

Adur District Council

Housing Strategy 2005-10

&

Action Plan

(updated January 2009)

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Foreword by Leader of the Council

I am pleased to introduce Adur District Council's Housing Strategy for 2005-2010 as updated in January 2009. It seeks to address the issues facing us in Adur and to outline the Council's priorities for dealing with them. We want Adur to be somewhere where people want to live and flourish, and housing is one of the critical factors in making that possible.

There are a number of conflicting demands we need to address. There is a balance to be struck between building to meet housing needs and aspirations, and our responsibility as stewards of the quality of the local environment. There is limited land that can or should be built on, and there are the inevitable financial constraints that a local authority has to cope with. The recent economic downturn will present the council with challenges in achieving the required levels of housing growth and also the development of sufficient affordable housing.

The Housing Need Surveys and the recent Sub-regional Housing Market Assessment which we have undertaken have demonstrated a need for additional affordable housing of all types. We also know that this needs to be achieved as part of economically viable developments. We also have to ensure that we prevent homelessness where possible and that we address the needs of those that become homeless.

As landlords ourselves, with 3000 tenants and leaseholders, we have a duty to achieve the Decent Homes Standard in our own stock by 2010, which we are on course to accomplish.

Although the private stock in the district is generally good, approximately 20% (4633) of homes would fail the decency standard. We need to ensure that the opportunities are available for people to bring these homes up to standard.

Adur has a larger than average older population and we need to ensure their housing and support needs are met. In addition we need to ensure that all our residents maintain their independence to enable them to live in the community and contribute positively to it.

One of the themes of this strategy is that we work in partnership with other agencies, both public and private, in order to achieve our mutual objectives and those set by the government, and to maximise the results of our investment. Much of what you will see in this strategy echoes the Adur Community Strategy, built up through extensive consultation, and we will keep the strategy under review.

Adur Council is committed to ensuring that everyone in the district has the opportunity for decent homes at a cost they can afford and this strategy aims to show how this can be best achieved.

Councillor Neil Parkin, Leader of the Council.

What and where is Adur

Adur is a small West Sussex coastal district sitting between its neighbours of Worthing and Brighton and Hove. It is home to approximately 60,000 residents in 26,500 homes. In character it is divided by the A27 which runs east west through the district and the river Adur that flows south through the middle of the district. The district has a substantial harbour and a small airport.

The average council tax in the district is considerably below the benchmark Band D rate with two thirds of properties in Band C or below. There are 2688 dwellings in council ownership and a further 903 housing association – owned homes. To date, the Council's tenants have consistently declined to seek alternative hosting arrangements, preferring to keep the council as their landlords, and following the stock options appraisal, the Council's preferred option is to retain the stock.

Analysis of census and other information generates a number of indices of concern in the district. High levels of teenage pregnancy, low access to higher education and poor educational results are examples that are notable in a few wards. The Adur Community Profile commissioned from Brighton University confirmed many of the issues, as did the Index of Multiple Deprivation published in 2007.

The 2001 census identified a higher than expected growth in total population during the 1990s. This is thought to be associated with the pressure for, and low supply of, affordable housing for families in Brighton & Hove, and to a lesser extent in Worthing. This also reflects the trend within West Sussex as a whole, where net inward migration is the key determinant of population growth in the context of a county where a number of deaths exceeds the number of births. In age structure, Adur reflects the West Sussex profile. The already higher than average elderly population is forecast to rise, with a significant increase in the over 65 and over 80 'older' retirement groups forecast to continue up until 2021. Obviously, this will have a clear impact on the future housing needs of the District, specifically Extra Care schemes.

Affordable housing is a key issue for Adur with many local people having lower estimated average incomes than in other parts of West Sussex. The census also revealed that 22.5% of the District's population were under 18 years; 27.1% over the age of 60; and 2.5% of an ethnic minority.

In economic terms, the local activities are mainly manufacturing, construction, engineering, retail and the service industry. The unemployment rate is 2% compared with the national average of 3.4%. Long term unemployment however, is of particular concern in this area.

The pressures on land use in Adur are typical of the south coast with the exception of the additional need to regenerate substantial brown field areas.

Despite these issues, it would be misleading to overstate them. Essentially the area attracts and retains a residential population, which makes the best of the district's coastal location, close to attractive countryside and the numerous economic, social and cultural opportunities in the near vicinity. The north of the district is predominately chalk downland with Area of Outstanding Natural Beauty status. This area has been recommended to become part of the South Downs National Park. The rest of the district is mainly urban in nature mostly comprising suburban housing but in addition there are substantial areas of industrial and commercial development. An increasing potential constraint to development in the district is the risk of flooding as identified by the Environment Agency.

Since the publication of the original strategy in 2005 Council Members of both Adur District and Worthing Borough have undertaken to merge the two officer structures to form a Joint Officer Structure which will deliver all services on behalf of both authorities. This process began in April 2008 and the new structure is expected to be in place by April 2010. As part of the process the Members agreed on the strategic objectives of both Councils which will focus on the following areas:

- To provide improved customer services
- To promote a clean and green environment
- To revitalise, regenerate and create lively economies
- To support and contribute to the health, safety and wellbeing of the area

The above strategic objectives and issues are reflected in the way that the Housing Strategy, Asset Management Plan and the Capital Strategy achieve the links with other internal and external strategies.

Issues around housing have risen up the Council's corporate agenda during the lifetime of this strategy which is in part due to the availability of a consistent evidence base demonstrating the level of need. The Housing Need Survey of 2003 and the updated Interim Survey of 2005 have been superseded by the West Sussex Strategic Housing Assessment 2009 which has provided us with a more comprehensive evidence base with which to assess Housing Need in and around Adur. This most recent study is discussed in more detail in chapter 1.3. In addition the dilemma of preserving a high quality environment and countryside in the district whilst meeting housing requirements is one which will need to be explored with the public during the Local Development Framework preparation process.

Our Plan for Housing

This Housing Strategy is a complete revision of that produced in 2002 for the period 2002-07. Following the completion and publication of the Housing Needs Survey in 2003 (as updated in 2005), the Private Sector House Condition Survey 2004, and the West Sussex Strategic Housing Market Assessment (WSSHMA) the strategy has been thoroughly reassessed and reviewed to demonstrate more closely how we are consulting with the community and linking with other strategies, in order to respond to local, regional and national agendas. Although the provision and improvement of affordable housing remains an important priority, we recognise the need to address this within the wider context of regional and national issues and options.

Within the past year the national economic picture has altered dramatically from the position it was at the publication of the strategy and the fortunes of the economy and housing market are closely intertwined. The UK economy which has been stable and experienced strong growth over the last decade is set for a significant and possibly lengthy downturn which has already begun to have a considerable impact on the housing sector.

The crippling effects of the banking crisis has led to a restriction of bank credit lending which in turn has caused the housing market to slow almost to a standstill. In this climate developers are unwilling to take the risks which they might have taken previously and so less housing is being developed. Housing Associations have also been greatly affected and have become wary of developments that include an element of shared ownership as the unavailability of credit has made even the more affordable properties unattainable for many first time buyers.

