

ID	Strategic Action	Deliverables / Milestones	Housing strategy focus area	Council plan priority	Lead Officer(s)
<b>Priority 1. Improve housing quality, safety and sustainability</b>					
HS01	Ensure the council complies with Social Housing Regulation Act 2023 and meets the four consumer standards that underpin the legislation.	Continue engagement with regulator in relation to compliance against the consumer standards and support further action if required - collate evidence to demonstrate compliance - improvement plans are delivered on schedule for each of the four consumer standards	1.1 Improve the quality of council homes and estates	Improve housing quality, safety and sustainability	Head of Tenancy Services
HS02	Provide a repairs and maintenance service for council owned housing	- Reduce / end backlog of routine repairs - Remodel the existing contractor framework by August 2024. - Deliver action plans aligned to key priority actions in the Housing Health & Safety Action Plan 2024/2025 for electrics by March 2025. - Deliver planned works for cold water service replacement ongoing (5 year plan) - Undertake more planned maintenance/rolling upgrade of stock including completing conditions survey of cold water main and electrical main service in high rise buildings and begin at least one other project	1.1 Improve the quality of council homes and estates	Improve housing quality, safety and sustainability	Head of Housing Repairs & Maintenance
HS03	Invest in building and fire safety to meet new duties under the Building Safety Act and new Fire Safety (England) Regulations and ensure we are compliant with Health & Safety.	- Deliver action plans aligned to key priority actions in the Housing Health & Safety Action Plan 2024/25 for gas, electric, water, asbestos, lifts, and fire risk by March 2025 - All major refurbishment works to comply with Fire Safety and Building Safety Registration national requirements and to be registered with the Building Safety Regulator as part of the project - Review capacity requirements and procurement options by August 2024	1.2 Prioritise building and fire safety improvements	Improve housing quality, safety and sustainability	Head of Housing Investment & Asset Management
HS04	Deliver planned and major works capital programmes	Implement the five-year programme for planned and major works Updated Asset Management Strategy to be agreed by March 2025	1.2 Prioritise building and fire safety improvements	Improve housing quality, safety and sustainability	Head of Housing Investment & Asset Management
HS05	Improve the condition of private rented sector accommodation	Additional Licensing Scheme (citywide) introduced 1 July 2024 Selective Licensing Scheme (4 wards) introduced 2 September 2024 Application to Secretary of State for 13 ward Selective Licensing Scheme March 2025 Take enforcement action where appropriate	1.3 Improve standards in the private rented sector	Improve housing quality, safety and sustainability	Head of Housing Strategy & Supply
HS06	Work with partners to provide advice and support to residents on home energy efficiency.	Work with Energyworks and the Local Energy Advice Partnership to provide energy advice, home energy checks, money advice and fuel vouchers for vulnerable residents in urgent need Deliver Warm, Safe Homes Grant programme for home owners and private sector tenants on low incomes who are struggling to keep their homes warm.	1.3 Improve standards in the private rented sector	Improve housing quality, safety and sustainability	Head of Housing Investment & Asset Management Head of Housing Strategy & Supply

HS07	Improve the energy performance of council homes	<ul style="list-style-type: none"> <li>- Solar PV – 220 – 450 installs in 2024-25 dependent on budget approval</li> <li>- Decarbonise heating hot water – technical surveys with outline options appraisals carried out on all communal heating and hot water systems in 2024, leading to a decarbonise programme being in place from 2025 onwards</li> <li>- Planned programmes (doors, windows, roofing, external decorations including insulation) – delivery of planned programmes, enhance the external decs. Programme to include cavity wall surveys on all jobs to identify opportunities to install replace failed CWI, explore external funding opportunities for these works</li> <li>- Delivery of project FLASH in partnership with EDF – funded by DESNZ to install and trial 25 domestic batteries alongside solar PV systems</li> <li>- Explore opportunity to bid for Social Housing Decarbonisation Fund to fund measures in hard to treat, low EPC rated homes</li> <li>- Delivery of a revised HRA Energy Strategy aligned to a revised Asset Management Strategy to set out opportunities and outline action plan aligned to the city wide Zero Carbon targets</li> </ul>	1.4 Improve sustainability and energy efficiency	Improve housing quality, safety and sustainability	Head of Housing Investment & Asset Management
<b>Priority 2. Deliver the homes our city needs</b>					
