



Private Sector Housing 2030

Delivery Plan

Barnsley - the place of possibilities



BARNSELY
Metropolitan Borough Council

Commitment 1: Ensuring that housing standards and living conditions in Barnsley are of good quality and contribute towards better health outcomes for all.

What do we want to achieve?	Who is going to lead this activity?	How will this be achieved? (specific actions)	When will this be achieved?	What does success look like?
Raise awareness of hidden harm and vulnerability in owner-occupied and private rented housing by developing strong and supportive community networks to recognise the risk factors relating to poverty, loneliness, isolation or those affected by self-neglect or hoarding.	Al Heppenstall	Mapping - Linking in with partners across all 3 sectors to honestly appraise how we currently raise awareness, and to consider how and if the pandemic has impacted on relationships and information flow. To identify, understand, and plan how the partnership can better develop community networks; to recognise gaps in intelligence and safeguarding and to galvanise links both out to and in from Barnsley communities.	January 2022	<p>New robust community links will have been established into all communities that assist the Council to identify and engage with those requiring contact</p> <p>More people in communities will recognise the signs of potential vulnerability in others, and know how to raise their concerns</p> <p>A reduction in the number of people suffering in silence</p> <p>A greater understanding of the factors that lead to depression and anxiety</p>
		Third sector - To develop robust community links with charitable organisations and faith leaders; TARA's and Neighbourhood Watch schemes across all areas of Barnsley. To be enterprising, asking those community groups to operate as 'eyes and ears' to identify and co-support those in need.	June 2022	
		Align our online presence with seasonal campaigns linked to identifying those suffering from social isolation, fuel poverty and loneliness, all of which are	December 2021	

		heightened during colder, darker months.		
		A holistic approach to safeguarding - To ensure that mental health, independent resilience, and suicide prevention are not overlooked for concerns around the more practical aspects of daily living. To promote a campaign of awareness through partnership websites and social media that gets residents reflecting on the wellbeing of those living around them.	Spring 2022	
Link housing improvement priorities to public health and wider social care agendas across the system to address inequalities leading to poorer health outcomes.	Julie Tolhust	Ensure the Tackling Excess Winter Deaths & Cold Weather Plan 2021-2022 is implemented collaboratively with partners	Spring 2022	<p>Improve EWD rates in line with the national average (3%)</p> <p>Jointly agreed housing & health priorities for vulnerable groups</p> <p>Improved awareness of how we keep vulnerable residents Warm & Well in winter.</p>
		Develop Keep Warm & Well resources & training for commissioners, providers and vulnerable residents	Autumn 2021	
		Develop strategic alignment of housing & public health priorities focusing on supporting vulnerable groups (Better Lives, re-ablement, housing adaptations etc)	Ongoing	
		Co-design and promote regional housing & health webinars for professionals, (led by Office for Health Improvement & Disparities)	2021-22	

Work proactively and collaboratively to identify and safeguard our most vulnerable residents, using the right interventions at the right time.	Al Heppenstall	Explore new relationships with non-traditional partners within the commercial business world, in particular those that share interactions with residents such as delivery drivers, postal workers and supermarket shopping deliveries.	Spring 2022	<p>The more the Authority knows about the communities it serves, the better it is placed to meet their needs.</p> <p>A measurable metric will be a 30% increase year on year, of referrals from the community and none-traditional partners directly into Service between 2022 and 2025</p> <p>The number of people passed between services before receiving the right support will be reduced</p>
		Develop a bespoke training package to assist those commercial enterprises in identifying and seamlessly referring potentially vulnerable locations; households and addresses as well as issues of safeguarding into the Service.	Summer 2022	
		Public awareness needs to not only be raised in the first place, but also maintained. Creatively promoting the service on a weekly basis via social media and bi-annual publications, demonstrating stories of success in order that referrals are encouraged.	November 2021	
		To be doggedly determined in connecting with hard-to-reach individuals. To make full use of the tools and powers available to the Council and its partners in tackling issues of access, disrepair, illegal eviction and victimisation.	Ongoing and continuous.	
Deliver a long-term support and monitoring service for residents	Jane Brannan	Evaluate the effectiveness of the current pilot scheme to provide long-term support to individuals affected	May 2022	The number of repeat self-neglect and hoarding cases will be reduced