Contrarily, the credit lending problems has made affordable rented accommodation more attractive than before to developers and housing associations on occasions when the Homes and Communities Agency (HCA) is willing to lever in additional funding which previously would have been delivered by selling a higher number of units for outright sale or shared ownership.

1.1. Vision.

The overall vision for housing in Adur remains the same as the previous strategy:

‘to ensure a sufficient supply of decent affordable accessible and good quality housing, to meet need, remains available for residents in the District, whether to buy or rent’.

This vision is reflected in the nine key priorities identified by the Council and set out below.

It also reflects the Adur in Partnership (Local Strategic Partnership) aim as expressed in the Community Strategy: “We want to extend the range of housing options for all, to ensure that everyone has access to adequate, affordable housing whether owned or rented.”

1.2. National, Regional and Local drivers for change

There are a number of local, regional and national factors which are driving forward the housing agenda and which have influenced the Strategy since it was completed in 2005:

Local

In July 2007 the respective members of Adur and Worthing Councils formally agreed to implement a **Joint Officer Structure** which will result in one workforce providing shared services from April 2010. The new structure will consist of a joint Chief Executive, three Strategic Directors and ten Executive Heads of Service. The new arrangement will inevitably lead to increased joint working between the Councils. This document will continue to be the main Housing Strategy document for Adur only although it is envisaged that Adur will work more closely with Worthing when writing future strategies.

The **Adur District Local Plan** was adopted in 1996 and is based on the 1993 Structure Plan. It covered the period to mid 2006 and made provision for a total of 1700 new homes between 1991 and 2006 by identifying a number of sites for residential development and by having a policy which allows such development by way of infill and redevelopment within the built up area. The Local Plan is being replaced by a new Local Development Framework in line with the Planning and Compulsory Purchase Act 2004. The first Development Plan Document to be prepared will be the Core Strategy which contains strategic spatial policies to inform Council decisions involving land use issues over the next 20 years. This was submitted to the Secretary of State in January 2007. An exploratory meeting was held by the appointed Inspector in June 2007 at which concerns were expressed about the delivery of the Core Strategy. A decision was taken at Full Council in September 2007 to formally withdraw the Core Strategy from the Examination process. A refreshed Core Strategy will be prepared and Preferred Options will be published for consultation in June 2009 with adoption in Spring 2011.

Planning Policy Statement 3 (PPS 3): Housing was published in November 2006. This guidance will be fully taken into account for the refreshed Core Strategy. Pending the adoption of a new affordable housing policy in the Core Strategy, PPS 3: Housing will be used to secure appropriate amounts of affordable housing for residential proposals of 15 dwellings or more. The Council has produced an Interim Guidance Note on Affordable Housing (September 2004) as well as up to date information on housing needs which will inform the amount and type of affordable housing to be secured.

During 2005 Adur commissioned consultants to undertake an **Urban Potential Housing Study**. The study identified a number of sites in the District within the Council's ownership that had the potential for development. Subsequently, in early 2007 Members resolved that the Council considers giving away or selling at below market value to partner RSLs, for use for affordable housing, land that it owns and has been identified as suitable for development. It is hoped that some of these sites can help Adur achieve its affordable housing targets.

PPS 3: Housing requires local authorities to undertake a **Strategic Housing Land Availability Assessment (SHLAA)**. We are working with the other coastal authorities in West Sussex (Worthing and Arun) to adopt a common methodology and to jointly work on certain aspects of the Assessment. It will be a key source of evidence to inform the **Adur Development Plan** and to support the delivery of sufficient housing land to meet identified requirements. It is anticipated that this document will be completed in Spring 2009.

In addition there are a number of important strategic sites which have progressed since the publication of the Strategy. The affordable element of **Sussex Wharf** (23 rented, 31 shared ownership/equity) completed ahead of schedule in April 2007, and the commuted sum was received in late 2008. The first phase of **Ropetackle** is complete and **phase II** has planning permission for 53 units (including 16 shared ownership). Discussions are on-going between Adur, the HCA, West Sussex County Council and the chosen Housing Association regarding the affordable element on the **Southlands Hospital** site which will also include the former care homes St Giles (Lancing) and Elmcroft (Southwick) to give a total in the region of 265 units across the three sites. The **Parcelforce** (84 total) site was given planning permission in October 2007 but has not progressed since then due to a number of issues which have yet to be resolved. **Shoreham Harbour** has been granted provisional Growth Point status and a Joint Area Action Plan (JAAP) is being prepared. The development will be included within the boundaries of Adur as well as Brighton & Hove. If the development goes ahead it will include between 8000 - 10000 units of accommodation of which a significant proportion will be affordable.

The South East Plan Panel Report (July 2008) recognises Shoreham Harbour as a Strategic Development Area where an additional 10000 new homes, a significant proportion of which would be affordable, could be accommodated. The Harbour, which spans the Adur District/ Brighton & Hove City administrative boundary, has recently been granted Provisional Growth Point status. A Joint Area Action Plan (JAAP) is being prepared by the two local authorities and West Sussex County Council, which, when adopted in Spring 2011, will provide the planning policy framework for the development.

Consultation on a partial review of the South East Plan, covering **Gypsies, Travellers and Travelling Showpeople**, was undertaken at the end of 2008. Its objectives were to identify the level of accommodation needed, determine how it should be distributed to local authority areas and to consider how it will be provided. The review put forward a number of options with regard to pitch numbers to be provided in Adur District, ranging between 9 and 18 additional pitches to be provided by 2016. Analysis of consultation responses is ongoing and further consultation will then take place, probably followed by an Examination in Public. SEERA are anticipating the adoption of the new policy and allocations in 2010. The Core Strategy will address the need to provide additional pitches.

The Homelessness Strategy 2003 was revised and endorsed by the multi-agency Homelessness Forum which has been meeting 3 times annually since its inception in June 2004, resulting in a new **Homelessness Strategy 2008**. The strategy proposes a change in policy in that it recognises that the Council cannot realistically expect to meet all of its statutory homelessness duties solely through the provision

of social housing tenancies. The strategy proposes the increased use of the private rented sector to accommodate such households rather than waiting indefinitely for social housing. With a renewed vigour and focus on preventative work, we are currently meeting the Government targets of a year-on-year reduction in homelessness applications and halving the number of households in temporary accommodation by 2010. This is despite the current economic downturn/recession, which has resulted in an increasingly high demand for advice and assistance, particularly from those in mortgage arrears or with other debt management issues. If the predictions about the expected numbers of repossessions materialise, it is expected that the credit crunch will severely impact on the Council's ability to meet the existing Government targets and so new and innovative ways of assisting such households are embraced. Adur, together with Worthing Council became one of the Mortgage Rescue Scheme 'fast track' local authorities which enabled the Council to progress the scheme early within the Adur area, taking early applications to assess eligibility for the Mortgage Rescue Scheme and other associated mortgage rescue packages.