HS08	Set new housing development targets through the City Plan, shape development and design of land use and the city's built environment, including delivery of infrastructure to meet the city's needs.	<p>Key Issues Consultation Autumn 2024 - early engagement on key housing issues the plan needs to address</p> <ul style="list-style-type: none"> <li>- identifying the housing target set for the city under the draft National Planning Policy Framework and options for accommodating additional housing development in the city</li> <li>- identify future need for affordable homes.</li> </ul>	2.1 Increase the supply of high-quality homes that meet the needs of our communities	Increase housing supply	Head of Planning
HS09	Reduce the number of private sector long-term empty homes in the city	<p>Establish strategic partnership to strengthen collaborative working</p> <p>Review and make use of all powers available for BHCC to bring Empty Homes back into use</p> <p>Bring 35 long term empty homes (2 years plus) back into use by March 25</p> <p>Minimum 5% reduction in long term empty homes measured via New Homes Bonus calculation in Oct 24</p> <p>Empty Property Working Group to develop new protocols by March 25</p>	2.1 Increase the supply of high-quality homes that meet the needs of our communities	Increase housing supply	Head of Housing Strategy & Supply

HS10	Increase supply of affordable homes - rented and low cost ownership	<ul style="list-style-type: none"> <li>- 78 additional council homes delivered by the council (new build, acquisitions &amp; conversions) by March 2025</li> <li>- Deliver Year 1 of the Local Authority Housing Fund (phase 3) programme</li> <li>- 357 affordable homes due to be delivered in 2024/5 by Registered Providers and Build to Rent developers</li> <li>- Support planning policy to enable the provision of non-council affordable housing supply in the city</li> <li>- Review existing council assets to establish the best opportunities for developing more affordable homes</li> <li>- Moulsecoomb Hub contractor appointed by October 2024</li> <li>- Cabinet agreement on next site for Homes for Brighton &amp; Hove</li> <li>- Future sites secured through Homes for Brighton &amp; Hove to achieve 1,000 new homes over the lifetime of the project</li> <li>- New Homes for Neighbourhoods programme in 24/25 - on site at Hollingbury Library site (9 homes) and procured contractors for the following projects - Windlesham House (15 homes), Portslade Village Centre (28 homes), Rotherfield Crescent (3 homes) and Eastergate Road (30 homes)</li> <li>- maximise use of 'meanwhile' sites for modular and other innovative forms of housing whilst awaiting longer term development</li> </ul>	2.2 Increase the supply of affordable homes	Increase housing supply	Head of Housing Strategy & Supply / Head of Regeneration
HS11	Create new social housing lets by reducing under occupancy	<ul style="list-style-type: none"> <li>- Develop an under-occupancy process for council housing by March 2025</li> <li>- Work with Registered Providers to develop a wider under occupancy approach</li> </ul>	2.2 Increase the supply of affordable homes	Increase housing supply	Head of Tenancy Services
HS13	Reduce the number of short-term lets and second homes in the city.	<ul style="list-style-type: none"> <li>- Prepare for potential changes in legislation in relation to short term lets</li> <li>- assess other options available to tackle short term lets where appropriate</li> <li>- prepare to introduce a 100% Council Tax premium on second homes with effect from 5 April 2025</li> </ul>	2.2 Increase the supply of affordable homes	Increase housing supply	Head of Housing Strategy & Supply Head of Planning
<b>Priority 3. Prevent homelessness and meet housing need</b>					
HS14	Implement the Homelessness Transformation Strategy - improving the customer journey for people facing homelessness and maximising opportunities to prevent homelessness	<ul style="list-style-type: none"> <li>- Align service with the aims of the city's Multiple Compound Needs programme</li> </ul>	3.1 Increase our effectiveness in preventing homelessness	Improve housing support for residents	Head of Homelessness & Housing Options
HS15	Reduce the number of households in temporary accommodation	<ul style="list-style-type: none"> <li>- Deliver actions identified in the Temporary Accommodation Reduction action plan</li> <li>- develop further proposals as part of the refresh of the homelessness &amp; rough sleeping strategy by March 2025</li> </ul>	3.2 Reduce the number of households in temporary accommodation	Improve housing support for residents	Head of Temporary & Supported Accommodation
HS16	Implement a new Housing Allocations Policy.	<ul style="list-style-type: none"> <li>- Final proposal for Allocations Policy completed by August 2024</li> <li>- New Allocations Policy agreed by cabinet by September 2024</li> <li>- New Allocations Policy adopted by November 2024</li> <li>- New Allocations Policy implemented including all systems change by March 2025</li> </ul>	3.2 Reduce the number of households in temporary accommodation	Improve housing support for residents	Head of Homelessness & Housing Options

HS17	Review and update the Homelessness and Rough Sleeping Strategy	<ul style="list-style-type: none"> <li>- Refresh Homelessness and Rough Sleeping partnership arrangements by Sep 2024</li> <li>- Revise existing action plan by Dec 2024</li> <li>- Develop &amp; agree new strategy by March 2025</li> <li>- Through the strategy refresh align with the aims of the city's Multiple Compound Needs programme</li> </ul>	3.3 Focus our assistance on people who need most help	Improve housing support for residents	Head of Homelessness & Housing Options