affected by self-neglect and/or hoarding to increase the chances of sustaining positive changes.		by self-neglect and/or hoarding at the point the lead agency is considering withdrawing from the case		Works in default costs will be reduced
		Write and implement a set of procedures for dealing with this case type to encourage a consistent approach across all Council teams. This includes the development of a pathway for other agencies to refer residents for longer-term support	April 2022	Staff working across all housing sectors will have a consistent approach to supporting and monitoring those affected by self-neglect or hoarding Cases will be jointly owned and managed by the relevant agencies Those affected will be less isolated and empowered to sustain positive changes
		Reorganise the current SNS structure to provide a dedicated Housing Safeguarding resource. This will provide greater capacity to Increase the number of cases jointly managed by Housing and Adult Social Care	April 2022	Lessons learned from previous Safeguarding Adult Reviews will be implemented to ensure the same mistakes are not repeated Those affected will provide support for each other, reducing the need for statutory services involvement
		Set up and run a monthly Hoarding Support Group and consider developing a befriending scheme	December 2021	
Provide various ways to make accessing support services easy for professionals and members of the public to report concerns about a person's home environment, aiming for a single point of access.	Jane Brannan	Develop a single point of access for all housing related requests for service to include 1 telephone number, 1 email address and an easily accessible online reporting form	June 2022	People will know how to contact the Council and ask for help. The number of people misdirected to the wrong team will be reduced Staff will accurately recognise risk factors relating to all housing requests for service, ensuring the right
		Re-assess housing related call centre scripts and online reporting forms for suitability and ensure enquiries are	December 2021	

		directed to the most appropriate service first time		interventions are used at the right time
		Work with Communications and the Digital Team to refresh the Private Sector Housing webpages	March 2022	Information available on the Council website will be up to date and relevant, reducing demand on services
		Increase training and awareness raising for triage and assessment staff to be able to better grade and prioritise cases according to potential risk, threat and harm categories	Summer 2022	
Proactively target resources towards areas with the lowest healthy life expectancy, highest levels of deprivation and least energy-efficient homes.	Claire Miskell	Conduct Equality Impact Assessments in advance of retrofit programmes commencing	Ongoing	Monitoring and evaluation of schemes A greater understanding of the demographics of different neighbourhoods in the borough
		Work with Area Councils to target specific areas of deprivation	Ongoing	
		Work with Business Intelligence to analyse data for targeting including Stock Condition Survey, Health Impact Assessment and fuel poverty data	Ongoing	
Use our duties and powers as the Local Housing Authority to regulate housing conditions, anti-social behaviour and environmental blight, so people are safe and feel safe in their homes.	Al Heppenstall & Jo Lee	Reactive – To streamline first contact with stakeholders that are reporting poor housing conditions or anti-social behaviour from 3 days to 1; and surpass current service standards by ensuring that where required, a visit in person will take place within 3 working days rather than 5.	January 2022	Success can be recognised in the trust and confidence that communities place in the Council when speaking out against the minority of individuals that cause neighbour nuisance and environmental blight Public confidence in the Council and its partners will increase and more people

