

Housing, homelessness and rough sleeping delivery plan 2025 – 2026

Prevent homelessness and rough sleeping								Carry forward to 2026/2027	Transform into business as
Key actions		2025/2026 target	Current progress	Officer	Q1 & Q2 update	Q3 target	Q4 target	action plan	usual activity
Person centred approach	Ensure we have a robust team in place who can provide person centred support to people who are street homeless, homeless or apply to the housing register.	Piloting an approach to trauma informed practice within the team.	Underway	Housing team	Research and identify potential providers	Implement six month pilot	Review outcome of pilot with staff	Yes	N/A
		Develop and implement a comprehensive pet policy in collaboration with the Dog's Trust, covering all temporary accommodation units, including those managed by Bromford.	Underway	Housing team	Policy developed and trialled in Bromford houses. Policy now rolled out to all Bromford temporary accommodation units.	Implement in council owned units	Implement in council owned units	No	Transform into BAU
Expand tenancy sustainment	Increase resources for tenancy sustainment, focusing on mental health, financial stability, and affordability challenges.	Increase support available to people who have been street homeless, or at risk of street homelessness/losing their home as part of bringing the outreach service in house in 2025/2026.	Underway	Housing team	New team being recruited currently utilising RSAP funding.	Embed new team.	Embed new team.	No	Transform into BAU
		Enhance information and support available to customers who are facing the threat of homelessness, and ensure the tenancy sustainment team is available to residents in all tenure types.	Underway	Housing team	New section developed. Support provided currently under review - https://www.lichfielddc.gov.uk/homelessness/tenancy-sustainment-support	Enhance https://www.lichfielddc.gov.uk/homelessness/tenancy-sustainment-support and ensure support is well promoted.	Develop proactive approach using predictive data – see below.	No	Transform into BAU
Proactive prevention	Explore a risk-based homelessness prevention approach, targeting individuals at risk before they become homeless, through a data driven approach.	Engage with data providers to explore predictive data models and identify how they can be used to support those at risk of homelessness	Not started	Housing team	Work in partnership with other organisations looking at their analytical system supporting homelessness prevention	Engage with providers and get quotations.	Identify a way forwards.	Yes	N/A
		Explore the delivery of support services (budgeting, how to live independently, private rented options, low cost eating advice, how to avoid debt) etc for specific groups of customers – for example first time home leavers, young families, people with debt.	Underway	Housing team	Holding the Housing Register Roadshows in the community, signposting households to the most appropriate support services. Have surgeries at Betterway Recovery, Pathway, the Job Centre, bed and breakfast accommodation and the library. We have a presence at the cost of living events.	Work in partnership with SESCAB to explore a pilot for young first time home leavers.	Deliver pilot	Yes	N/A
Drop-in clinics	Establish housing support clinics for residents on the housing register, bringing together multiple agencies to provide wraparound support.	Deliver the first 'Housing Roadshow', bringing together housing staff and partners to engage with residents across Lichfield District and establish as ongoing feature of service. Minimum quarterly roadshow.	Completed	Housing team	First and second road show hosted. As above	Continue to deliver housing roadshows and assess impact.	Continue to deliver housing roadshows and assess impact.	Yes	N/A
Deliver temporary accommodation through council acquisition	Deliver a minimum of 30 temporary homes over the next five years, showcasing the council's leadership in meeting local housing needs, including proactively targeting funding and commercial opportunities.	Deliver Bore Street temporary accommodation units. Invest current funding (£2,157,000) in the acquisition and conversion of new temporary accommodation.	Underway	LWMTS property services	Delivered Bore Street units - ready for occupation. Invested full £2,157,000 funding in TA units. Approved accommodation policies. Fully spent remaining £2.1m on temporary accommodation.	Bring forward remaining units.	Ensure full occupancy of remaining units.	No	Transform into BAU
		Establish temporary accommodation policies and maintain ongoing.	Completed	Housing team	Policies delivered, approved and in use.	Continue to use and adapt policies.	Continue to use and adapt policies.	No	Transform into BAU
		Ensure high occupancy rates of all new temporary accommodation delivered.	Underway	Housing team	All properties now occupied and housing team ensuring full use when vacancies arise.	Ensure full occupancy of units.	Ensure full occupancy of units.	No	Transform into BAU
		Explore potential for further funding.	Underway	Leadership Team	£2million identified and procurement underway.	£2million identified and procurement underway.	£2million identified and procurement underway.	No	Transform into BAU