Following the closure of **Golden Sands Caravan Park** in April 2008, which saw the loss of 38 units of temporary accommodation, more private sector leased (PSL) properties were taken on to partially offset the loss of these units. Despite these additional PSLs, many households have had to remain in emergency temporary accommodation/bed and breakfast, leading to a significant rise in the associated budgets. A change to the charging policy for this type of temporary accommodation has been introduced, which should alleviate the budgetary pressure in the coming years.

As a result of the decision by Supporting People in West Sussex to introduce a Preventative Support Model (PSM) across the County, the Homelessness Support Service was replaced by a new service which has been operating since November 2007. **Signpost** covers both Adur District and Worthing Borough Councils. The service is less restrictive and reaches out to people across tenures and is thus available to more people. The introduction of Signpost resulted in the loss of the in-house 'tenancy support service' but Supporting People are now investing more than twice as much funding across the District. The service has worked effectively with the Housing department and other agencies to keep people in their homes for longer and is currently undergoing a review by the Supporting People team for which we have provided feedback. It is envisaged that a similar 'preventative model' for older people will be implemented within 3 years.

Sussex Homemove, the sub-regional **choice based lettings** partnership has been in operation since July 2007, meeting the Government's 2010 deadline. The partnership has grown and currently 7 local authorities and 16 registered social landlords (RSLs) are participating in Homemove, with 4 other local authorities and their respective RSLs committed to joining over the next 12-18 months.

Through Council Tax records a number of properties were identified as **Empty Homes**, those that had been empty for over 2 years. Further investigation was undertaken by Enabling and Environmental Health Officers which resulted in a response from the owners of 8 of the 10 properties that were identified. This demonstrates that Empty Homes have not been a significant problem in the District

and have thus not been a priority for the Council during the lifetime of the strategy partly due to the continued rise in house prices during the first 3 years of the strategy which led many owners to refurbish and sell on their properties without intervention from the Council. We will be undertaking a further investigation over the upcoming 6 months to see whether the situation has altered given the current economic downturn.

The **Housing Health and Safety Rating System (HHSRS)** is a risk assessment procedure for residential properties which was introduced in April 2006. It replaced the Housing Fitness Regime, a long-standing standard, traditionally used to assess individual housing conditions. The test of fitness and its criteria has been replaced with an evidence-based risk assessment procedure which is now used by local authorities to base their enforcement decisions. The purpose of the HHSRS assessment is to generate objective information in order to determine and inform enforcement decisions. HHSRS now assesses twenty nine categories of housing hazard and provides a rating for each hazard. The standard does not provide a single rating for the dwelling as a whole but is based on the risk posed to the occupant. For example, stairs constitute a greater risk to the elderly and the very young as well as the elderly are susceptible to low temperatures. Thus a dwelling's rating can vary depending on the occupant. As with the previous "fitness" regime, the authority does attempt to resolve client's complaints via informal channels and in the majority of cases this is successful, often as a result of the good relations that exist with local Letting Agents. However, when such co-operation is not received more formal action is initiated, which can involve the service of legal notice, carrying out 'works in default' and prosecution.

Adur in conjunction with five other West Sussex authorities recently obtained regional funding for a number of issues in the district. One major concern is that of fuel poverty and an apparent anomaly with the Governments' 'Warmfront' funding scheme. Often vulnerable households find there is a 'shortfall' in the grant they can obtain, even if they are on qualifying benefit, and as a result some Adur residents do not take up the heating and insulation improvement package. Funding of £920,000 was obtained, based on a three year programme across the county and the scheme came into being in the Spring 2008. The scheme, publicised through 'mail-outs' to vulnerable clients and local publicity has been a resounding success, with 'take up' outstripping demand. A bid for additional Regional funding is currently taking place.

Adur has one of the highest number of houseboats in the country, the majority of which are owner occupied. A number are in varying states of disrepair and in many cases the residents are living in damp conditions compounded by poor heating systems. Adur has previously attempted to obtain regional funding in order to assist the occupants with 'upgrading' the thermal efficiency and comfort levels within the houseboats. However, the Government consider them to be a non sustainable form of housing and Adur does not view the upgrading to be a good use of its resources. In the main advice and assistance is given to owner occupiers, although a more pro-active role is taken if the houseboat is being rented. Work to provide mains drainage to the houseboats is continuing, via the lobbying of the Environment Agency to adopt local byelaws making this a requirement, together with partnership working with both them and Southern Water.

The current **Private Sector Housing Strategy (2006)** is available on the Adur District Council website.

Regional

The **South East Plan 2006-2026** sets out a vision for the future of the South East Region from now until 2026, outlining the response to challenges facing the region including housing, the economy, transport and the environment. The Secretary of State's report has now been received (July 2008) it recognises Shoreham as a strategic development area with up to 10000 new dwellings and 7000 new jobs. For the remainder of the District 2100 new homes are proposed during the same period.

Adur exceeded the **Public Service Agreement (PSA) target** agreed by West Sussex County Council in partnership with the Districts and Boroughs for the period 2005-08. Adur's share of the target was 66 and through the developments at Sussex Wharf and Ropetackle we achieved 71. The PSA target has partially been subsumed by the Local Area Agreement (LAA) targets to which Adur continues to contribute. Adur's share of the target for 2008-11 was originally set at 226 but due to the current economic climate which has already seen an impact on build rates we now expect closer to 138 units to be developed during this period.

The **Supported People Programme (SPP)** has undergone some significant changes since it went 'live' in 2003 the most recent of which removes the funding ringfence. From April 2009 the SPP will be delivered through the Local Area Agreement (LAA). In addition SPP is currently in the process of reviewing all its funded services which will lead to a retendering process between now and 2011. This process will occur in phases with the services split into 3 clusters 'disability', 'general needs' and 'older people'. The services within a cluster will be decommissioned at which point a tendering process will decide which agencies will provide the services in the future. The 'disability' cluster will be the first during 2009/10.

The **West Sussex Planning and Affordable Housing Group** commissioned a report by the District Valuer Services in order to advise on issues relating to the payment of Commuted Sums. The resulting report published in February 2007 should lead to a clear and consistent methodology for assessing commuted sums across the County. The Group has also facilitated the undertaking of a Strategic Housing Market Assessment (SHMA) the final report of which is expected in March 2009 and which is discussed in more detail below.

Members of the **Adur and Worthing Interagency Housing Group** have continued to work on a shared Older Person's Housing and Support Strategy which was adopted by all partners by the autumn of 2007.

Adur submitted its comments to the Regional Housing Board as part of the consultation process for updating the **South East Regional Housing Strategy** in April 2008. The main points of the strategy are to:

- ensure 35% of all new homes are affordable, either for rent or for part-rent/part-buy
- ensure new affordable homes come in a range of sizes, to suit families as well as couples and singles
- continued funding for local authority housing stock to meet the decent home standard
- ensure new affordable homes meet high standards of building and energy efficiency.

National

In July 2008 the **Housing and Regeneration Act** gained Royal Assent. The Act delivers on many of the promises to provide more and greener homes, in mixed and sustainable communities, as laid out in the housing Green Paper published in July 2007 'Homes for the Future: More Affordable, More Sustainable'. The passing of the Act paved the way for the establishment of two new agencies, the Tenant Services Authority (TSA) and the Homes and Communities Agency (HCA). The HCA is the bringing together of English Partnerships, the Housing Corporation, the Commission for New Towns and the Urban Regeneration Agency.