		To continue to use the full breadth of tools and powers available to tackle issues and behaviours that blight local neighbourhoods.	Ongoing	will be safe, and feel safe in their homes and local communities Residents will receive a quicker, more streamlined service
		Proactive – to embed the responsibility of all relevant Officers to act as community ‘eyes and ears’ when identifying areas requiring attention. To prioritise, advocate and support the most vulnerable members of our communities at all times.	Ongoing	People will be more invested in their home and local community
		Partnerships – to default to a partnership approach when tackling community-based issues, using all available legislative powers creatively and imaginatively; finding fresh ways to tackle old issues	Ongoing	
		Communications – to be innovative in mirroring the message given by the SBP and SYP, that the fear of crime is not representative of the number of crimes. To empower and encourage communities through regular good news stories and effective enforcement, to come forward and speak out against the minority that seek to cause a neighbourhood nuisance.	January 2022	

Commitment 2: To do all we can to make sure those residents who are hardest to reach or vulnerable know how to access support, understand how they can contribute and know their rights and responsibilities.

What do we want to achieve?	Who is going to lead this activity?	How will this be achieved? (specific actions)	When will this be achieved?	What does success look like?
Operate an Accredited Landlord Scheme, offering training, advice and guidance and incentivising fair and decent Landlords to manage well-maintained homes for their tenants.	Amy Forster	Launch the new Landlord Accreditation Scheme and work with other services to consider suitable incentives for Landlords to join	November 2021	Membership of the scheme will continue to grow and standards will be raised, ensuring more people live in good quality homes and are treated fairly The one stop portal will provide access to information Enhanced relationships between BRLA and Landlords
		Develop a robust Marketing Strategy to increase membership and set targets for growth	November 2021	
Make opportunities to engage with appropriate groups and forums to ensure tenants and Landlords know and understand their respective rights and responsibilities, promoting fairness and mutual respect.	Amy Forster	Host a joint Landlord event alongside the National Residential Landlords Association	November 2021	Landlords will have more trust in the Council and know they can engage with us People will have a better understanding of their rights and responsibilities around tenancies leading to greater sustainability
		Develop a bespoke training package on tenant and Landlord duties, rights and responsibilities to be delivered to relevant groups and forums including workplaces where many of the staff are living in private rented/shared housing	Summer 2022	
Make every contact count where access is granted to a home. We will do this by ensuring we are considering	Jane Brannan	Commission a replacement case management system capable of recording and reporting on multiple issues, and with the ability to link with other systems used by colleagues and partners	November 2022	Services become intelligence led and better able to direct resources to where they are most needed

the health, wellbeing and needs of each member of the household as well as assessing the physical housing standards and the environmental conditions in the locality.		Mandatory domestic abuse training for visiting staff to increase the chances of domestic abuse being recognised in victims who may otherwise have little contact with statutory authorities	April 2022	All staff are aware of other organisations and charities that offer support and are able to direct residents to the right support according to their needs
		Develop an accessible directory of support services to include referral criteria and offers	August 2022	
Work proactively to address the prevention and reversal of neighbourhood decline, targeting the areas with the highest levels of environmental crime and blight and tailoring our approaches to best meet the needs of the area.	Mark Giles	Appoint a Neighbourhood Wardens Service to provide a visible community presence and take consistent and robust enforcement action against environmental crime offenders where it is clear that there was intent to dispose of waste illegally	November 2021	Property values and rentals will be positively, rather than negatively impacted
		Ensure consistent education messages are provided to local communities about environmental issues. This will include the utilisation and optimisation of new and current media campaigns such as Dumpit & Scarper.	Ongoing	More stable communities with a slower turnover of tenancies and improving low demand areas
		Develop bespoke waste plans at a local level, considering waste amnesties, action days and sponsoring community champions	Ongoing	Services will be fully coordinated in their responses to neighbourhood decline allowing for creative and innovative solutions to be found
		Link into targeted regeneration programs for specific localities	Ongoing	Residents will have more ownership of, and investment in the areas around their homes
Streets and neighbourhoods will look pleasant and welcoming attracting future tenants and residents to the area				
Support our residents to access suitable, timely help (including relevant aids and adaptations), tailored to meet their needs and enabling them to live	Sarah Cartwright and TBD	As part of Housing Strategy review, work collaboratively to update delivery plan actions relating to strategic objective 5 supporting older and younger people to live longer and independently	March 2022	Monitoring and evaluation
				Fewer people will have to leave their homes to access accommodation suited to their needs

