAs will assess factors such as access to green space, walkability, air quality, and healthcare provision. Planning teams will work with Public Health to support strategic developments in applying HIAs at the earliest possible stage.</p>
<p><b>KPI(s)</b></p> <ul style="list-style-type: none"> <li>• HIA policy adopted and embedded early in the planning process and included in local planning guidance</li> <li>• Number of HIAs completed each year</li> </ul>
<p><b>Target</b></p> <p>The HIA process will be applied early in the planning process by Q4 2027. From 2028, all major housing, commercial, and transport developments must complete an HIA in the early design stage. By 2030, all strategic masterplans should clearly demonstrate health-informed changes driven by HIA recommendations.</p>

**Timescale**

Begin Work with Be First to adopt the HIA policy early in the process in Q4 2027.  
Conduct annual reviews, and updates to the approach by 2029 if required.

**Lead Services**

Be First; Public Health.

## Service Improvement and Innovation

**Objective:** Drive continuous improvement through better data, digital tools and partnerships.

<p><b>Action</b> Establish a cross-council multidisciplinary officer group to lead operational coordination and oversee the delivery of agreed Housing Strategy work programmes. The group will track milestones and dependencies, ensure compliance and quality, and escalate issues as required.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Officer group established and operational by Q3 2026</li> <li>• Quarterly officer group meetings held to coordinate Housing Strategy delivery</li> <li>• Quarterly progress updates provided to the Housing Strategy Delivery Group</li> </ul>
<p><b>Target</b> Group convened by Q2 2026 with regular meetings through to 2031. Ensure all Housing Strategy work programme milestones are delivered on schedule, with any dependencies managed and issues escalated promptly to maintain compliance and quality.</p>
<p><b>Timescale</b> Begin establishing group in Q1 2026 and group established by Q2 2026 and operating with quarterly meetings and annual effectiveness reviews through to 2031.</p>
<p><b>Lead services</b> Housing Strategy; Housing Management; Homelessness Prevention; Adult Social Care; Be First.</p>

<p><b>Action</b> Establish a structured mechanism to analyse and respond to Tenant Satisfaction Measures (TSMs), ensuring that resident feedback directly informs service design, delivery and improvement across all housing functions. The process will support transparent performance monitoring and enable targeted interventions to raise satisfaction and accountability. Insights will be shared quarterly with senior leadership and residents.</p>
<p><b>KPI (s)</b></p> <ul style="list-style-type: none"> <li>• Quarterly publication of performance reports against TSMs</li> <li>• Number of service improvements implemented in response to resident feedback</li> <li>• Annual increase in overall tenant satisfaction scores</li> <li>• Resident engagement in reviewing and co-developing improvement actions</li> </ul>
<p><b>Target</b> Monitoring framework launched by Q2 2028. Achieve a minimum 5% annual improvement in overall satisfaction until 2030, with continued year-on-year</p>

improvement sustained through 2031. Ensure all key housing service areas demonstrate clear actions taken in response to resident feedback.

**Timescale**

Begin establishing in Q4 2027 and framework operational by Q2 2028, with quarterly reporting and annual reviews of satisfaction and service response through to 2031.

**Lead services**

Housing Strategy; Business Information & Performance.

**Action**

Develop and publish an annual Complaints Improvement Plan, aligned with the Housing Ombudsman’s Complaint Handling Code. The plan will set clear service improvement goals, timelines, and accountability measures to strengthen complaints management, improve resident satisfaction and promote a learning culture within housing services.

**KPI (s)**

- Annual publication of the Complaints Improvement Plan
- Reduction in average complaint response times year-on-year
- Decrease in Housing Ombudsman referrals
- Annual increase in tenant satisfaction with complaint handling

**Target**

First plan published by Q2 2028 and a 5% annual improvement in complaint resolution satisfaction each year after through to 2031.

**Timescale**

Begin in Q4 2027 and Full plan operational from Q4 2028 and reviewed annually to reflect performance data and resident feedback.

**Lead services**

Housing Strategy; Business Information & Performance.

## Employment and Skills Support

**Objective:** Enhance residents' financial stability and independence by linking housing support with employment and training opportunities.

<b>Action</b> Partner with employment support services including local colleges, and voluntary sector organisations to deliver targeted employment and skills programmes for residents. Activities will include local job fairs, CV and interview workshops, and benefits and in-work advice, coordinated through housing services to strengthen financial resilience and support long-term tenancy sustainment.
<b>KPI (s)</b> <ul style="list-style-type: none"><li>• Number of residents supported through employment-related activities</li><li>• Number of participants entering employment, apprenticeships or accredited training</li><li>• Number of households in housing need successfully referred to Reside properties.</li></ul>
<b>Target</b> Support at least 100 residents into employment, training or apprenticeships by 2028. 50 households supported from the Housing Register to apply for Reside properties.
<b>Timescale</b> Begin Programme design in Q4 2026, and delivery from Q4 2027 with impact monitored annually through to 2031.
<b>Lead services</b> Adult Education; Work & Skills Partnership; Homelessness Prevention.

## Governance of Housing Strategy

**Objective:** Strategic oversight of the delivery of the Housing Strategy Action Plan.

<b>Action</b> Establish the Housing Strategy Delivery Group, chaired by the Cabinet Member for Housing to oversee delivery across all workstreams for the Housing Strategy Action Plan. Providing strategic oversight the Board will set priorities, approve delivery plans, and receive regular reports on performance, risks and progress against strategic objectives.
<b>KPI (s)</b> <ul style="list-style-type: none"><li>• Housing Strategy Delivery Group established and operational by Q3 2026</li><li>• Quarterly Delivery Group meetings held to review strategy progress</li></ul>
<b>Target</b> Launched by Q2 2026; continuous governance oversight maintained through to 2031 to ensure that the Housing Strategy actions remain on track.
<b>Timescale</b> Begin establishing group in Q1 2026 and Group established by end of Q2 2026, with quarterly meetings and ongoing performance monitoring through to 2031.
<b>Lead services</b> Housing Strategy.