1.3. A more comprehensive evidence base

In October 2007 the authorities within West Sussex appointed a Project Manager to oversee the undertaking of a **Strategic Housing Market Assessment (SHMA)** across the County. The SHMA will provide a fit for purpose basis to develop housing policies by considering the characteristics of the housing market, how key factors work together and the probable scale of change in future housing need and demand. The final report is due to be finalised in March 2009 but the report will show that West Sussex roughly contains two housing market areas, one in northern West Sussex and the other along coastal West Sussex, within which the Adur District falls. The coastal housing market roughly stretches from the border with Brighton & Hove as far west as Havant. The SHMA acknowledges the impact of the current economic climate and the short-term affect it will have on the housing market in general and build targets in particular. The study's main findings are that there is a need for more 3-4 bedroom family homes in the affordable and private housing sector and that there is a significant need for all types of affordable housing with figures showing that to meet all housing need over the next ten years 73% of the housing requirement, as proposed in the South East Plan, should be affordable. It will clearly be impossible to meet this figure but the study confirms that the issue of access to affordable housing continues to be of huge significance in the District and demonstrates that we need to continue to work closely with all our partners to develop housing that meets the needs of the District.

As the private sector makes up the large majority (85%) of the housing stock in the District, the Council is aware of the importance of tackling the issue of disrepair. A **Private Sector Housing Conditions and Energy Efficiency Survey** was last carried out during the summer of 2004. Overall the survey indicated that 79.5%

(18,533) of dwellings meet the Decent Homes Standard and that housing conditions are better than the national average. However, there are a number of 'hot spots' and properties within the district, where housing conditions are poor. For example, 3.7% of dwellings were estimated to be unfit for human habitation, 7.2% failing to be in 'reasonable repair' and 9.6% not having reasonable modern amenities and/or thermal comfort. The data obtained from the survey is now a little out of date, not least as the fitness standard has been now been replaced by **HHSRS** and there is no direct link between an unfit property necessarily failing the HHSRS and vice versa. Such surveys are expected to be completed every five years, so it is hoped that one will be undertaken in 2010, if possible in conjunction with other neighbouring authorities, dependent on financial resources being made available.

In terms of social housing, comprehensive stock condition information exists for the Council's housing stock. But more work can be done to ensure we have up to date knowledge of housing association (also known as Registered Social Landlords or RSLs) stock in the district, although much of this is relatively modern. Part of the Local Development Framework (LDF) requires us to carry out a Housing Market Assessment, which should help us to assess the condition of existing RSL stock. In addition the Adur and Worthing RSL Forum will enable us to monitor progress towards meeting the Decent Homes standard in the RSL sector.

1.4. The Council's housing stock

During 2005 the Council undertook a **Stock Options Appraisal** and the Council is confident that it will achieve the Decent Homes Standard by the required date of 2010.

The Housing Revenue Account Business Plan, produced in parallel with this strategy, sets out how we will achieve the level of improvements and investment needed to achieve the Government's Decent Homes Standard by the 2010 deadline. The plan was last reviewed and appraised by the Housing Committee in October 2007.

Adur Council's housing service, in terms of our landlord functions, was inspected by the Audit Commission in November 2004. The results of the inspection gave the Council one star with promising prospects for improvement.

1.5. Community involvement

We recognise that in order to achieve our aims and objectives it is important that the community as a whole agrees and adopts the priorities of the strategy, through the numerous consultative bodies in the District including Adur in Partnership (AiP). We undertook consultation with a number of community groups, agencies and interested parties during the preparation of the strategy with the result that the key priorities closely reflect those of the Community Strategy.

One of the chief dilemmas will be to balance the community priorities for more and better housing with stewardship of the environment and the constraints of a national park and a flood plain. Many such issues will be explored during the development of the Local Development Framework.

1.6. Partnership working

We also demonstrate in this Strategy how we are working in partnership with neighbouring authorities across the county and sub-region. By pooling resources and sharing good practice we can maximise the opportunities for providing affordable housing for the people that live and work in Adur. As mentioned earlier the officer which will pool the workforce of Adur and Worthing Councils will inevitably see increased opportunities for partnership working, and an examination of the possibilities for a joint strategic approach to housing issues. The Joint Area Action Plan (JAAP) for Shoreham Harbour is bringing together a number of partners across the region including the South East Economic Development Agency (SEEDA), GOSE, Brighton & Hove City Council and West Sussex County Council. Work on the 'Warmfront' initiative with other authorities in West Sussex is currently on-going.

1.7. Resources and options

The strategy evaluates likely resource availability in order to meet the objectives and priorities laid out below, which may be subject to change.

The Council is looking to use its land assets to support its delivery of housing and other services, and this will be further informed by the Strategic Land Availability Assessment which is expected to be complete during Spring 2009.

Meeting the District's Housing Needs: Priorities and Actions

This section sets out the district's housing priorities and the actions we will take to ensure they are addressed. Actions marked * link with those in the Adur Community Strategy: 'Your Community, Your Future'.

1. Balancing the Local Housing Market: exploit development opportunities in the District and help meet regional development targets

- Meet the challenges of overall housing requirements in the district from Structure Plan, 1,745 homes between 2001-16 and South East Plan targets which are currently being consulted on;
- Maximise brownfield and infill development for housing;
- Review existing boundaries of the Strategic Gaps as part of LDF process. May need to utilise Greenfield to meet targets;
- Use the planning system to maximum advantage to negotiate affordable elements to all new developments

What will happen if we do not develop plans to balance the local housing market?

- We will not meet the needs of the community
- We will not have a suitable mix and type of accommodation

Action	Target date	Lead Officer
Commission a sub-regional Strategic Housing Market Assessment (SHMA)	March 2009	Head of Housing, Health & Community Safety
Implement Interim Supplementary Planning Guidance (SPG) *	Achieved 2005	Head of Housing, Health & Community Safety
Develop a clear affordable Housing Policy for the LDF	On going	Head of Housing, Health & Community Safety
Review existing housing policy as part of LDF *	On going	Planning Policy Manager
Develop and implement programme in line with the funding of the Stock Options Appraisal (see priority 6) *	On going	Head of Adur Homes
Develop Housing Policy Forum to monitor and review Housing Strategy and progress towards targets	From April 2007	Head of Housing, Health & Community Safety

2. Meeting Affordable Housing Need: maximise affordable housing across a range of tenures

- Target of 50 affordable homes per annum over the Strategy period: Note the AiP (Adur in Partnership) aspirational target 100 (05/06) & 150 (06/07);
- Strategic Housing Land Availability Assessment (SHLAA)
- Maximise efficiency of use of existing social stock: including implementation of a regional choice-based lettings policy;
- PPS3 (Planning Policy Supplement 3) Housing: threshold lowered to 15 units

What if we do not provide more affordable housing?