independently in their homes for longer.		Adhere to Age Friendly principles and make sure our services are accessible, so people get the right help at the right time in their lives	Spring 2022	The right services will be easily accessible to people regardless of their age or ability Older residents will have confidence in Barnsley as a place that can meet their changing housing needs
Work in partnership with other organisations to safeguard adults and support them to stop or prevent harm or abuse within their own homes	Jane Brannan	Multi-agency training for all relevant staff to recognise the risk signs of different types of abuse within the home environment	Summer 2022	Early identification of risk factors will give the opportunity for early help and safeguarding
		Develop strong partnerships with charities, organisations and volunteers to share good practice and encourage joint initiatives	Summer 2022	Partners will share safeguarding responsibilities, increasing consistency, reducing duplication and making best use of shared knowledge, experience and expertise to protect our residents from harm
		Introduce quality assurance audits into daily Housing business to assess the quality of responses to safeguarding referrals and to inform service improvement	April 2022	Service delivery will be improved as we better understand the impact of our interventions and responses
Develop educational material in different languages and easy-read formats to support residents with responsible household waste management and increase the take-up of recycling.	Al Heppenstall	Consider the suitability of producing information in pictorial form that can be molded into bin lids when replacements are requested. Pictorial representation is not bound by any language barrier.	A costing, redesign and business exercise to be completed by June 2022	Success would be an increase in responsible household waste recycling by 80% by Spring 2024, in line with the objectives of the Zero 40 and Zero 45 pledges of Barnsley Council
		Educate residents - development of a new ' Lets sort it out ' campaign / information leaflet / web-promotion similar to https://www.wakefield.gov.uk/Documents/bins-environment/bin-recycling-leaflet.pdf - to also	December 2021	A reduction in the number of contaminated bins

	include information on recycling centres and late night opening		Reduced environmental blight in gardens, backings and alleyways leading to a reduction in the presence of vermin More attractive streets and neighbourhoods where people choose to live and are proud to live
	Enforcement of the recycling message - Pop-up style stalls in localities where cross-contamination of household waste and fly-tipping is prevalent, with simultaneous leaflet drops highlighting the enforcement message.	From Spring 2022	
	Shift the emphasis of community action days from traditional litter-picking to the targeted enforcement of those that do not responsibly recycle their household waste.	January 2022.	

Growing Barnsley

Commitment 3: To value the contribution of the private rented sector in meeting our housing needs, supporting good Landlords and dealing robustly with those who act unlawfully.

What do we want to achieve?	Who is going to lead this activity?	How will this be achieved? (specific actions)	When will this be achieved?	What does success look like?
Proactively investigate unlicensed HMO to ensure compliance with all health and safety standards and ensure all HMO are strictly regulated and licensed where appropriate, helping to promote cohesive and tolerant communities.	Jo Lee	Develop a fully interactive mapping system to identify the numbers, sizes and proliferations of known and suspected HMO	January 2022	The number of unlicensed HMO will be reduced Income generated from HMO licensing will increase
		Proactive work by Officers while out on district to observe and report potential HMO. This would include keeping a log of 'room to let' signs	Ongoing – log to be developed by Summer 2022	The number of residents living in substandard accommodation will be reduced
		Public register of licensed HMOs to be kept up to date and list of	Ongoing	The Council will have a greater understanding of the numbers of HMO

