ADUR & WORTHING
COUNCILS

Housing Strategy for Adur & Worthing Councils

2025 - 2030

The Councils' housing priorities for the next 5 years

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Forewords

I am very pleased to present to you the Adur & Worthing Housing Strategy 2025-30.

Access to good quality housing is the touchstone upon which people can build successful lives. Housing isn't just bricks and mortar, it's also about local services and the positive impact good housing can have on a community and its economy.

The Council is building its own housing again after a gap of more than 30 years which is good news, but we face multiple challenges moving forward not just with the houses we need, but the houses we already own.

We recognise that much of the growth in housing in Adur has been unaffordable for many local residents, and this hasn't helped us tackle the underlying housing need. Another major issue for the Council is the soaring demand for homelessness support. The Council has a statutory duty to prevent and relieve it, including securing accommodation for those in priority need. A fresh approach is both timely and essential.

Whilst the Council has a broad role to play in facilitating the delivery of new homes and tackling other housing challenges, it can't achieve these on its own. Registered providers, housing developers, government agencies, the NHS and the voluntary sector all have important roles to play. Our Strategy is aspirational, and it can be

Worthing is a marvellous place to live, but first and foremost everyone has to have a safe and secure home to enjoy it all. Without the groundedness only a good home can provide our communities cannot thrive and be the best that they can be. For participation in all aspects of life - economic, social, cultural, civic - for health and wellbeing and for dignity, housing is fundamental. It is not a privilege, it is a right, for all.

The Adur and Worthing Housing Strategy 2025-2030 is centred around this core conviction, and the commitment to deliver the best outcomes possible for our residents. It fully recognizes the challenges. We are in the midst of a full-blown housing crisis with dire shortages in affordable housing across the country. As a Council without its own stock, hemmed in by the South Downs and the sea, Worthing Borough feels this all the more acutely.

In face of challenges, we remain realistic but determined to bring about positive change. Adur and Worthing Councils face some different issues but do share core commitments to their values to be fair and green. The Priorities set out in the Strategy are our highest ambitions, they demonstrate that we aspire for the very best for our communities.

We commit to working with our residents, community organizations, health and welfare service providers, housing associations, and in partnership with a full array of stakeholders to realize concrete steps towards the achievement of those ambitions.

Our Delivery Plan lays out some of these steps, while providing further flexibility to constantly revise and improve them.

delivered with our partners and with investment. This Strategy sets out our ambitions and demonstrates how we wish to deliver for our communities. **Councillor Lee Cowen,** Cabinet Member for Housing and Citizen Services, Adur District Council.	With ambition to ask for the very best for our Councils, and the plans for working towards them, we aim for this Strategy and Delivery Plans to be effective instruments in improving the lives of our residents. **Councillor Ödül Bozkurt,** Cabinet Member for Housing and Citizen Services. Worthing Borough Council

Introduction

Our Vision and Priorities

We believe that housing is a basic human right. Our goal is for everyone in Adur and Worthing to have access to a safe, secure, genuinely affordable home of good quality.[1] Through the Strategy the Councils also seek to:

- Promote dignity
- Support good health and wellbeing
- Empower people to participate fully in thriving and inclusive communities

Providing a decent and affordable home for everyone living in Adur and Worthing is one of our most important tasks, but also our biggest challenge. The reasons for Adur and Worthing's housing shortage are complex, affected by both national and local issues. This housing crisis impacts nearly every part of our residents' lives.

This new Housing Strategy for Adur & Worthing describes our ambition and sets out the concrete steps we will take towards achieving this ambition in the next five years. We want to ensure everyone can have a home where they feel comfortable, safe, and that positively contributes to their health and wellbeing. Both Adur and Worthing Councils believe this is essential for a good life, where communities can thrive and neighbourhoods are safe and prosperous.

Our Context

This Strategy has been developed during a national housing crisis. We face extraordinary pressures in our communities, with a reduced supply of truly affordable and social housing in Worthing and Adur. Those on low or fixed incomes are affected most severely. The significant shortage of housing, particularly genuinely affordable housing, is a major cause of the crisis. This has led to higher costs for renting and buying homes in both Adur and Worthing. Many residents with low to middle incomes struggle to afford a decent home, and

[1] This Strategy uses the definition of affordable housing provided in the National Planning Framework Annex 2. Affordable housing is defined as housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership). Some examples include: 1) Properties that meet the Government's rent policy for Social Rent or Affordable Rent, or is rented at least 20% below local market rents, 2) discounted market sales housing that are sold at least 20% below local market value, and 3) shared ownership and rent to buy properties

more are experiencing homelessness. This is partly due to the rising cost of living, which increases expenses for everyone and makes many more vulnerable.

In addition to mental and physical health conditions, after the COVID pandemic. In addition to the hardship and disruption caused by homelessness to our residents, the costs associated with providing temporary and emergency accommodation by each of the Councils has become unsustainable.

This is made worse by funding pressures on the public sector to support our residents, including Adur & Worthing Councils, our health, social care, and wellbeing partners (for example, West Sussex County Council and the NHS), and the community and voluntary sector.

Social housing provision for each local authority differs and each Council therefore has particular challenges and opportunities. For example:

- Adur District Council continues to directly manage its own housing stock through its housing service called 'Adur Homes' (see section below). In addition the Council works extensively with other registered housing providers and the private sector, for example in the regeneration of Shoreham Harbour and the provision of thousands of new homes.
- Worthing Borough Council transferred its housing stock to Worthing Homes (a community-based Housing Association) in 1999. The Council works extensively in partnership with Worthing Homes, other registered providers and the private sector to deliver homes across the borough

Despite these differences the two Councils share many of the same priorities and share service delivery in a number of areas including housing services, private sector housing, planning and many other housing related services. Both Adur and Worthing Councils are led by administrations that have pledged to be fair, green and local in all their work. As Councils for the community, they are committed to listening to our residents to focus on the issues that matter most to those who live, work, study, and visit here. To meet these commitments, both Councils have agreed on a set of shared strategic priorities. These priorities have shaped and will direct the plan's development, consultation, and delivery.

Since our last Housing Strategy in 2020, there have been significant changes in national housing policy. The implementation of the Homelessness Reduction Act (2017) has significantly changed our legal duties towards households facing homelessness. The continued rise in rough sleeping and homelessness, and concerns over the quality of rented homes, have led to further improvements in housing rights and standards. This has led to the introduction of new regulations including the Social Housing Regulation Act, which aims to improve the standards, safety, resident voice and landlord accountability.

This Strategy has been drafted as a new national government has come to power and their policy and Strategy framework for public service funding and housing provision is still emerging. The main thrust of these stated goals is to 'unlock' the planning system, increase the building and provision of new homes, to address the housing crisis while delivering economic growth.