Explore delivery of rough sleeper accommodation pods	Provide dedicated rough sleeping pods to offer immediate relief and support pathways to permanent housing.	Explore the need for rough sleeper pods, given the council now has access to a significantly higher number of temporary units and is more able to encourage turn-over of rough sleeper housing pathway scheme units by supporting tenants into longer-term accommodation.	Not started	Housing team	Monitor street homelessness levels and determine need over 12 month period, with view to determining need for investment in 2026/2027.	Monitor street homelessness levels and determine need over 12 month period, with view to determining need for investment in 2026/2027.	Monitor street homelessness levels and determine need over 12 month period, with view to determining need for investment in 2026/2027.	Yes	N/A
More affordable and social homes								Carry forward to 2026/2027	Transform into business as
Key actions		2025/2026			Q1 & Q2 update	Q3 target	Q4 target	action plan	usual activity
	Deliver a minimum total of 200 council homes to fill much needed housing gaps, including temporary	Complete a land audit of all council-owned sites to identify potential housing development sites.	Underway	LWMTS property services	No action	Scoping to be carried out.		Yes	N/A
					Council Housebuilding Support Fund (CHBSF) has been applied for. Bid placed for £197,000, award outcome expected early October 2025, to be spent by Major Projects Team by 31st March 2026. Retrospective funding bids placed with Homes England for 8 property acquisitions and 4 studios at Bore Street in partnership with Gemma Holder and the acquisition work. Negotiations started with Persimmon on potential transfer of properties at St Johns that failed to transfer to an RP. Negotiations started on up to 30 units that could be transferred at Cricket Lane.	Cascade outcome of funding award for the CHBSF. Close negotiations on Cricket Lane to secure 28 transferred units to LDC. Complete DoV to secure the units at Cricket Lane.	Have in draft a standardised s106. Work with DM to achieve transferred units. Continue Homes England partnership catch up meetings to explore any potential opportunities.	Yes	N/A
		Liaise with Homes England to explore all possible funding streams to deliver new housing.	Underway	Policy team					
		Explore potential for further funding from within council resources to either fund or part fund further housing units.	Underway	Leadership Team	£2million identified and procurement underway.	£2million identified and procurement underway.	£2million identified and procurement underway.	Yes	N/A

Deliver council housebuilding and acquisition	accommodation, starter units for young people and homes for larger families, to meet unmet housing needs	Develop a standardised S106 agreement that incorporates gifted units	Underway	Planning team	Work with legal to incorporate transfer of units into the standardised s106 agreements.	Work with legal to incorporate transfer of units into the standardised s106 agreements.	Work with legal to incorporate transfer of units into the standardised s106 agreements.	Yes	N/A
Deliver maximum affordable housing	Ensure we meet or exceed our Local Plan affordable housing target each year, balancing speed of delivery with volume on individual sites to deliver new affordable homes more quickly	Review current section 106 wording and implement a standardised template to minimise developer challenges in subsequent applications.	Underway	Planning team	Work underway with legal to create a template that can be shared with developers/agents/applicants. Planning are already requesting draft heads of terms from applicants as part of the validation criteria to start the S106 process early in the application process.	Review with Legal Team and agree draft wording.	Embed template into everyday practice and publish draft document on the website for transparency and form part of the updated validation checklist criteria.	Yes	N/A
Challenge viability	Where Local Plan affordable housing targets are not achievable on sites, ensure robust scrutiny of viability assessments to secure maximum levels of affordable housing, including a potential transfer to local authority ownership.	Establish an automatic District Valuation Service referral process, ensuring 100% of viability cases below affordable housing threshold are independently assessed.	Not started	Policy team	Target established.	Review current procedure with DM and establish an efficient procedure involving the valuation office and back up options.	Sign off the procedure and roll out with the DM team.	Yes	N/A
Incentivise speedy housing delivery	Investigate innovative approaches to ensuring new development begins promptly after planning approval	Establish a housing delivery board with key stakeholders and ensure regular engagement and monitoring.	Not started	Planning team	Create working group to project plan approach to new Housing Delivery Board	Set out clear targets and identify and approach key potential partners for delivery and engage legal team for oversight for delivery and final agreement	Have an agreement in place and progress key stakeholders/partners to come on board.	Yes	N/A
Adopt a robust approach to empty homes	Develop an approach to bring empty properties back into use to meet local demand	Implement a premium council tax charge of 100% on residential properties which are empty for more than 12 months from April 2025.	Completed	Revenue Team	Implemented			No	Transform into BAU
		Develop an empty homes strategy and identify resource to deliver.	Underway	Regulation team	Trial period commenced for proof of concept on proactive housing inspections in order to bring empty homes up to standard for sale or let, with costs being recovered for works in default by forcing the sale of properties. We have 14 properties currently facing action.	At least one property will be brought back into use. The project is expected to yield results gradually, with performance improving steadily once established.	At least one property will be brought back into use. The project is expected to yield results gradually, with performance improving steadily once established.	Yes	N/A