		unlicensed/known and suspected HMOs kept so that properties can be monitored and regularly inspected for safety standards and license renewal where applicable		Resources will be appropriately targeted to be proactive in seeking out unlicensed HMO, rather than reacting to complaints All licensable HMOs within the borough will have a current license
		To use proactively sourced intelligence to target our resources. This will include regular researching and recording rooms offered to let on social media and Letting Agent websites	April 2022	The interactive map will be up to date and fit for purpose. It will contain full details of each HMO including. occupancy, date of last inspection, license conditions and renewal dates
Develop a charter of standards for registered landlords operating supported housing in the private sector and incentivising those providing a good quality offer to tenants and the wider community.	James Harding	Research and compare best practice charters developed by other Local Authorities	December 2021	The Council will have confidence in the providers bearing the quality mark that they provide good quality accommodation, suitable support and are considerate of surrounding residents and the environment Providers will engage with the Council to reduce homelessness and improve outcomes for their tenants Referrals into settings will be streamlined, reducing the likelihood of failed tenancies
		Develop a pathway to streamline referrals into supported accommodation to ensure referrals are only made to providers carrying the quality mark.	Summer 2022	
		Develop a Barnsley charter of standards and approach providers to encourage them to sign up	December 2022	
Tackle the complex and challenging issues arising from 'exempt accommodation', defined as shared	Jane Brannan	Develop a dynamic mapping system using Earthlight technology to map locations and types of supported accommodation	December 2022	Community complaints of criminal activity and anti-social behaviour will be reduced

accommodation for vulnerable people that isn't commissioned under Council homelessness or Social Care funding.		Use regulatory enforcement powers under Planning, ASB and Housing legislation where appropriate	Ongoing	Staff will confidently discharge the Council's statutory duties to regulate housing, behaviour and environmental standards associated with these premises Providers offering a good quality offer will receive assistance from the Council including tenant nominations Problems arising will be jointly owned and providers will be more invested in the communities around their settings
		Work with colleagues in Housing Benefits to develop a policy to underpin work in this area	April 2023	
		Proactively engage with known 'problematic' providers to build strong professional relationships and work together to stop, reduce or minimise the impact of ASB arising from these settings on the local community	Ongoing	
Ensure the relevant services consider the specific dynamics of each neighbourhood and create bespoke delivery plans and approaches to prevent and reverse decline according to neighbourhood need.	Mark Giles	Work with local Elected Members to understand their key priorities and allow for fruitful engagement, utilising their knowledge and contacts to create bespoke multi-service responses to community concerns	Ongoing	The Council will have a greater understanding of the differing demographics, concerns and issues that affect our residents at a neighbourhood level Joint ownership of problems will lead to more innovative responses
		Close working with Neighbourhood Policing teams to ensure communities receive appropriate support based on reported concerns within a community safety setting	Ongoing	
		Write and embed an anti-social behaviour policy	December 2021	
		Ensure local offers and services understand the demographic they work in to allow for tailored	Ongoing	

		approaches to support local communities		
Take consistently robust enforcement action against 'Rogue Landlord' activity. This includes where a Landlord (or a person acting on their behalf) operates in an unlawful way to evict tenants, allows or encourages overcrowding or demonstrates a disregard for their tenants' safety by failing to carry out necessary repairs.	Jane Brannan	Write and embed a Private Sector Housing Enforcement Policy	Spring 2022	<p>The Council will be seen to be taking a consistently firm stance against illegal Landlord activity. This will act as a deterrent to some Landlords</p> <p>Our policy will clearly set out an escalated approach to enforcing and regulating standards in the sector for the benefit of all our current and future residents</p> <p>Tenants will have confidence in the Council that we will deal promptly and effectively with the concerns they raise</p> <p>Housing standards will be raised, and fewer people will live with unaddressed disrepair or in otherwise unsuitable conditions</p> <p>Civil Penalties will be applied fairly and consistently according to the circumstances of the case</p>
		Develop a joint process (with Trading Standards) to deal with offences under the Tenants Fees Act	September 2022	
		Enter all relevant offenders onto the Rogue Landlords Database and publicise all successful prosecutions	Ongoing	
		Use Civil Penalties where appropriate to discharge liability to prosecution	Ongoing	
		Develop a robust financial penalty calculator to ensure charges are applied consistently	December 2021	
Make sure that services work together to consider the most suitable housing solutions for children, young people and families in crisis.	Al Heppenstall & Liz Stenton	Holistic - Children and young people as well as those in crisis face overwhelming mental challenges when seeking fresh housing solutions. We will seek to help those individuals meet those needs so that a sustainable tenancy can be	Ongoing	An excellent Private Sector Housing Service will modify its approach to those living with complexities in order that individuals and families feel empowered and safe