The proposed Renters' Rights Bill and the implementation of the Supported Housing (Regulatory Oversight) Act 2023 will increase housing standards and protection for residents in the private rented sector and in supported accommodation of all kinds.

Finally, the devolution White Paper has started a process of significant local government reform that will be implemented through the life of the strategy. The English Devolution White Paper proposes the creation of Strategic Authorities to streamline decision-making across local Councils within a region. These authorities will probably be led by directly-elected Mayors with increased powers and budgets. Strategic Authorities will gain powers transferred from central government, including transport, skills, housing, economic development, environment, health, and public safety. The White Paper also proposes a programme of local government reorganisation, inviting proposals from two-tier areas and 'failing' unitary Councils to introduce new unitary structures.

Sussex has been selected for the government's Devolution Priority Programme creating a mayoral strategic authority with strategic powers for transport, public safety, health, environment, housing, economic growth, skills and jobs. The government is also seeking proposals for unitary Councils in all parts of Sussex. Adur & Worthing Councils are in discussions with the leaders across Sussex and wider engagement will take place across the summer to explore which unitary authority footprint would best support their residents.

The 'Housing Strategy Evidence Pack' sets out the challenges and opportunities of this unique context in detail and should be read in conjunction with this priorities document.

Strategic Relationships

The Housing Strategy also forms the foundation of further strategies and policies including the next Homelessness and Rough Sleeping Strategy 2025/26 and will provide a framework for more detailed housing plans, including the (Adur Homes) Improvement Plan agreed with the Housing Regulator and the Adur and Worthing Housing Allocations Policy. It connects to other major strategies and plans including our Local Plans and the priorities of the Adur and Worthing administrations described above.

The Councils see the Housing Strategy as directly informing and supporting policy in a number of other key areas. In relation to economy and employment, the Strategy will seek to improve provision of decent, secure, affordable, warm and modern homes and so support the wellbeing of our residents and enable those who are able to work to enter and sustain employment and contribute to economic activity.

Additionally, by working in partnership to help support residents into training, skills development and ultimately more secure and better paid employment, the Strategy will assist residents to access and sustain their homes and help those in temporary accommodation to move onto more suitable housing.

In relation to population health, the Strategy supports housing actions that help to shape our neighbourhoods and to develop and deliver a shared long-term wellbeing agenda with our residents and local partner organisations. Key partners include the NHS, the community and voluntary sector, West Sussex County Council (WSCC), housing providers, developers and the wider community.

The Strategy outlines the Councils' contribution to improving housing outcomes in Adur District and Worthing Borough, but it acknowledges the Councils cannot achieve this on their own. Through this Strategy the Councils are seeking to form a coalition, made up of public, private and community sectors to work together with residents, focusing on prevention and the use of our shared assets more wisely. In working this way the Councils want to trial and lever new ways of working.

Housing Strategy Structure

The Housing Strategy outlines the Councils' priorities for the next five years, setting out the highest level of ambition and the initial steps we will take towards achieving them. Given the economic and political uncertainties, the Strategy is designed to enable us to adapt our programme accordingly. In the context of this fast-changing and new policy environment uncertainty the strategy's delivery plans have been limited to the first 18 months of the strategy.

The Strategy is made up of three parts:

- **Housing Strategy Evidence Pack:** A summary of Adur & Worthing Councils' housing needs and the context in which it is being developed. This contains a range of data and insights that will be periodically updated.

- **The Housing Strategy:** This document sets out the Councils' high level strategic priorities for housing services and housing provision in

Adur and Worthing over the next five years.

- **Housing Strategy Delivery Plans:** Sets out the delivery plans for each of the strategy's priority areas, describing the actions that will be undertaken to achieve the priorities - initially over the first 18 months. This will be a live plan that will be adapted and reviewed regularly.

Delivering Our Housing Priorities

This overarching document details the Council's housing vision and priorities for Adur & Worthing. The six strategic priorities we have identified will help us in our work to help our residents have a home in which they feel comfortable and safe and that positively contributes to their health and wellbeing.

Our Strategic priorities are:

Priority 1: Improving the quality of our homes and neighbourhoods
Priority 2: Increasing the amount of genuinely affordable housing
Priority 3: Improving the sustainability and climate resilience of our homes
Priority 4: Preventing homelessness and rough sleeping
Priority 5: Improving health, wellbeing and community support
Priority 6: Empowering residents to drive change

We will work to incorporate the following principles in the delivery of the strategy:

- **Collaboration and Partnership -** Work alongside residents, communities, and partners to drive fair, inclusive, and sustainable change.
- **Evidence-Based and High-Quality Services -** Deliver high-quality housing services using evidence-based practices, lived experience, the right tools, and investment in the right skills.
- **Prevention and Early Intervention -** Prioritise proactive solutions to prevent housing issues before they escalate.
- **Innovation and Continuous Improvement -** Embrace change and innovation while maintaining a strong foundation of essential services.
- **Person-Centered and Trauma-Informed Approach -** Meet residents' needs - especially those facing the greatest challenges - by ensuring services are person-centered and trauma-informed.
- **Resident Empowerment -** Support and enable residents to directly contribute to the improvement of housing services.
- **Fairness and Inclusion -** Ensure services are accessible, fair, and inclusive for all.
- **Respect and Dignity -** Treat all residents with dignity, respect, and empathy.

- **Climate Responsibility -** Actively address the climate and biodiversity crisis and plan for climate adaptation in housing services.
- **Resource Stewardship -** Manage budgets effectively and make the best use of available resources to maximise impact.

Priority 1: Improving the Quality of our Homes and Neighbourhoods

Many homes in Adur and Worthing, regardless of ownership, need improvements to ensure they are accessible, suitable, safe, and sustainable for the future. The quality of our homes is essential for residents' overall wellbeing, affecting both physical and mental health and their full participation in civic, social and economic life (see Priority 5). Many properties, including Adur Homes properties but also those in the private rented sector in Adur and Worthing, are poorly maintained, failing to meet housing standards, and some are reaching the end of their lifespan and need replacing.

Social Housing

There are 19 registered social housing providers in Adur and 24 in Worthing. The main provider in Adur is Adur Council through its Adur Homes service. In Worthing, where the housing stock has been transferred, the main provider is Worthing Homes.

Where the Councils manage housing provision we will work to implement these changes directly. Adur Council, through its Adur Homes service, manages approximately 2,600 rented properties (including around 270 sheltered housing) and 400 leasehold properties. Following a recent review and referral to the housing regulator, the Council is implementing a wide-ranging improvement plan to enhance the quality and safety of its homes. This work will ensure the Councils meet the Social Housing (Regulation) Act 2023 and the Regulator of Social Housing Consumer Standard on safety and quality. As part of this, we are improving services and increasing investment in our buildings, including fire prevention, gas and electrical safety, asbestos management, legionella control, and addressing other health and safety risks like damp and mould, to provide safe, good-quality Council homes.