- Many people will be unable to access suitable housing
- More people will live in overcrowded and unsuitable conditions
- We will fail to meet the ODPM target on reducing temporary accommodation

Action	Target date	Lead Officer
Monitor number of developments without affordable element	From publication of Strategy	Head of Housing, Health & Community Safety
Seek to develop a minimum of 30% affordable housing through the planning process (s106 agreements)	On going. Throughout lifetime of Strategy	Head of Housing, Health & Community Safety
Complete Strategic Housing Land Availability Assessment (SHLAA)	March 2009	Planning Policy Manager
Target 15 properties per annum to be brought back into use through Empty Property Strategy *	On going	Housing Strategy & Enabling Officer
Introduce sub-regional Choice Based Lettings (CBL) scheme	Implementation achieved July 2007	Housing Needs Manager
Monitor RSL performance on lettings and management	Throughout lifetime of Strategy	Head of Housing, Health & Community Safety
Expand in-house private sector leasing (PSL) scheme where appropriate	On going	Head of Housing, Health & Community Safety

3. Regeneration/ Sustainable Communities: housing contribution to support regeneration and encourage economic development

- Diversity of housing development (including affordable) vital for continued economic growth and varied workforce;
- Empty Property Strategy: to bring 15 empty properties a year back into use, through private sector leasing, space over shops, etc;
- Shoreham Town Centre Renaissance project;
- Shoreham Harbour Regeneration: housing (including affordable housing) to be incorporated in the overall long term vision

What will happen if we do not regenerate the District?

- We will risk the further economic development of the District
- We will not be maximising the District's potential
- We will miss out on valuable potential housing contributions

Action	Target date	Lead Officer
Reduce the number of dwellings that have remained unoccupied for longer than 2 years	On going	Housing Strategy & Enabling Officer
Review development opportunities within the District to aid regeneration	On going	Head of Housing, Health & Community Safety
Work with Homes & Communities Agency (HCA) to ensure redeveloping Southlands Hospital site meets need *	On going	Head of Housing, Health & Community Safety
Regenerate prime sites in the District, including Shoreham Harbour *	Lifetime of the strategy	Head of Housing, Health & Community Safety

4. Preventing Homelessness: reduce homelessness and ensure appropriate support for those who become homeless

- Eliminate use of bed and breakfast;
- Build on success of Housing Option service to prevent homelessness and increase choice for those at risk of homelessness;
- Increase quality of temporary accommodation through private sector leasing;
- Reduce the overall use of temporary accommodation

What will happen if we do not reduce homelessness?

- People will be forced to live in unsuitable conditions
- People will not be able to fulfil their potential and contribute positively to the community
- It will increase the burden on services within the District

Action	Target date	Lead Officer
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Develop effective Homelessness Forum & renew Homelessness Strategy	Forum established June 2004. New Strategy published 2008	Housing Needs Manager
Monitor levels of homelessness *	Year on year	Housing Needs Manager
Reduce the number of homelessness decisions	2010	Housing Needs Manager
Work towards reducing the use of all temporary accommodation by 50% by 2010	2010	Housing Needs Manager
Develop temporary accommodation procurement strategy	Achieved Oct 2006	Head of Housing, Health & Community Safety
Develop Housing Education Pack to go into schools as part of 'Citizenship' module of curriculum	Achieved Jan 2007	Housing Needs Manager
Improve rent in advance & bond deposit schemes in consultation with landlords	Achieved June 2006	Housing Needs Manager
Review protocols with Social and Caring Services	Achieved Feb 2007	Homelessness Manager
Comply with legislation, regulating the use of B&B accommodation for homeless families *	On going from April 2004	Housing Needs Manager

5. Supported Housing: meet the needs of vulnerable groups in partnership with the Supporting People programme

- West Sussex Supporting People Partnership works within the financial limits set by government to review and develop supported housing for vulnerable people;
- Review process of in-house services (sheltered housing, Care and Repair, homelessness support) 2004-06, as well as those provided by others;
- Participation in county wide needs analysis and strategy development;
- Develop joint older people's accommodation and care strategy

What will happen if we do not have enough housing related support?

- Vulnerable people will not have the opportunity to live independently
- Recurring homelessness will increase
- Other more acute/emergency services will be put under pressure

Action	Target date	Lead Officer
Develop the Supporting People (SP) programme with partners	On going	Head of Housing, Health & Community Safety
Secure continued SP funding for Supported Housing services	On going	Head of Housing, Health & Community

		Safety
Continue to support Domestic Violence service in Adur	On going	Head of Housing, Health & Community Safety
Develop support service for people with Substance misuse problems	On going	Housing Needs Manager
Develop a sub-regional Older People's Strategy *	Achieved Oct 2007	Head of Housing, Health & Community Safety
Identify sites/schemes suitable for extra care development	2006/08	Head of Housing, Health & Community Safety, Social Services Local Offices
Develop a county wide Learning Disability Strategy	On going	Head of Housing, Health & Community Safety, Social Services PCT

6. Providing a high quality housing service

- Stock Option Appraisal: completed;
- Housing Inspection: One star with promising prospects for improvement;
- Housing Revenue Account Business Plan sets out progress towards meeting and exceeding the Decent Homes standards by 2010;
- Regional choice-based lettings policy to improve efficiency of use of existing stock

What will happen if we do not improve our housing stock?

- We will fail to meet the Decent Homes target
- The health, safety and choices of residents will be put at risk
- We will not make best use of our resources

Action	Target date	Lead Officer
Stock Options Appraisal *	Achieved August 2005 – signed off	Head of Adur Homes
Produce Housing Revenue Account Business Plan 2004-09	Completed June 2006	Head of Adur Homes
Achieve the aspirational 'decent homes' target in the Council's stock by 2010	2010	Head of Adur Homes

7. Promoting a healthy private sector

- Results of private sector stock condition survey to assist in determining resources required and targeting them in Housing renewal policy; 20% (4,633) of private sector non-decent

- Develop policies for enabling private owners to use capital tied up in their homes to help improve them;
- Expand assistance for older and vulnerable people to access improvements

What will happen if we don't promote private sector housing?

- The health, safety and choices of residents will be put at risk
- Areas of the District could become run down
- Properties will remain empty at a time when people are unable to meet their housing needs

Action	Target date	Lead Officer
Reduce the number of unfit dwellings in the private sector	2010	Environmental Health Manager
Update and liaise with landlords through regular Private Sector Landlord Forums	Last held Jan 2008	Head of Housing, Health & Community Safety
Continue to administer Disabled Facilities Grants	On going	Care & Repair Manager

8. Community Safety: reduce crime, the impact of crime and the fear of crime

- Supported housing work with ex-offenders, substance mis-users and victims of domestic violence needs to continue;
- Extend Security Action For the Elderly (SAFE) scheme to specifically cover victims of domestic violence to remain secure in their own homes
- Develop a Women's Refuge in the District

What will happen if we do not provide services for victims and perpetrators of crime?