Incentivise empty commercial property conversion	Incentivise landowners to convert unwanted office and retail units/spaces into local homes through discount schemes.	Explore successful pilot schemes nationwide and develop local proposals for consideration.	Not started	Policy team	Scoping carried out.	Explore successful pilot schemes nationwide.	Develop proposals suitable for LDC and draft a briefing note on the options available.	Yes	N/A
Encourage larger social rented homes and a mix of smaller homes	Encourage developers to deliver a mix of 4/5-bedroom social rented homes	Identify how this can be incorporated into local plan policy	Not started	Policy team	Scoping carried out.	Review evidence bases as part of the work on the Local Plan.	Draft into Policy H2: Provision of Affordable Homes within the new Local	Yes	N/A
								Yes	N/A
Explore innovative affordable housing models	Investigate new affordable housing delivery models, housing cooperatives, and other innovative delivery methods to diversify housing options.	Explore successful pilot schemes nationwide and develop local proposals for consideration.	Not started	Policy team	Scoping carried out.	Explore successful pilot schemes nationwide.	Develop proposals suitable for LDC and draft a briefing note on the options available.	Yes	N/A
Deliver modular housing	Pilot modular housing projects to provide cost-effective and scalable housing solutions, including modern method of construction.	Explore successful pilot schemes nationwide and develop local proposals for consideration.	Not started	Policy team	Scoping carried out.	Explore successful pilot schemes nationwide.	Develop proposals suitable for LDC and draft a briefing note on the options available.	Yes	N/A

Better homes									Carry forward to 2026/2027	Transform into business as
Key actions		2025/2026	Q1 & Q2 update			Q3 target	Q4 target	action plan	usual activity	
Increase standards of new developments		Launch design code and ensure new developments are compliant.	Completed	Planning team	Implemented and under ongoing review.			No	Transform into BAU	
	Roll out and ensure compliance with the Lichfield District Design Code.	Monitor success of the code and determine any future changes.	Underway	Policy team	Review of the design code undertaken by Create Streets. Artemis seeking experience from Pathfinder LA's in relation to the suggestions made within the review. Further review may need undertaking for a more ambitious approach.	Agree a way of monitoring the effectiveness of the code.	Produce the first annual report on outcomes of determined applications using the code.	Yes	N/A	
	Lobby developers through planning pre-applications and consultations to drive up standards of future developments and ensure the affordable housing mix meets requirements ongoing.	Driving developers to increase numbers of 3, 4 & 5 bedroom in future developments and encourage developers to consider level access requirements as standard in new properties.	Underway	Policy team	Consulted on 6 potential major development site pre-apps and 10 applications - pushed forward need for 3, 4, & 5 bedroom homes, and encouraged consideration of level access. Utilised new HEDNA to provide evidence base for requests.	Continue to utilise HEDNA in all consultation Responses and push for level access considerations.	Continue to utilise HEDNA in all consultation Responses and push for level access considerations.	No	Transform into BAU	

Challenge housing provider practices	Address restrictive practices by registered providers (RPs), such as refusing tenants with forensic histories, and strengthen support for tenants in arrears. Hold registered providers to account for standards in their accommodation.	Work with RPs to understand and agree approaches to tenants with forensic histories, particularly Bromford.	Underway	Housing team	Our objective is to improve access to social housing , manage any risk or perceived risks / fears , considering community cohesion and tenancy sustainment . We currently have monthly meetings with Bromford's lettings team and challenge and support individual lettings applications. Looking at including probation and other relevant agencies in discussions, new policies and procedures and include the tenants voice ensuring fairness and clarity. First meeting on 17 October 2025	Set up a working group to discuss and gain a clear and concise understanding of what is needed between the services, arrange a joint workshop to explore concerns barriers and consider best practise, with the aim of creating a joint policy to consider households with a forensic past , ensuring a fair and consistent approach.	Create and formalise an agreed approach which will be monitored and disseminated down to both Bromford and LDCs housing team .	Yes	N/A
		Work with RPs to better understand and agree improved approaches to tenants facing a build-up of arrears, particularly those that are under occupied (see below).	Underway	Housing team	As below - we will be working in collaboration with Registered Providers (RPs) especially Bromford to develop an improved proactive approach supporting tenants who are under occupying properties and experiencing a build up of rent arrears, as well as looking at early identification of any household with a change in circumstances that are experiencing financial stress. We will share and expand our draft plan	We will hold a series of meeting/ workshops with Bromford and LDCs housing team with the objective of preventing arrears escalation through early identification and tailored support. The workshops will be an opportunity to look at barriers, challenges and policy and procedural differences between the two organisations, offering a safe space to share the lived experiences of tenants and make an action plan.	Produce a jointly designed improvement model, that we can take forward as a pilot programme which will be supported and monitored going forward , with the main aim of early identification and tailored support to tenants experiencing financial stress and hardship	Yes	N/A