Where we work with Registered Social Landlords we will work to strengthen and improve joint delivery, partnership working and contracted services. Registered providers of social housing in Adur and Worthing, including Worthing Homes, are subject to the same regulations and will review their service standards and investment priorities accordingly, incline with the requirements for social housing. These registered providers vary significantly in size, with most homes owned by

a few large organisations. In the future, we aim to build closer working relationships with these providers, supported through agreement and shared policy development to ensure more consistent service delivery, share good practice, and align efforts on issues like community investment.

Private Sector Housing

The private rented sector in Adur and Worthing is increasingly important, especially in Worthing where 26% of the private housing stock in Worthing is rented, compared to only 10% in Adur. While many landlords manage their properties responsibly, there are concerns that some do not, and basic housing standards are not being met. This is why we need to improve the safety and quality of housing in this sector.

The growth of Houses in Multiple Occupation (HMOs) is of particular significance. HMOs are properties that are occupied by more than two households who are sharing amenities including bathrooms, toilets and cooking facilities. Certain converted buildings and selfcontained flats may also be HMOs under the housing legislation. In Adur and Worthing, there are now around 195 licensed HMOs (21 in Adur and 174 in Worthing) that meet the formal definition of an HMO. HMOs are in demand and do meet housing needs for many residents, especially those who are vulnerable or on low incomes. However, a high concentration of HMOs in certain areas could negatively impact the character of local areas.

The Councils have an active programme of housing quality inspections and issue improvement notices when required. The Renters' Rights Bill and the implementation of the Supported Housing (Regulatory Oversight) Act 2023 will improve housing standards and protection for residents in the private rented sector and in supported accommodation. These changes will place significant additional obligations on the Councils regarding licensing and support for private sector landlords, including implementing a new Decent Homes standard for privately rented properties.

Our Plans:

Improve the quality of our homes

- We will review the Councils' housing policies and procedures to ensure alignment with best practice, legal and regulatory requirements (including the Supported Housing Act and proposed Renters' Reform Bill) , and evolving customer needs.
- We will seek to invest in our digital infrastructure to improve systems working and associated service delivery across housing. We will, as part of this, improve our use of data and technology to support residents to

seek help and support and, where required, to access our services.

- In Adur we will implement the Adur Homes Improvement Plan and seek to exit regulatory oversight by the Housing Regulator:
    - Providing an effective, efficient, and timely service for repairs and maintenance to Adur's homes, ensuring we continue to reduce the backlog of routine housing repairs and ensure all Council-owned homes meet the national Decent Homes Standard.
    - Using stock condition survey data produce a new Asset Management Strategy to guide future capital works to address issues and priorities identified.
    - Ensuring full compliance with new social housing regulations, including increased standards around mould and damp (Awaab's Law), and health and safety requirements including asbestos, gas safety, electrical safety (Electrical Installation Condition Report EICR), fire safety (including smoke and carbon monoxide alarms) and legionella.
    - Reducing the number of void properties and increasing the speed of their turn around.
    - Improving tenancy support and care of communal areas through an increased investment in housing officers, better procurement and service monitoring.
    - Undertaking regular inspections to check homes are suitable and are being looked after.
    - Developing a plan to ensure compliance with the relevant Housing Regulator Standards and updated to incorporate new legislation.

- In both Adur and Worthing we will develop closer working relationships with registered social housing providers, seeking to pool resources better to tackle shared challenges around, for example, homelessness.
- In Worthing we will ensure the management of Council owned and managed temporary accommodation and other supported housing provision meets both the expectations of the Housing Regulator, health and safety requirements and the needs of our residents. This work will include a focus on damp and mould, especially in temporary accommodation.

Improve private rented sector housing standards

- We will seek to improve the condition of Houses in Multiple Occupation through the existing mandatory licensing of larger properties.
- We will seek to secure funding to introduce selective licensing schemes in Worthing in key Wards - Heene, Selden and Central.

- We will monitor the impact of additional HMO licensing and explore the case for introducing licensing schemes more widely, subject to evidence.
- Where there is strong evidence of need we will consider the use of Article 4 Direction planning measures to restrict the permitted development rights for HMOs.
- Landlords or owners will be given clear communication regarding necessary improvements to their residential properties. This will include the issuance of statutory notices that detail the required work and specify a timeframe for completion.
- Offer landlords and homeowners advice on Energy Performance Certificate (EPC) ratings and retrofit measures to improve the energy efficiency of their homes.
- We will prepare for legislative changes to be introduced through the Renters' Rights Bill including the establishment and monitoring of a new Decent Homes Standard for the private resented sector and tackling rogue landlords.
- We will also respond to the consultation and implement the requirements of the Supported Housing (Regulatory Oversight) Act 2023 as these are rolled out that are aimed at improving housing standards for sheltered housing, group homes, hostels, refuges, and supported living complexes, where residents receive additional support to help them live independently. We anticipate this work will include a new mandatory licensing scheme to address poor quality accommodation and inadequate support.

Measuring our progress

Each year, at the Joint Strategic Committee, we will update our progress providing a narrative update on the delivery plan actions. In addition we will develop a range of key performance indicators that will support this plan that may include:

- Percentage of Houses in Multiple Occupation in Adur and Worthing where all special conditions have been met.
- Number of properties included in selected licensing scheme in Worthing.
- Proportion of Adur Homes properties that do not meet the Decent Homes Standard.
- The proportion of non-emergency repairs completed within Adur Homes' target timescales.
- The proportion of emergency repairs completed within Adur Homes' target timescales.
- Proportion of Adur Homes meeting compliance standards.
- Proportion of Adur Homes properties for which all required communal passenger lift safety checks have been carried out.
- Percentage of Adur Homes tenants satisfied with the level with repairs.

- Percentage of Adur Homes tenants satisfied with time taken to complete their most recent repair.

Priority 2: Increasing the amount of genuinely affordable housing

Providing genuinely affordable homes remains a key priority for the Councils and a number of key policies support this work. We recognise that access to genuinely affordable and suitable housing is crucial for residents and communities to live well and thrive. The financial burden on both Councils in dealing with homelessness, often caused by a lack of genuinely affordable accommodation, poses a significant risk to their budgets.

The Adopted Adur Local Plan 2017 (read with the Adur Interim Affordable Housing Statement 2020) aims to achieve 30% affordable homes on sites of 10 or more dwellings. The emerging Adur Local Plan will use evidence about local needs and viability to consider how planning policy can deliver affordable homes in the future. The Worthing Local Plan seeks affordable homes from developments of 10 or more, with 20% from previously developed land where the development includes flats, 30% from other housing schemes on previously developed land, and 40% on greenfield sites. This is based on local needs assessments.