- We will fail to protect the community
- We will fail to reduce crime
- Victims will have less opportunity to rebuild their lives
- Perpetrators / offenders may be more likely to re-offend

Action	Target date	Lead Officer
Expand Security Action For the Elderly (SAFE) scheme to include people suffering Domestic Violence (DV)	Achieved April 2006	Care & Repair Manager
Provide support for ex-offenders	On going	Housing Needs Manager

9. Equality and Diversity: addressing the housing needs of Black and Minority Ethnic groups, hard to reach groups and other minority groups

- Build on results of 2004 housing equalities inspection

What will happen if we do not address the housing needs of minority groups?

- Our services will not meet the needs of all our customers

- Some people from minority groups will not feel part of the community or access services
- Some people from minority groups will not be able to fulfil their potential

Actions	Target date	Lead Officer
Encourage more involvement of Council tenants from minority groups	On going	Housing Administration Manager
Continue to monitor level of BME lettings	Year on year from	Housing Needs Manager
Implement recommendations of HQN report to improve performance on equalities issues	Sept 2004	Head of Housing, Health & Community Safety

Part C: Housing Priorities, Resources and Maximising Investment

1.1. The Council's priorities:

With the implementation of the Joint Officer Structure in April 2008, Members of Adur and Worthing Councils agreed to focus their efforts and resources on the following four areas:

- To provide improved customer services
- To promote a clean and green environment
- To revitalise, regenerate and create lively economies
- To support and contribute to the health, safety and wellbeing of the area

The above strategic objectives and issues are reflected in the way that the Housing Strategy, the Asset Management Plan and the Capital Strategy achieve the links with other strategies and those of our partners in the Local Strategic Partnership.

Adur's investment strategies are thus geared towards meeting the above objectives and are contained within the Council's Asset Management Plan and Capital Strategy which have been recognised as fit for purpose by the Government Office for the South East.

There are three elements to investment in housing in Adur.

1: the degree to which our own capital programme is used to achieve the desired results, in terms of improvement of the stock both public and private, and development of new affordable housing. This also covers any use of the Council's land assets for these purposes.

2: the degree to which we are able to attract external investment from other partners or agencies for affordable housing development in particular; and

3: the degree of private investment possible in the district from developers, both in terms of speculative development to meet Local Plan objectives and also affordable housing elements.

What are our likely resources over the lifetime of the strategy?

1.2. Council Capital Strategy and Asset Management Plan

The Council Capital Strategy is in the process of being updated to take into account the Corporate Plan revisions and the new Value Statement. Its purpose is to support the Council's corporate programme by providing a framework within which the use of capital resources, both financial and physical assets, can be co-ordinated and allocated in accordance with our key objectives. The Council has limited resources with which to fund any proposed capital expenditure. An effective capital strategy is required:

- To ensure that any proposed scheme can be justified, offers value for money, and will enable the Council to meet its objectives
- To deal with competing demands for scarce resources in a fair and transparent manner
- To place the decision making process for capital within the overall corporate planning framework
- To minimise net revenue costs, so schemes are self-financing.

It is clear that a Council housing capital programme of approximately £3 - £3.5m per annum can be supported, together with the use of any ring-fenced capital receipts.

One of the principles of the Stock Options Appraisal process was that there would need to be an ongoing investment in the Council's own stock to ensure the Decent Homes Standard is met and exceeded by 2010. This does not leave much room for the use of borrowing to subsidise the development of additional affordable housing, or for grants to improve the private rented sector.

1.3. Prioritisation and options appraisal

It will be seen from the above that the bulk of the Council's Housing capital programme is committed to investing in modernising and maintaining the existing stock, towards meeting the Decent Homes target. This level is set against the Council's ability to fund such a programme from usable receipts, Major Repairs Allowance, borrowing approvals etc. Relatively small amounts of capital are invested in maintaining the private sector stock.

All proposals for capital projects are subject to a prioritisation process and scored against the degree to which they met legal requirements and the Council's priorities as listed above. Additionally they are all subject to the Prince 2 Lite project management process. This is managed by the officer / member Asset Management Working Group and agreed by the Policy and Resources Committee. For 2005/06 over £7.2m worth of capital bids including General Fund non-housing items were tabled and prioritised. In the event all the housing-related bids were prioritised by members.

The Housing Capital Programme 2005-2010 (summary)

Item	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000
Investment in Council stock	3,708	4,007	4,360	3,675	3,857
LA support: new housebuilding	0	600	900	1,340	500
Disabled Facilities Grants	300	300	326	350	350
Home Repair Assistance Grants	85	85	65	65	65
Total HIP	4,093	4,992	5,651	5,430	4,772

1.4. Spending on the Council's stock

Financial projections for the stock options appraisal was carried out by Beha Williams Norman Ltd.

Beha Williams Norman Ltd carried out a stock option appraisal on behalf of the Council in January 2005. This looked at Private Finance Initiative (PFI), Arms Length Management, stock transfer, and stock retention and was completed in accordance with the ODPM HRA Business Plan Model version 2004 based on financial year 2004/05 and onwards.

The inputs within the model were based on the budgets for the HRA for financial year 2004/05. Where appropriate updated financial data was used to ensure that the model was accurate as possible, including the final subsidy determinations for 2005/06.

The assessment included stock type, interest Rates of 2.5% RPI, a discount rate of 6% is recommended by ODPM. Average Rents of £58.36 net recognising convergence by 2011/12. Voids, service charges, right to buy, miscellaneous income, subsidy, supervision and management and repair costs were also included in the calculations.

Taking into consideration the stock condition survey carried out by Dyson's, Beha Williams Norman Ltd were confident that the Council could meet the decency standard by 2010. The stock options appraisal has previously been submitted to GOSE and the ODPM and been signed off in compliance with the ODPM guidelines. An extract from the report complete with financial data is attached in the appendix.

This highlighted that the Council could reach the decency standard by 2010 and continue at that level until 2017 if the financial profile at the time was maintained. This assumes making maximum revenue contributions to capital, not using Right to Buy receipts for this purpose and using maximum supported borrowing with housing subsidy.

The only other potential viable option was that of stock transfer, which would give the authority a net receipt of around £12 m and a share of right to buy sale income after transfer. However, there were some revenue costs to this and an overwhelming desire from tenants to remain with the Council.

1.5 Revenue funding

The revenue budget of the Council's general fund funded services, largely comprises staff costs and short-term projects. It is prioritised and managed through the setting of the Council's budget, considered by members in the autumn. Monthly monitoring and re-allocation is undertaken to ensure that budgets are utilised and that they meet strategic objectives, as identified in the Corporate Plan.

The Council's revenue expenditure 2008/09 is analysed below:

Housing Services	Expenditure
Housing Benefit and Administration	£504,000
Homelessness (includes: Homelessness Prevention, Private Sector Leasing, B&B)	£288,880
Housing General (includes: Care & Repair, Housing Advice, Enabling, Supporting People)	£616,470
Total	£1,409,350

Medium term revenue pressures in this area of the Council's work have been highlighted. It is anticipated that the expenditure levels and ongoing grant will be largely at similar levels as 2005/06 during the lifetime of the Strategy, with the following exceptions:

- The Council's Housing Needs Survey is being re-done during 2008/09, as a Housing Market Assessment;
- Supporting People grant, in total up to £1.2 million, comes into Adur based services. A concern for the Council is the degree to which funding cuts to this programme will affect Supported Housing services;
- Homelessness Act grant funding. This funds a Housing Advice and a Housing Options post. The grant for 2008/10 has been confirmed and will be £40,000.