HS18	Commission single homelessness and rough sleeper supported accommodation.	<ul style="list-style-type: none"> <li>- Monitor new contract to ensure delivery</li> <li>- Review performance and address any issues</li> </ul>	3.3 Focus our assistance on people who need most help	Improve housing support for residents	Head of Temporary & Supported Accommodation
HS19	Develop joined up approaches for those most at risk of harm or where there is greater impact if they become homeless	<ul style="list-style-type: none"> <li>- Agree the 16 to 17 Joint Protocol for homeless young people</li> <li>- Review our provision for pregnant single women</li> <li>- Provide support and safe accommodation for survivors of domestic abuse</li> <li>- develop Pan Sussex reciprocal arrangements for survivors of domestic abuse</li> <li>- develop a VAWG resource toolkit for frontline staff</li> </ul>	3.3 Focus our assistance on people who need most help	Improve housing support for residents	Head of Homelessness & Housing Options Head of Temporary & Supported Accommodation Regulatory Services & Safer Communities Manager AD Children's Safeguarding
HS20	Support and resettle refugees	<ul style="list-style-type: none"> <li>- deliver our commitments as a City of Sanctuary</li> <li>- Support the Refugee Resettlement Programmes including identifying suitable properties in the private rented sector</li> <li>- other properties to be acquired through the Local Authority Housing Fund in 2024/25</li> <li>- meet our goal of resettling at least 40 households (184 individuals) over the the duration of the Afghan programmes (2021 to 2025) by the end of March 2025</li> </ul>	5.2 Ensure our housing services are accessible, fair and inclusive	Work to reduce inequality	Head of Housing Strategy & Supply Head of Communities, Equalities & Third Sector
<b>Priority 4. Support improved health and wellbeing for all</b>					
HS21	Ensure that people can live in safe and well-maintained neighbourhoods and feel safe in their homes	<ul style="list-style-type: none"> <li>- work to align neighbourhood housing teams and health and social care integrated community teams</li> <li>- consult on new Hate Incidents Policy for council tenants and leaseholders Autumn 2024</li> <li>- identify and target geographical ASB hot spots</li> </ul>	4.1 Work with partners to develop safe, healthy and inclusive estates and neighbourhoods	Create safe public spaces that are accessible for all	Head of Tenancy Services Regulatory Services & Safer Communities Manager
HS22	Support older people to be independent and resilient	<ul style="list-style-type: none"> <li>- Increase referrals to preventative health and wellbeing services.</li> <li>- Increase use of assessment tools to support older people to live independently such as the falls prevention toolkit.</li> <li>- Increase the number of people applying for and being supported into sheltered housing and extra care.</li> </ul>	4.2 Support people to live independently	A healthy city where people thrive.	Head of Tenancy Services Head of Commissioning
HS23	Support people with additional support needs to be independent and resilient.	<ul style="list-style-type: none"> <li>- Deliver Move On Project action plan for 2024/25</li> <li>- Deliver the elements of the learning disability strategy housing action plan, autism action plan and mental health action plan where resources have been committed by partners and seek further resources where these are not available.</li> <li>Undertake construction of Brickfields, Hove. To be completed March 2026</li> <li>Develop and agree joint Housing Protocol for Care Leavers ensuring this is aligned with Best Practice Guidance by October 24</li> </ul>	4.2 Support people to live independently	Improve housing support for residents	AD Commissioning & Partnerships Head of Regeneration Head of Disability Services AD Children's Safeguarding

HS24	Develop a Supported Housing Strategy to ensure we meet the needs of vulnerable households who need support.	-Review provision of exempt supported housing - Identify resources to develop & agree strategy - Support registered charities to claim Housing Benefit subsidy for exempt accommodation	4.2 Support people to live independently	Improve housing support for residents	Head of Housing Strategy & Supply AD Commissioning & Partnerships
HS25	Enable people to live independently in their homes by providing housing adaptations	Provide and deliver adaptations for those in need - £3.97m of investment in 2024/25 (£1.6m for council owned homes and £2.37m for privately owned homes)	4.2 Support people to live independently	Improve housing support for residents	Head of Housing Strategy & Supply
HS26	Tackle damp and mould	- implement new damp & mould protocol - raise tenants awareness of damp & mould and the support available - tackle damp & mould in council owned properties - advise private sector landlords of their current responsibilities & take enforcement action where necessary - prepare for the anticipated extension of Awaab's Law to the private rented sector	4.3 Promote healthy housing for our residents	Improve housing quality, safety and sustainability Enable people to live healthy, happy and fulfilling lives	Head of Housing Repairs & Maintenance Head of Housing Strategy & Supply