Adur and Worthing are relatively expensive places to live, with significant recent increases in both purchase costs and private renting costs. The cost of living crisis (inflation and rising interest rates) has made even some 'affordable' homes unaffordable for many. Data from our homelessness and housing allocations services shows a particular shortage of family-sized homes in both Adur and Worthing.

Delivering new homes in recent years has been difficult for several reasons. Government grants and infrastructure funding are available to support some development, but the financial viability of schemes is increasingly challenging, and reliance on cross-subsidy from sales is uncertain. Additionally, rising building costs (materials and labour) impact housebuilders' ability to raise capital for development.

Located between the sea and the South Downs National Park, with Brighton to the East and Littlehampton to the West, available land for housing development is limited. Ensuring new housing contributes to local needs (schools, health services,

open space, community safety, transport infrastructure) is another challenge. High land values and rising building costs can affect the viability of development sites, creating barriers to development. Changes to planning policy and potentially increased housing targets from central government add further challenges in terms of delivery.

Our focus in this Strategy through the actions set out below will be on providing more genuinely affordable housing through new-build programmes, partnerships, developer contributions, or registered social housing providers.

The Councils are also interested in exploring other options for affordable housing, including different construction methods, Community Land Trusts, and self-build/custom build. We will work to improve the supply of housing or different housing options, from social rent to home ownership. We will also provide homes adaptable to changing needs (e.g. ageing), as well as temporary and supported accommodation.

Reflecting the Councils' commitments, our developments will be sustainable, reduce costs, and minimise environmental impact (see Priority 3).

We are working with Brighton & Hove City Council (BHCC) and the South Downs National Park Planning Authority (SDNPA) to update the Gypsy and Traveller Accommodation Assessment. This work will improve our understanding of needs and enable us to consult and plan effectively for appropriate provision for gypsy and traveller communities in Adur and Worthing.

Our Plans

Deliver more affordable homes

- In the context of our Local Plans we will consider how nationally set housing targets can best be addressed.
- An updated Strategic Housing Market Assessment for Adur and Worthing will be undertaken to support this work.
- We will develop new sites, including opportunities for developing and regenerating local authority owned land and assets.
- We will consider how developer contributions and other means can be used to maximise delivery of affordable homes.
- We will continue to seek to balance the need to protect natural assets against the need to deliver new homes and other development.
- We will work to ensure new housing contributes to meeting local needs and is accompanied by the necessary infrastructure (schools, health services, open space, play spaces, community safety and transport infrastructure).
- We will support a mixed economy of housebuilding and seek to attract additional investment in new homes through strategic engagement with

potential developers and funders, such as Homes England and registered social housing providers.
- Establish a robust working relationship with registered social landlords for timely information sharing to ensure we have accurate and up to date data on development plans and progress.
- In Adur the focus will be on ensuring Adur Homes achieves compliance and the required exit from regulatory oversight by the housing regulator, thereby returning access to Homes England funding for new social housing development.
- Carry out an estate capacity review of sites within Adur Council's Housing Revenue Account which could support the delivery of new homes.
- In Worthing there will be a focus on the provision of temporary accommodation to meet local housing pressures both through in house delivery and maximising partnership opportunities.
- In line with national government's emergent guidance we will review housing density for planned schemes and identify where more homes could be delivered.
- We will work closely with registered social housing providers to understand and remain aware of the enablers and constraints on their expansion of provision, and seek possible collaboration.
- We will identify how we can support Community Land Trusts, self build and other potential community based housing providers to bring forward more affordable homes.
- We will foster innovation through the use of modern construction methods and by building partnerships to develop creative solutions. We will work with local businesses to retain investment, increase sustainability and develop the circular economy, in alignment with our Procurement Strategy.

Ensuring a mix of homes

- We will seek to prioritise an increase in the supply of homes to meet local need for genuinely affordable housing including single occupants and larger families on the housing register.
- Care will be taken to avoid the concentration of supported housing provision in particular neighbourhoods.
- We will work with commissioners and providers of exempt supported accommodation to influence the development of more balanced supply and provision to better meet local needs and ensure that we are not oversupplied.
- We will use planning policy, design guidance, and pre-application advice to positively shape future developments in terms of balancing placemaking, tenure, mix, and environmental conservation and energy efficiency (including sustainable transport and connectivity by foot and bike).
- Will seek to deliver a range of tenures, types and sizes of homes to meet identified local needs.
- We will seek to provide more low-cost home ownership options to support residents into home ownership.
- Wherever possible, promote the development of more accessible and adaptable homes, as well as new housing which is built to support people

throughout their lives, as their needs change. (This could include Lifetime Homes or HAPPI standards.)
- We will collaborate with local, regional, and national partners to ensure that new homes are built to meet the needs of residents through the devolution process.
- Undertake the planning and delivery work Gypsy and Traveller identified through the recent Accommodation Assessment to ensure appropriate provision is made for gypsy and traveller communities in Adur and Worthing.

Making the most of our housing stock

- We will review the housing allocations policies for Adur and for Worthing, to ensure that allocations are fair and give appropriate access to housing.
- As part of this for Adur Homes, we will review our Transfer Incentive Scheme to reduce under-occupation and better match people to homes that really meet their needs.
- We will work with property owners in Adur and Worthing to bring long-term empty housing back into use, informed by, for example, our Empty Homes Strategy and the new Council tax charges for empty homes.
- As part of the Adur Homes Improvement Plan, we will increase housing supply by turning around voids more quickly and ensuring long-term voids are brought back into use - either through refurbishment or disposal.
- Where possible and appropriate, in Adur we will buy back homes lost through the right to buy schemes and consider the purchase of other properties where there is opportunity and a strong business case.

Measuring our progress

Each year, at the Joint Strategic Committee, we will update our progress providing a narrative update on the delivery plan actions. In addition we will develop a range of key performance indicators for both Adur and Worthing that may include:

- Number of additional genuinely affordable homes delivered or enabled by the Councils (new build, acquisitions and conversions).
- Number of additional genuinely affordable homes delivered by registered social housing providers.
- The number of accessible homes delivered by the above provision
- The numbers of people on the housing allocations waiting list.

Priority 3: Improving the Sustainability and Climate Resilience of our Homes

Adur and Worthing Councils have declared climate and ecological emergencies and are committed to tackling climate change, promoting sustainability, biodiversity, and protecting the environment in everything we do. This also includes encouraging our

communities and partners to do the same. Housing is a major source of greenhouse gas emissions, so improving the energy efficiency of our homes can significantly reduce our carbon footprint. Through partnerships focused on energy efficiency and sustainability, we can help households reduce living costs, promote health and wellbeing, and contribute to mitigation efforts in response to extreme weather.