1.6 Tenant Satisfaction ratings: 2008

In 2008 a STATUS Survey was undertaken with general needs Council tenants to measure customer satisfaction levels with the Council's housing landlord service. In total, 802 tenants responded to the postal survey which is a return rate of 47%.

The survey establishes that 82% of general needs tenants are satisfied with the overall service provide by Adur District Council. This is well above the national average (69%) for Council tenants. Overall satisfaction is high with over eight in ten satisfied (82%) and within that nearly two in five (38%) very satisfied. Overall satisfaction is significantly higher for older, retired tenants and tenants that have been in their property for 21 years or more.

Families and younger tenants are significantly more likely to be less satisfied with the overall service provided by their landlord, and with many individual aspects of the service. How well their landlord takes their views into account and keeps them informed are key areas of dissatisfaction for families and younger tenants, and the survey indicates that these factors are also key drivers of overall satisfaction.

Communication channels specifically aimed at these sub-groups may be beneficial in increasing future satisfaction levels. The survey also shows that overall satisfaction is clearly linked to tenants' satisfaction with the quality of their home, the neighbourhood and the general condition of their property.

In addition, tenants who are dissatisfied with the way Adur District Council deals with repairs and maintenance are also significantly more likely to be dissatisfied with the overall service provided by their landlord. Adur District Council should continue to concentrate on the provision of these services to ensure overall satisfaction continues to increase

1.7 Supported Housing Budgets

The Council commissions housing related support under the Supporting People programme in partnership with local authorities in West Sussex. The Supporting People Commissioning Body is responsible for a grant allocation of £16m to schemes throughout the County. Specific allocations will be based on a formula relating to levels of need. West Sussex is working on a range of responses.

The allocation of Supporting People Grant for West Sussex in 2008/09 is £15,049,000, which is the same as the 2007/08 allocation which after taking account of inflation represents an approximate 2.5% reduction.

From 2009/10 the Supporting People budget will no longer be ring fenced but will be included in the Local Area Agreement fund administered by West Sussex County.

2. Development of new affordable housing

2.1. Performance to date

The policy in recent years has been, in the main, to look to external funding sources to fund the development of affordable housing, although where identifiable, Council assets such as redundant allotment land have been used to develop affordable housing, often with land disposal at below market value.

Over the last 10 years there has been an average of 37 new affordable homes per annum completed, funded largely, though not exclusively, from Housing Corporation Social Housing Grant. The bulk of the affordable housing development programme has relied on the use of Homes and Communities Agency (previously Housing Corporation) grant, developers' contributions and use of resources such as transferred borrowing approvals from other partners such as the County Council (effectively a thing of the past now).

Affordable completions: last eleven years:

Year	RSL rent	RSL s/o	Other	Total	LA fund	HC fund	Other fund
2008/09	14	0	0	14	14	0	0
2007/08	16	19	0	35	0	0	35
2006/07	4	0	0	4	0	0	4
2005/06	43	28	5	76	0	76	0
2004/05	0	0	10	10	0	10	0
2003/04	21	0	9	30	0	30	0
2002/03	10	0	2	12	0	12	0
2001/02	18	0	7	25	10	15	0
2000/01	30	0	0	30	0	30	0
1999/00	26	0	0	26	0	8	18
1998/99	124	0	0	124	65	59	0
Total	306	47	33	386	89	240	57

Homes and Communities Agency (HCA) benchmarks for grant per unit suggests an average £55,000 grant per unit for social rented housing, and £22,000 per unit for shared ownership. These figures represent averages and the HCA is willing to discuss higher levels of grant on a case by case basis where developments are in danger of collapsing due to financial restrictions.

Potential upcoming sites 2009-11 include:

Parcelforce: 84 total (16 affordable rent, 8 shared ownership)
 Southlands Hospital (including St Giles and Elmcroft): 265 total (105 affordable)
 Burdwood House: 20 total (18 rent, 2 S/O)
 Gardner Rd: 40 (12 rent & 28 S/O)
 Ropetackle II: 53 (16 S/O)

The Urban Housing Potential Study suggests Council-owned sites could yield up to 200 homes in total if development constraints, where they exist, could be overcome. The financial value of this has yet to be quantified.

2.2. How will we fund affordable housing?

The Council's capital budget contains an item for 'Local Authority Housing Grant'. The revised budget for 2008/09 was for £500,000 towards the redevelopment of Burdwood House in Lancing as agreed by Committee in 2007. The budget for 2008/09 was set at £1,340,000 but has now been revised to include the spend which has been carried over for Burdwood House as this has not yet been developed. The budget is funded through either capital receipts resulting from the sale of land or assets, which the Committee agreed should be set aside for this purpose, or commuted sums paid to the Council by developers in lieu of providing affordable housing on site, and ring fenced for this purpose.

An **Urban Housing Potential Study** was completed during 2005. It identified sites of 6 units or more within the built up area which are capable of being used for housing development. Council owned, or other publicly owned sites, as well as privately owned sites in the built up area were included in the study.

PPS3 now requires all local planning authorities to undertake a Strategic Housing Land Availability Assessment (SHLAA) which when completed will replace the Urban Housing Potential Study. It will identify suitable specific deliverable sites for new housing over a 15 year period. It will identify sites that could accommodate 6 or more units and includes council owned, other public owned as well as privately owned sites.

2.3. Attracting other resources for affordable housing

The Housing Corporation (now Homes & Communities Agency), acting for and with the Regional Housing Board, developed a more strategic as opposed to area formula-based distribution of Social Housing Grant resources under the National Affordable Housing Programme (NAHP). Schemes have to show resonance with regional and sub-regional priorities, and are being assessed as part of partnering housing associations' overall development plans rather than on allocations being determined on a district-by-district basis.

The bidding round for the 2008-11 National Affordable Housing Programme (NAHP) opened in September 2007 and the Housing Green Paper published in July 2007 refined and moved away from the previous 'big bang' single grant allocation approach. Instead the process is now much more flexible with the Homes and Communities Agency (HCA) encouraging approaches from local authorities and housing associations on an ad hoc basis when development opportunities arise.

A more sub-regional approach to procurement of social housing is therefore being considered, with an Adur/Arun/Worthing RSL development partnership in operation. With a network of approved development partners, advantage can be taken of economies of scale in developments over all three areas to maximise use of, and benefit from, Social Housing Grant and other subsidies.

Most of the 903 RSL properties in the district are relatively recent and in reasonable condition, but one of the issues over the lifetime of this strategy will be how RSLs should address Decent Homes and with what resources. Due to the current problems with gaining access to credit many RSLs are not able to borrow the money to finance shared ownership schemes and in addition there is unease at the

credit restrictions that the potential buyer faces. We therefore anticipate an increase in mono tenure rented units over the next few years.