		achieved, always being mindful of hidden safeguarding issues.		Services will work together to find the most suitable housing solutions to minimise the impact on children and young people faced with insecure or unsuitable housing
		Assessment – the service will consistently support and encourage those seeking housing, by advocating and communicating with Landlords on their behalf. It is the goal of the service to create a ‘good fit’ with local neighbourhoods so that risks of a failed tenancy are minimised.	Ongoing	
		Bespoke - as a social housing provider, the service understands well the needs of those living with social complexities. It will continue to take a tailored and bespoke approach to supporting and where necessary, appropriately challenge, those living complex lives.	Ongoing	
		Timely – the Service will continue to act expediently and ethically both to protect tenants and keep them safe from harm and hazards, as well as encourage acceptable behaviour.	Ongoing	
Periodically consider and review the requirement for additional and selective licensing.	Al Heppenstall	Understand how a Selective licensing scheme supports the priorities of the SBP in terms of tackling crime, ASB, substance abuse and re-offending. Through interrogation of partnership records and systems, (IMD, stock condition survey (Dec 20) Census '21 and proactive consultation) have a robust understanding of the quality	September 2022	An excellent Private Housing Service will be measured on its desire to improve the standard of housing and living conditions for all communities. The full impact of similar schemes in other authorities indicates that success can only be measured after a scheme has been embedded for a period of time. However, bi-annual reporting on

		of private rented housing stock in Barnsley		such schemes has also demonstrated incremental improvements in housing condition, ASB and grime & blight and would provide a metric by which success could be measured.
		Intelligence driven – contrast areas of high partnership demand and where poor quality private rented housing stock is the dominant type, so that Super Output areas can be identified as potential pilot schemes.	December 2022	
		Hearts and minds – consult with Elected Members, Landlord forums, communities and senior managers to understand any barriers and to gauge support for a scheme. Taking an evidence-based approach to relay findings through briefing notes.	Winter 2022 - Winter 2023	
		Lessons learned – reflect and contrast with MST authorities so that empirical evidence can be presented of how a licensing scheme can drive neighbourhood improvements.	Winter 2023	

Sustainable Barnsley

Commitment 4: Ensuring all areas, neighbourhoods, and streets in Barnsley, irrespective of housing tenure or type, are places where people want to live and are proud to live.

What do we want to achieve?	Who is going to lead this activity?	How will this be achieved? (specific actions)	When will this be achieved?	What does success look like?
Regulate energy efficiency standards in private rented housing to ensure tenants can enjoy warm, affordable homes and to reduce fuel poverty and cold-related morbidity and mortality.	Jane Brannan	Appoint a dedicated project team to raise energy efficiency standards in the sector and carry out compliance and enforcement work.	November 2021	<p>The Council will have a clear understanding of the extent of cold homes in the Borough</p> <p>The number of homes identified as being below the acceptable energy efficiency standards will be reduced by 10% by April 2024</p> <p>More people will live in warm homes and have access to competitive and affordable energy tariffs</p> <p>Qualified DEAs will be able to accurately assess the energy rating of a property and provide suitable advice to Landlords and tenants</p>
		Training for 5 members of staff to be fully qualified Domestic Energy Assessors (DEAs), qualified to City & Guilds level 3	December 2022	
		Collation and cross referencing of available data at local level (IMD deprivation, ONS data, benefits data, energy performance register and Census data (when new 2021 data is available)	February 2022	
		Use income generated from financial penalties to further raise energy efficiency standards including the removal of pre-payment meters to allow residents to secure more competitive energy tariffs	April 2022	
Promote energy efficiency and warm homes schemes to support	Affordable Warmth Service	Offer advice and guidance about available grants for energy efficiency improvements	Ongoing	More people will live in homes with a suitable, working heating system that