Reducing fuel use helps manage household costs and ease the cost of living crisis. We will improve the energy efficiency of Council homes and support other residential property owners to make improvements. This work should focus on properties with the worst energy efficiency, especially where we can provide additional support to households in areas with high rates of fuel poverty. Improving insulation and ventilation should be prioritised, recognising the benefits of reduced utility bills and providing a basis for switching to lower-carbon heating.

We expect higher standards of sustainability from new developments in Adur and Worthing in line with Future Homes Standard and new regulations on Biodiversity Net Gain. These standards align with the Councils' local plans and administrations climate and nature priorities. We will also promote higher standards of sustainability in new developments. The government's Future Homes Standard from 2025 will ensure new homes produce 75-80% less carbon emissions than those built under current building regulations. New regulations on Biodiversity Net Gain for new developments will also contribute
to local environmental sustainability.

For our own homes, we will use data from stock condition surveys, the new Asset Management Strategy and other sources to guide our work and support our net-zero targets. We will seek funding from sources including the Public Sector Decarbonisation Scheme (PSDS).

Another key priority is climate change adaptation. The Environment Agency (2023) predicts future climate change across the UK will involve warmer, wetter winters and hotter, drier summers, with more frequent and intense weather extremes. Hot spells will become more frequent, intense, and longer; heatwaves could become almost 100 times more likely by the end of the century. Models predict an overall increase in average annual rainfall, especially in autumn and winter. However, summer rainfall is projected to decrease, although flooding is expected to increase in all seasons. [2]

Our Plans:

Increase sustainability and improve energy efficiency in our homes

- We will advise residents of opportunities and measures that can be taken to tackle fuel and utility poverty and help reduce carbon emissions.
- Work in partnership to secure external funding to support retrofit projects across a range of tenures and property types in Adur and Worthing.

[2] Worthing Homes: Climate Change Risk Assessment 2024

- Identify how we can further develop the Councils' offer to different households, including support to access grants, loans, advice, and information, based on their personal circumstances.
- Secure external funding, for example from the Public Sector Decarbonisation Scheme (PSDS), to support retrofitting projects benefiting Adur Homes housing stock.
- Support community-led retrofit projects and engage, wherever possible, with businesses and education providers to support local job creation and skills development.
- We undertake the required planning to resource and deliver the anticipated new Minimum Energy Efficiency Standard.

Improved Sustainable Development

We will encourage more sustainable housing provision through a number of means, including:

- Encouraging sustainable construction techniques and materials through planning frameworks.
- We will minimise the impact of new developments through adoption of the Future Homes Standard.
- New developments will contribute to conserving nature and delivering net gains for biodiversity. Alignment will be made with the Adur & Worthing Nature Plan.

Climate adaptation and resilience

- We will work in partnership with other stakeholders to ensure climate response management plans are better aligned.
- Through planning frameworks we will ensure new developments incorporate climate adaptation and resilience design.
- We will conduct a Climate Change Risk Assessment (CCRA) to provide an appraisal of the current and future climate risks across Adur Homes portfolio and develop an action plan to implement changes. We will seek to align this work and the action plan with Worthing Homes existing CCRA.
- We will, with other housing providers, implement adverse weather procedures for communication to residents during hot weather events and develop an Incident Response Plan in the event of flooding.
- We will provide advice to residents on risks from extreme heat and flooding and what measures are available to households to help lower the risk.
- We will encourage neighbourhood urban greening and street tree planting to increase natural cooling effects.
- Through the Local Plans, new development should be safe and resilient and not increase flooding risk elsewhere. Where possible this work will include the retrofitting or installation of new sustainable drainage systems.
- In partnership with other agencies, including Southern Water we will encourage water conservation measures in homes and gardens.

Measuring our progress

Each year, at the Joint Strategic Committee, we will update our progress providing a narrative update on the delivery plan actions. In addition we will develop a range of key performance indicators that may include:

- Energy efficiency rating social housing vs all tenures
- Energy efficiency rating of Opening Doors tenancies (Adur and Worthing)
- Number of homes retrofitted (Adur and Worthing Council vs all tenures)
- Biodiversity Net Gain (Adur and Worthing)
- Tree planting / canopy cover (Adur and Worthing)

Priority 4: Preventing homelessness and rough sleeping

More residents are struggling to find, secure, and sustain housing. Rising interest rates, housing shortages, and inflation have increased housing costs, leading to more households at risk of losing their home or becoming homeless.

To respond to urgent housing needs and homelessness, we aim to:

- **Make homelessness rare:** Be proactive to prevent homelessness from happening in the first place.
- **Make homelessness brief:** When homelessness occurs, connect people and families quickly to housing and support.
- **Make homelessness non-recurring:** If homelessness cannot be prevented, find long-term solutions to prevent repeated experiences of homelessness.

We have seen significant, increased demand for accommodation for people with urgent housing needs, including those fleeing domestic violence, vulnerable families, and people with complex needs. We recognise that preventing and tackling homelessness requires trauma-informed, person-centred, and collaborative approaches. We will work with individuals, families, landlords, other Council services, and our partners (including the NHS and West Sussex County Council) to prevent and reduce homelessness.

In the past three years, the number of households in temporary and emergency accommodation has risen to unprecedented levels and that the pressures in Adur and Worthing have been significant, especially in Worthing. At the end of December 2024, for example, there were over 600 households (approximately, Adur 150 and Worthing 450) in temporary accommodation awaiting an offer of more permanent housing, either through the housing register or into supported housing or private sector housing. This accommodation is problematic because:

- By its very nature it is temporary and therefore creates uncertainty and upheaval for residents and causes disruption, especially for families with school aged children.
- It can be extremely expensive, significantly impacting the ability of both Councils to deliver other services.
- The accommodation is often unsuitable (e.g., out of the area), and there is evidence that living in temporary accommodation can have significant impacts and cause trauma in children and vulnerable adults.

With regard to private rented accommodation, preparatory work is underway to respond to the Renters' Rights Bill that seeks to improve property standards and, through the deletion of Section 21 ('no fault' evictions), provide increased security and stability for renters that could potentially reduce incidence of homelessness.

This Strategy and action plan will inform the development of Adur & Worthing Councils' revised Homelessness and Rough Sleeping Strategy 2022/25/26 (as part of this strategy), to address the needs of those threatened with or experiencing homelessness.