HS27	Work to ensure that people's homes are adequately heated and properly ventilated	Deliver the Warmth for Wellbeing public health programme, providing money advice, small grants and home energy visits Review and update the Fuel Poverty & Affordable Warmth (FPAW) Plan	4.3 Promote healthy housing for our residents	Improve housing quality, safety and sustainability Enable people to live healthy, happy and fulfilling lives"	Consultant in Public Health
<b>5. Provide resident focused housing services</b>					
HS28	Ensure that tenants' views are at the heart of decision-making about the delivery of our landlord services.	- take a resident centred approach to developing future options for the regeneration of LPS blocks - Consultation and implementation of Building Safety Regulator High Risk Blocks Resident Engagement Strategy - complete review of existing community engagement framework - Quarterly Area Panel meetings - strengthen use of non-traditional engagement methods (e.g. surveys, focus groups & social media) to improve engagement, inclusion and accessibility - engage and consult residents on policy and proposals; reviews for example, hate incidents policy, laundry review; budget priorities - repeat annual STAR survey to assess tenant	5.1 Listen to and engage with our residents	Meet the needs of our residents and other customers	Head of Tenancy Services
HS29	Optimise the local benefits and social value of our inhouse repairs and maintenance service.	- Mobilise the new materials supplier to replace existing arrangements to deliver benefits in the following key areas: availability, logistics, best value, sustainability, and social value - Maintain our apprentice promise to engage 20 apprentices at any one time. - Provide a local schools offer for work experience and longer placements to enhance employment skills and opportunities. - Continue to incorporate recruitment practices identified in the directorates Fair and Inclusive Action Plan to ensure that the workforce reflects the city's diverse communities	5.2 Ensure our housing services are accessible, fair and inclusive	Work to reduce inequality	Head of Housing Repairs & Maintenance
HS30	Provide housing information and advice appropriate to the needs of our diverse communities	- include information on access to housing on the Easy Read Hub - review the customer journey and information on housing services webpages	5.2 Ensure our housing services are accessible, fair and inclusive	Meet the needs of our residents and other customers	Assistant Director Housing Needs & Supply Assistant Director Housing Management

HS31	Ensure that our housing workforce has the relevant skills and competencies to deliver an effective service to all residents.	<ul style="list-style-type: none"> <li>- Continue to roll out training and support to develop trauma informed practice in our front line staff</li> <li>- Increase frontline staff understanding of supporting people with learning disabilities and people with autism in mainstream housing and support services through training</li> </ul>	5.3 Deliver effective, high quality housing services	<p>Improve housing support for residents</p> <p>Our ways of working</p>	<p>Assistant Director Housing Needs &amp; Supply</p> <p>Assistant Director Housing Management</p>
HS32	Work with other social landlords to share intelligence, pool resources and work on shared priorities.	<ul style="list-style-type: none"> <li>- Establish Brighton Hove Social Landlord Network</li> <li>- Organise Housing Summit for October 2024 and agree shared priorities</li> <li>- Agree and implement a Preferred Developer Partners Charter</li> </ul>	5.4 Work with our partners to agree and deliver shared priorities	<p>Improve housing quality, safety and sustainability</p> <p>Increase housing supply</p> <p>Improve housing support for residents</p>	Head of Tenancy Services
HS33	Work with NHS and other partners to improve services and support for people with multiple, compound needs	<ul style="list-style-type: none"> <li>- Develop &amp; agree business case</li> <li>- Implement integrated community teams model by November 2024</li> <li>- begin consultation on proposals for integrated multiple compound needs service by March 2025</li> <li>- continue to develop proposals for a homeless health hub</li> </ul>	5.4 Work with our partners to agree and deliver shared priorities	Improve housing support for residents	Programme Director - Integrated Service Transformation
HS34	Work with our partners in the Third Sector, other public sector bodies, people with lived experience and the wider community to address homelessness and rough sleeping in the city.	<ul style="list-style-type: none"> <li>- Review &amp; refresh existing partnership arrangements</li> <li>- Develop and agree joint priorities through the development of a new homelessness &amp; rough sleeping strategy</li> </ul>	5.4 Work with our partners to agree and deliver shared priorities	Improve housing support for residents	Head of Homelessness & Housing Options