Landlords in meeting their obligations.		Media campaigns to raise awareness of available funding for tenants, Landlords and homeowners	Ongoing	they can afford to use to keep themselves and their families warm More people will know how to access financial support to increase the energy efficiency and warmth of their homes
Deliver a liaison service to mediate between tenants and Landlords at the earliest signs of a failing tenancy to reduce the risk of homelessness.	Judith Green	Develop a process for Landlords, tenants or Letting Agents to notify the Council at the earliest signs of a failing tenancy	Summer 2022	More tenants will be prevented from becoming homeless Individuals and families will have more stability
		Identify suitable staff for mediation training to include both direct and indirect mediation	February 2022	Identified staff will be qualified to provide a mediation service
		Consider a call before you serve process for Landlords to contact the Council at the point they are considering serving a notice of seeking possession	February 2022	Early notification will allow Housing Options time to consider the most suitable solutions
Deliver a tenancy support service to assist tenants and equip them with the skills required to manage and sustain a tenancy successfully.	Jane Brannan	Review the service level agreements with each Area Council to incorporate support for new tenants into the Housing Officer contracts	April 2022	Early intervention by the Council will increase the chances of tenancies being sustainable. Issues will be identified and responded to promptly and tenants will know where to get help if things go wrong.
		Improve working relationships with the main Letting Agents in the Borough to encourage contact for all new tenancies created	Ongoing	Less properties will have a build up of household waste
		Develop a support needs checklist to identify any support needs of	August 2022	

		tenants to ensure those needs are met where possible		
		Campaign to ensure new tenancies are not created without having access to a full set of (empty) waste and recycling bins	Summer 2022	
Support the retrofitting of our existing properties to make sure they protect residents from the harmful effects of climate change and that carbon emissions are reduced.	Claire Miskell	Access external funding to deliver retrofit programmes.	Ongoing	Reduction of carbon emissions from Housing
		Work with private sector Landlords to improve energy efficiency	Ongoing	Improved Energy Efficiency EPC ratings in homes
		Work with colleagues to increase capacity into the local supply chain, including wider City Region opportunities via investable propositions within the Barnsley Place based investment plan	Ongoing	Improved SAP rating in stock within the Borough
		Work with IT to develop system for capturing carbon reductions from retrofit	Ongoing	
Deal efficiently and effectively with empty homes to bring them back into residential use.	Amy Forster	Review and update the Empty Homes Strategy	January 2022	The number of long-term empties will be reduced
		Increase joint working with Safer Communities to allow a more holistic approach to dealing with empty homes	April 2022	More properties will be brought back into residential use Resident complaints will be reduced
		Use enforced sales to deal with long term problematic empty properties	April 2023	

<p>Implement an Article 4 Direction requiring planning permission to convert existing residential dwellings into HMO. This will strengthen our powers to regulate the numbers, sizes and types of HMO in our communities.</p>	<p>Jo Lee</p>	<p>Monitor and evaluate the effectiveness of the Direction and its impact on resident satisfaction</p>	<p>July 2022</p>	<p>All licensable HMOs within the borough will have a current license</p> <p>All HMO requiring planning permission have received it</p>
		<p>Carry out comparison analysis regarding the numbers of non-licensed HMO identified 12 months from implementation</p>	<p>July 2022</p>	
		<p>Public register of licensed HMOs to be kept up to date and list of unlicensed/known and suspected HMOs kept so that properties can be monitored and regularly inspected for safety standards and license renewal (where applicable).</p>	<p>Ongoing – List of licensed, unlicensed/known and suspected HMOs has already been compiled</p>	