Our Plans:

Improve our homelessness prevention services and reduce rough sleeping

Prevention and Service Improvement

- We will review and deliver an improved homelessness prevention service that is focused on preventing homelessness and is person centred and trauma informed.
- Develop further our multi-agency response to homelessness. We will continue to lead the Adur and Worthing Homelessness Partnership and be involved in the West Sussex Multiple Compound Needs Board. Through this work we will build stronger collaboration and use our collective resources to improve outcomes for residents.
- We will develop our housing front door - both digital and in-person - to enable our residents to self-help and seek help from our services and our partners to improve prevention and early help and enhance the coordination and accessibility of people between and into appropriate accommodation. This will include working with our partner agencies to provide wrap-around support and advocacy where needed to ensure services and help is more accessible.
- We will use our new Councils' 'neighbourhood model/approach' to develop more place-based approaches to improve access to services. In Worthing, we will be working with partners in the new Civic Place including the new

Worthing Integrated Care Centre and our other partners, utilising our aforementioned partnerships to drive better collaboration. In Adur we will work to identify a site to develop similar work.

- We will continue to utilise external grant funding resources where we can and use a data informed approach to target and help prevent homelessness through for example the use of Discretionary Housing Payments.
- We will continue to work to ensure consistent, fair and effective tenancy sustainment work to help people live well in their accommodation and prepare them for independent living. In Worthing we will work with social housing providers to influence and ensure this. In Adur we will further invest in and develop our tenancy support team.
- To further this tenancy sustainment work we will work in partnership with the county Council and other partners to improve access to skills development and supported employment opportunities.
- In Adur we will review and update our tenant handbook and tenancy agreement, supporting people to maintain their tenancies and offer advice and assistance to prevent them becoming homeless. As part of this we will develop a plan to ensure we are able to meet the Tenant Standards in accordance with the Regulator of Social Housing.
- We will review and actively use our allocations policy to support the prevention or relief of homelessness.
- We will also ensure our housing support and allocations policies meet the requirements set out by the new government with reference to meeting the housing needs of veterans, care leavers and those escaping domestic violence.
- We will explore a variety of other housing solutions to help with housing needs such as cooperative, cohousing and ‘Homes Share’ solutions

Support for particular groups

- Services will be targeted to particularly vulnerable groups identified in the Equality Impact Assessment, using data and lived experience. This includes people with mental health issues, physical disabilities or illnesses, substance and alcohol misuse, those experiencing domestic violence, and those with complex needs. Specific vulnerable groups will include women-headed households, care leavers, veterans, single adult males, people under 35, older people, asylum seekers, trans people and refugees.
- In reviewing and improving service provision, focus will be given to improving engagement and communication, ensuring services are accessible and suitable for people with differing needs (for example ethnic minorities and neuro-divergent people). Linked to our ‘Basis redesign project’, we will continue to ensure housing and associated support services are accessible for those with low literacy and are digitally excluded.

- As part of multi agency work described above we will review services for rough sleepers (where men are disproportionately represented) including preventative measures, off-street placements, addressing unmet needs, and improved transition support for those leaving supported accommodation and institutions (prison, care, hospital).
- Specific attention will also be given to the needs of homeless and insecurely housed women who are experiencing, at risk of or traumatised by abuse, domestic violence, trafficking and other vulnerabilities.
- We will resource and support family mediation for young people who are homeless.

Reduce the number of households in temporary accommodation and improve support

- We will audit and review our approach to placing people in temporary accommodation, ensuring effective move on from this accommodation into other suitable housing and more independent living.
- We will work to improve the provision of temporary accommodation to better meet local needs whilst also ensuring cost effectiveness and value for money for the tax payer. As part of this we will reduce out of area placements, spot bookings of temporary accommodation and our reliance on short-term provision.
- We will strive to ensure our temporary accommodation facilities are well integrated into our communities and ensure these facilities are well managed, ensuring safety of all.
- We will also work with our partners to improve the provision of move on accommodation.
- We will continue to work collaboratively with our WSCC Public Health partners, the Adur and Worthing Local Community Networks and NHS partners to better understand the health and wellbeing needs of residents living in temporary accommodation, ensure the provision of information, social prescribers and wellbeing support and that unmet health needs are met. For residents placed out of the area in temporary accommodation, we will support them, where possible, to retain connections to the area through their work, school and social support networks.
- If families with children are placed in temporary accommodation, if possible and appropriate, we will seek to place them as close as possible to support networks and education. We will, where possible, seek placements where there is safe space to play, learn, develop and have privacy.
- We will continue to invest in and support our Opening Doors service, aimed at derisking part of the housing market in order to open up supply for people in housing need:
    - Helping the Councils save on temporary accommodation costs by

supporting people in private rental accommodation where possible.
    - Helping people stay in private rental accommodation where they are already but have fallen into more difficult circumstances.
    - Helping people move into private rental accommodation from either a social or private rental sector.

Work with our partners to review and improve the provision of supported accommodation

- We will further support the development of our homelessness services, managing costs and ensuring we deliver best value so that we can better focus on the process of move on for those requiring supported accommodation.
- As part of this we will work with the Ministry of Housing, Communities and Local Government of the United Kingdom to increase our Homeless Prevention Grant levels.
- We will improve partnership connections to other partners including the Third Sector, to improve access to early support, including advice, employment and skills, mental health support and financial inclusion services.
- We will seek to improve the provision of step-down, semi-supported accommodation for people that are not ready for independent living (including young people), ensuring they don't become 'trapped' in emergency and temporary accommodation.
- We will work with our WSCC and NHS commissioning partners and providers to better understand and shape the provision of exempt supported accommodation. We will also work with these partners to better understand the current and future needs of those people requiring this accommodation to influence how this supply can better meet local needs of residents and reduce any net importing of need into Adur and Worthing.
- We will work with West Sussex County Council Social Care departments and health colleagues to better understand and respond to the housing and support needs of those in urgent housing need. We will through this work develop joined up approaches for those most at risk of harm or where there is greater impact if they become homeless.
- Support the County Council in ensuring Gypsy and traveller sites meet required standards.
- We will work to ensure compliance with the Supported Housing Act, improving housing standards including hostels and supported living complexes, where residents receive additional support to help them live independently. We anticipate this work will include a new mandatory licensing scheme and tracking rogue landlords providing poor quality accommodation and inadequate support.

Measuring our progress

Each year, at the Joint Strategic Committee, we will update our progress providing a narrative update on the delivery plan actions. In addition we will develop a range of key performance indicators that may include:

- Cases assessed as homeless or threatened with homelessness and a statutory duty owed (Adur and Worthing).
- Number of households homelessness relieved (Adur and Worthing).
- Number of households homelessness prevented (Adur and Worthing).
- Number of households in Temporary Accommodation
- Number of households in Temporary Accommodation (out of area) (Adur and Worthing).
- Net expenditure on Temporary Accommodation (Adur and Worthing).
- Number of households with an active housing register application (Adur and Worthing).
- Number of people sleeping rough (Adur and Worthing).
- Total number of Opening Doors lets (Adur and Worthing).
- Data on supported accommodation needs and supply

Priority 5: Improving health, wellbeing and community support

Our goal is to strengthen prevention and the connections between housing and providers of health and support services. We want everyone to have access to safe, warm, and secure homes that meet community needs, along with the right support at the right time. Good-quality housing, combined with appropriate support, helps people stay independent, promotes health and wellbeing, and can reduce or delay the need for social care and health services.