		Work with housing associations, particularly Bromford, to identify ways to encourage home owners to downsize where they are underoccupied, before accruing significant arrears and to boost numbers of available large properties.	Underway	Housing team	We have had initial discussions with Bromford and are having a meeting on 17th October 2025. We are looking at a joint downsizing plan so we can jointly encourage under- occupying tenants to downsize. A draft plan has been written in preparation for the meeting	Introduce a joint workshop to consider an understanding of the work involved and how we plan to support the plan, setting strategic objectives and propose actions in an agreed time frame.	Finalise a downsizing plan/protocol with an action plan, using data from Bromford with an ambition to create an incentive model to encourage a better use of housing stock	Yes	N/A
		Ensure robust processes are in place to enable customers to raise concerns about conditions of social rented properties and that the council regularly holds registered providers to account.	Underway	Regulation team	Web page launched: https://www.lichfielddc.gov.uk/housing/housing-associations	Ongoing liaison via established Bromford and RP meetings.		No	Transform into BAU
		Audit the nomination rights with the registered providers to ensure that Lichfield District's housing register receives the required number/size of properties annually. Consider increasing relet nomination rights for registered provider properties.	Not started	Policy team	Scoping carried out.	Gather the void data from housing providers and compare to the nomination percentages due. Create a report.	Compare the report findings to agreed nominations. If any concerns/numbers falling below agreed percentages arise from the report, address these with the individual provider by the end of Q4.	Yes	N/A
Improve standards of private rented accommodation and landlord proficiency	Support the national licensing scheme for private sector landlords to drive up standards.	Launch a dedicated tenancy web page including information about landlord and tenant rights and responsibilities.	Underway	Regulation team	Web page and online form launched: https://www.lichfielddc.gov.uk/xtp/form/224	Ongoing liaison via established Bromford and RP meetings.	Ongoing liaison via established Bromford and RP meetings.	No	Transform into BAU
		Research benefits of additional/selective licensing approach for particular neighbourhoods and adopt if need arises.	Not started	Regulation team	Project suggestion provided for Business Analyst Apprentices in order to analyse the size of the small HMO market.	Sufficient analysis of the market completed to enable proactive inspection of a sample of smaller HMOs to determine standards and inform future proposals.	Sufficient analysis of the market completed to enable proactive inspection of a sample of smaller HMOs to determine standards and inform future proposals.	Yes	N/A
Challenge poor landlord performance and promote best practice	Boost our response to Housing Health and Safety Rating Scheme concerns locally. Introduce support and incentives for high performing landlords	Deliver the landlord forums to drive up landlord engagement and explore support/better ways of working.	Underway	Regulation team	Some initial exploratory work carried out to determine interest. Potential to join up with other LAs (e.g. Tamworth) to carry out Forums appropriate to landlords with larger portfolios and thereby increase interest.	First forum carried out.	Develop ongoing plan.	Yes	N/A
		Identify options for a landlord certification scheme to accredit landlords who are committed to best practice.	Underway	Regulation team	Scoping of the market and other schemes to inform proposals carried out.	Proposals consulted upon and actions to implement determined	Proposals consulted upon and actions to implement determined	Yes	N/A
Promote and deliver disabled facilities grants	Promote and fully deliver disabled facilities grants across the district.	Fully spend the available funding and seek new forms of funding.	Underway	LWMTS DFG	Funding is being fully spent and ongoing opportunities for further funding is being explored ongoing.	Continue to spend funding in full and identify any opportunities for future funding.	Continue to spend funding in full and identify any opportunities for future funding.	Yes	N/A
Promote energy and heating schemes	Promote available energy and heating schemes across the district	Identify and promote available funding schemes to property owners and landlords.	Underway	Policy team	Grant schemes identified. ECO Flex and GBIS current schemes. Warm Homes Local Grant started April 2025 - liaising regularly with Staffordshire Warmer Homes Team who are procuring the service to roll this out.	Arrange for Beat The Cold to attend the cost of living events in September and November to promote the service. Put a plan together to cascade the message out to residents regarding what is on offer using existing networks e.g. Social Prescribers etc.	Run a virtual event aimed at those that can refer to energy schemes in partnership with EH Housing Officers.	Yes	N/A