As Councils serving the community, we are committed to helping residents thrive by fostering connections, resilience, and capability. We also want to empower communities to influence decisions about their local areas. Community safety must be a priority as our communities evolve, including through redevelopment.

We recognise that the housing market does not effectively meet the needs of all residents. Our approach focuses on providing opportunities for people to live independently in the community with the right level of support - an approach that is both cost-effective and beneficial for individuals. Currently, West Sussex County Council and the NHS are responsible for commissioning housing options for residents with support needs. With devolution, we will work closely with new commissioning arrangements to ensure these needs continue to be met effectively.

As part of our role as corporate parents, we work with West Sussex County Council to support care leavers in securing appropriate accommodation and developing the skills they need to live independently.

For people with physical disabilities, mobility challenges, or poor health, staying at home can become difficult. However, we know that leaving home can negatively impact their wellbeing. To help, we provide grants to adapt or repair homes so that residents can live safely and independently. Mandatory Disabled Facilities Grants support low-income residents with disabilities by funding essential home modifications. In partnership with West Sussex County Council's Occupational Therapy service, we will continue working to make homes more accessible.

People facing mental health challenges often struggle with housing issues, and unstable housing can further impact their wellbeing. These challenges are even greater for individuals with both mental health and substance misuse issues (dual diagnosis). We recognize the need for more targeted support to help people manage housing difficulties and access services.

Adur and Worthing have a growing older population. Our priority is to help older residents stay in their homes for as long as possible by providing adaptations such as ramps, stairlifts, wider doorways, and downstairs bathrooms. However, as this population grows, we also need to ensure there are enough supported living options and care homes to meet increasing demand.

Sheltered housing forms an important part of support for residents. In Worthing a significant proportion of this is provided by Worthing Homes who manage around 300 sheltered housing units. In Adur, the Council manages around 275 sheltered housing units for older residents. Both Adur and Worthing have additional supported housing provided by external commissioners and organisations. We recognise that some of our own Adur Homes sheltered housing needs improvement, so we are actively exploring ways to upgrade or repurpose these properties. Securing external funding will be key to making these improvements a reality.

Our Plans:

Increasing prevention and health and wellbeing support

- Work to develop and align our health and wellbeing programmes to support prevention and proactive help to enable more prevention work and improve the health and wellbeing of those people that we are working with, including our Proactive Programme, Going Local Social Prescribing and the Wellbeing Programme.
- We will continue to lead and be involved with a number of key partnerships with the NHS, WSCC, community partners including the Adur and Worthing Local Community Network and the new Integrated Community Teams to

prioritise prevention and improve the health and wellbeing of those with housing needs to improve outcomes for residents.

- We will work with our partners to consider how local health, care and housing provision can better support health and wellbeing, healthy ageing and enable independent living for people with health and care needs. This will include integrating health, care and housing as well as housing related services that support and improve people's health and wellbeing.

Improving Supported Housing Provision

- The Councils will seek to work with a wide range of housing providers at a local level to help deliver a mix of good quality mainstream accessible housing and specialist housing, for rent and for sale, that support an ageing population and working age adults with health and care needs.
- We will work with WSCC and providers to better define sheltered housing and supported accommodation to ensure that this better reflects the changing needs of residents to better support their needs to more independent living including being more accessible to those with physical disabilities.
- We will support the development of new housing suitable for older people and others who require additional care through each Councils' Local Plan.

Supporting residents so they can stay well and live independently, for longer

- We will work to improve housing conditions to keep people well at home by improving the provision of warm homes initiatives; energy efficient homes with lower running costs; and by improving housing standards, including through the Supported Housing Act and proposed Renters Reform Bill, in the private rented sector.
- The Councils will support people to remain independent for longer in their homes through providing Disabled Facility Grants, adaptations and retrofitting to existing homes in both the social and private housing sectors, to improve accessibility, housing standards and long-term housing sustainability.
- We work in partnership with health and social care to improve hospital discharges and support for residents once they are back in their home.
- The Councils will work with health and social care providers to make the best use of mainstream digital technology and care-enabled devices to support older people and other people with health and care needs to live independently in mainstream and supported housing.
- With the service commissioners and the third sector we will explore options such as intergenerational housing and co-housing.
- We will work with our partners to develop and deliver new supported

housing solutions for people with physical disabilities.
- We will undertake work required to address issues with condensation, damp and mould.
- We will continue to work in partnership with Public Health West Sussex to deliver a local programme of public health activities for adults aged 18+ including: free support to stop smoking, free support to manage a healthy weight and free support to reduce alcohol levels and support people to take responsibility for their health and decide for themselves to live a healthy lifestyle
- We will develop and provide better and more accessible information and advice to residents who want to move to accommodation which is better suited to their needs.
- We will implement the requirements of the Supported Housing Act as these are rolled out that are aimed at improving housing standards for sheltered housing and supported living complexes, where residents receive additional support to help them live independently. We anticipate this work will include a new mandatory licensing scheme and tracking rogue landlords providing poor quality accommodation and inadequate support.

Measuring our progress

Each year, at the Joint Strategic Committee, we will update our progress providing a narrative update on the delivery plan actions. In addition we will develop a range of key performance indicators that may include:

- Number of Disabled Facilities Grant applications processed (across all tenures) (Adur and Worthing)
- Number of applications for adaptations in Council homes processed (Adur)
- Number of residents, across tenures, supported in sustaining their tenancies (Adur and Worthing)
- Customer satisfaction with community alarm provision (Adur and Worthing).
- Number of residents engaged and supported through the Wellbeing Programme (Adur and Worthing).
- Numbers of failed tenancies (Adur and Worthing).
- Number of residents still on housing register because of no suitable, accessible housing (Adur and Worthing).
- Numbers of Community Alarms (Adur)

Priority 6: Empowering Residents to Drive Change

The Councils aim to provide safe, secure, and sustainable homes for their residents, in communities and neighbourhoods that are sustainable, happy,

vibrant, safe, connected, and thriving. To achieve this we will deliver high quality services driven by being evidence based, using the right tools, being collaborative and investing in the right skills.

A key part of achieving these aims is to transform and improve resident engagement and communication, build trust, and empower residents to shape the improvements needed in their neighbourhoods.

Neighbourhoods matter. Housing in pleasant and safe environments, with easy access to green spaces, physical activity opportunities, healthcare, and transport links significantly contributes to healthy and active lives and helps people remain independent for longer. We want our neighbourhoods to be inclusive, where everyone is valued, celebrated, encouraged, and has a sense of belonging. This is a key priority for both Councils, delivered through neighbourhood teams and new area-based working approaches.

Following the 2017 Grenfell Tower fire, new legislation affecting all social landlords has established a Regulator of Social Housing. The Social Housing (Regulation) Act 2023 requires the Council and other social landlords to meet and ensure compliance with the new regulations, including standards on service information, engagement, and participation.

In Adur, we will develop and provide high-quality community development and engagement provision for our residents, helping the Councils meet these standards. We will use an asset-based approach to engagement and participation that:

a) Strengthens resident voice, influence, and participation in good-quality decision-making and service delivery
b) Improves communication and trust, builds community resilience and adaptation, and creates social value
c) Has a clear focus on equality, diversity, and inclusion

We have much work to do in this area, to build trust, improve communication, and re-establish the link between engagement and improvement. Our initial focus will be on foundations, getting the basics right, and building better relationships.

As part of this work, we will redesign and improve our complaints and feedback service and prioritise the improvements needed to respond effectively to residents, support service improvement, and achieve the required regulatory standards.

We will work with registered social housing providers in both Adur and Worthing, encouraging them to engage with tenants and residents and meet the housing consumer standards for transparency, influence and accountability

Our Plans

Listening and responding to our residents

- In Adur, we will improve tenant and leaseholder engagement in the management and improvement of Adur Homes. As part of this we will develop a plan to ensure we are able to meet the relevant Housing Regulator Standards including the 'Neighbourhood and Community Standard' and the 'Transparency, Influence and Accountability Standard'. We will develop a resident engagement Strategy and strengthen wider neighbourhood management work being undertaken by both Councils.
- Guided by this plan, we will redesign our services and commission activities to improve the involvement of residents and community organisations in the design and management of housing provision and neighbourhoods. This work will use asset based community development and trauma informed approaches. We will work to re-establish the link between engagement, empowerment and change. As part of this, we will trial a neighbourhood management approach and explore the possibility of training a network of housing champions / local experts.
- In Adur, in line with the requirements set out in the consumer standards we will also work with our residents and partners to deter and tackle antisocial behaviour, domestic abuse and hate crime in our neighbourhoods and homes. This work will extend through our community safety work in Worthing.
- In Worthing we will support the improvement of neighbourhoods through the Councils' newly established neighbourhood management teams (two focus areas for Worthing and one for Adur) and other mechanisms, including the licensing of HMOs for example.
- We will broaden and strengthen engagement with our residents by providing a range of opportunities to engage more diverse voices including non-English speakers, the digitally excluded, those with learning disabilities, and Gypsies and Travellers. As part of this we will work to ensure existing communities are consulted when new housing developments in their area are being considered. We will review how we can engage with out of area residents in temporary accommodation.

Ensure our services are accessible and fair

- We will collect and use data and resident feedback to help us better understand and respond to the needs of our residents, including those arising from protected characteristics and additional support needs.
- We will improve our processes and systems for handling resident

complaints to ensure they are addressed fairly, effectively and promptly. We will capture learning from complaints to identify issues and help us improve our performance.
- We will communicate more clearly and provide information so that people understand what they can expect from us.
- We will collect and share information about our performance.
- We will retain resource investment in our communities through the use of community wealth building principles in the delivery of our contracts and procurement activities.

Work with our partners to agree and deliver shared priorities

- We will work with our partners to develop and deliver integrated services at a neighbourhood level. This work will include work with the NHS Integrated Community Teams, Public Health, the Safer Communities Partnership and West Sussex Social Care Services.
- We will seek to develop the neighbourhood management pilots and design services with our partners and residents to address the needs of our most vulnerable residents, including people with complex needs.
- We will learn from others and share good practice by engaging with regional and national networks of housing authorities and providers of social housing.
- We will proactively engage with regulatory bodies as the standards and requirements evolve.

Measuring our progress

Each year, at the Joint Strategic Committee, we will update our progress providing a narrative update on the delivery plan actions. In addition we will develop a range of key performance indicators that may include:

- Adur homes complaints responded to within Complaint Handling Code timescales.
- Housing and homelessness services (Adur and Worthing) complaints responded to within Complaint Handling Code timescales.
- Number of community consultation and engagement activities undertaken related to housing in Adur and Worthing.
- Adur Homes tenant satisfaction that the landlord listens to tenant views and acts upon them.
- Adur Homes tenant satisfaction that the landlord keeps tenants informed about things that matter to them.
- Adur Homes tenant agreement that the landlord treats tenants fairly and with respect.
- Adur Homes tenant satisfaction with the landlord’s approach to the handling of anti-social behaviour.
- Adur Homes tenant satisfaction with the landlord’s approach to the handling of complaints.

- Adur Homes tenant satisfaction that the landlord makes a positive contribution to neighbourhoods.

Delivering the Strategy

This Strategy document presents an overview of the national and local housing policy context as well as painting a picture of the current housing situation in the Adur District and Worthing Borough. It also sets out in more detail the overarching objectives that will guide the whole Strategy period, looking at the challenges and steps we wish to take to address the issues.

The Housing Strategy and its priorities are complemented by linked and supporting strategies and plans including the Corporate Plan, 'Our Plan', the Councils' shared priorities, the two separate Local Plans for Adur and for Worthing and the Joint Health and Wellbeing Strategy.

Detailed action plans have been developed for each priority area to set out the actions and the times scales for delivery. Feedback from the consultation process was used to develop these action plans appropriately. Work will commence in the new year on the updated Homelessness and Rough Sleeping Strategy for Adur & Worthing.

The Adur Housing Revenue Account is a ring fenced budget that contains the income and expenditure relating to the Adur Council's social landlord duties. Resources from this fund are used exclusively for the management and maintenance of Council-owned housing stock. The Council's annual budget planning processes includes the additional agreement for the allocation of funds for building maintenance, health and fire safety compliance and ensuring adherence to the Regulatory Standards for Housing.

The general budget for both Councils also continues to support investment in new housing supply and sustainable homes as well as in the work of our housing services. Housing and health and wellbeing services are also funded by the General Fund and through grants from external funding bodies, including West Sussex County Public Health.

Performance reporting on the Housing Strategy will be annual, through the Joint Strategic Committee for Adur & Worthing Councils. Additional delivery and performance oversight will be provided by the Adur Homes Advisory Board, attended by members, tenants and leaseholders.

The Councils will also invest in training and development. This investment will help ensure our housing services and staff teams have the right skills, behaviours and

experience to carry out their roles, which often involve supporting some of the most vulnerable in our society. In line with the proposed Competence and Conduct Standard, this commitment to learning and development will enable the Councils to deliver the Strategy and ensure our residents receive a professional service and are treated with respect and dignity.