2.4. Maximising section 106 agreement benefits

Developer contributions through section 106 contributions on development sites has been the method which has provided the highest number of affordable units throughout the lifetime of this strategy. However, due to the economic downturn many developers are realigning their development activity by scaling down or withdrawing completely from activity. This will inevitably have an affect on the Council's ability to meet our affordable housing targets in the short to medium term.

Once the market is more buoyant the success of section 106 affordable housing developments is dependent on negotiating around the Interim Supplementary Planning Guidance on affordable housing. This was produced in 2004 as an interim document, to act while the LDF process reviews planning policies as a whole. This guidance, together with that in PPS3, gives developers advice on what the expectations of the Council are for affordable housing contributions. It will be reviewed as part of the Local Development Framework process.

2.5. Resources for private sector stock

The **Private Sector Housing Condition Survey**, commissioned and carried out in 2004, suggests that levels of unfitness in the district's private sector stock are lower than previously thought, at only 3.7% of the stock. The proportion of private sector properties likely to fail the Decent Homes standard is estimated at about 20% (4,468). The percentage of vulnerable households living in non-decent accommodation is slightly higher, though with 74.5% (2,970) of vulnerable households living in decent accommodation, Adur is performing above the Government's target of 70%. However, as stated previously the survey is now out of date and with the HHSRS, it is hoped that another one will be carried out in the near future.

2.6. The Council's investment: Summary

As far as the Council's own investment in housing is concerned, the above gives the framework for the following priorities:

Capital

1. Continued investment in the Council's housing stock through the HIP in the order of £2.7 million per annum over the life of the Strategy in order to achieve Decent Homes standard. The conclusion of the Council's Stock Options Appraisal was that the stock was to be retained by the Council, with a review of the position in 2013. This options appraisal has been signed off by the government, as the Council is confident of being able to meet the Decent Homes standard across the stock by 2010. The HRA Business Plan (executive summary attached as Appendix) gives a further breakdown.

2. Development of additional affordable housing. The funding of such developments is a combination of whatever Social Housing Grant can be obtained from the HCA, whatever gains can be negotiated with developers as part of the planning process, including as a last resort commuted sums paid by the developer, and whatever assets the Council can release. Given the need expressed through the Community Strategy and enumerated in the Housing Need Survey, in order to meet the basic 50 units a year target, the Council will have to release areas of land identified in the Urban Housing Potential Study in its ownership for free or cheap disposal to Housing Associations for affordable development.

The capital programme for grant from the local authority to housing associations to build or acquire additional affordable homes is proposed at £950,000 in 2006/07, £1,200,000 in 2007/08, and then falling back to £200,000 per annum thereafter. These sums take into account specific ring-fenced receipts and commuted sums in 2006-08.

3. For the private sector, options are extremely limited, beyond continuing with the present policies around mandatory Disabled Facilities Grants and discretionary Home Repairs Assistance grants for urgent and essential repairs to vulnerable low income clients. There appears to be very little scope within the Council's expected resources over the coming years for any other form of grant aid to be provided to owner occupiers. The possible exceptions could be to provide incentives to bring empty homes back into use, as detailed in the Empty Property Strategy i.e. to consider CPO and/or compulsory leasing.
4. The Private Sector Housing Renewal Strategy looks at how to achieve the desired change from grant-related provision to using the capital assets of individuals' property to fund repair and improvements. The Care and Repair Manager is currently researching equity release schemes that can unlock this source of funding, with a possible policy of the Council acting as lender as a result. It is clear that much more direct assistance to the private sector beyond the above is unlikely.

Revenue

5. Efficient use of the existing stock and prevention of homelessness will help minimise the pressure for affordable housing. In this respect the Council has continued to fund the Housing Advice Officer post and in addition a new Housing Advice post has been added for a two year period 2007-09. These posts are vital in preventing homelessness and reducing pressure on social housing stock through efficient use of resources such as the rent-in-advance scheme. In addition the posts foster and maintain good relations with landlords and agents locally. Equally, the investment in cost-effective high quality temporary housing through the private sector leasing (PSL) scheme will continue in order to meet bed and breakfast targets.
6. Supporting People grant for supported housing in the district remains a concern especially now the fund will no longer be ring fenced from 2009/10.

3. Improving performance

3.1. Comprehensive Performance Assessment (CPA) 2003

Adur Council was assessed as being “fair” under the CPA process carried out in early 2003, as part of a pilot in West Sussex for the process by the Audit Commission prior to being rolled out nationally. For Adur, the housing element of the inspection focussed on the Council’s progress towards decent homes, rather than the Balancing Housing Markets diagnostic, which was assessed, but not reported on in the final report.

One of the major issues arising from the Comprehensive Performance Assessment (CPA) carried out in 2003 was that the Council needed better systems of performance management in order to be able to demonstrate continuous improvement. There was also a concern that corporate priorities were not set as well as was required and that the longer term strategies for the Council were not clear.

3.2. Corporate Improvement Plan incorporating feedback from CPA.

The CPA inspection led to the Council’s production of a Corporate Improvement Plan to address the shortcomings identified. Many of these were related to the overall corporate strategies of the authority, and have resulted in the complete revision of the Council Strategy and Corporate Plan, the links to which have been made earlier in this document. Much better links are now demonstrable between the Council’s agreed priorities, those of the Local Strategic Partnership, strategies such as this one, and service and divisional plans within the organisation. Embedding of a risk assessment process within the organisation is another example of where considerable improvement has taken place (see below).

The Decent Homes diagnostic element of the CPA set out a number of potential improvements, again around longer term assessment of resource availability and option assessment, improving an “outcome-focussed” approach to strategy, and developing responses to the government’s agenda such as Choice Based Lettings schemes. Much of this was covered by the Stock Option Appraisal already referred to, and will be addressed in the Housing Revenue Account Business Plan.

CPA Balancing Housing Markets diagnostic: summary of assessment

Area of focus	Strengths	Weaknesses	Actions to correct weaknesses
How well does the Council understand its housing markets and what are its proposals to balance housing markets?	<ul style="list-style-type: none"> Urban capacity study Research project on demographic and housing profile for the area Use of comprehensive planning briefs to secure affordable 	<ul style="list-style-type: none"> Outdated information on housing needs and private sector stock No research to identify some key groups and housing needs eg BME, key workers Lack of stakeholder 	<ul style="list-style-type: none"> Housing Need Survey 2003 (reviewed 2005); Private Sector stock survey 2004; urban capacity study updated 2005 Key worker research

	<p>housing</p> <ul style="list-style-type: none"> • Inter-related strategies and plans for housing • Up-to-date condition survey of Council stock 	<p>/ partner involvement</p> <ul style="list-style-type: none"> • No review of planning policies or development of new SPGs to reflect current national and regional priorities • Lack of longer term objectives and plans for meeting housing needs of residents • No investment plan for meeting the decent homes standard • Weak service plans 	<p>undertaken with WSCC;</p> <ul style="list-style-type: none"> • Stakeholder day 2004; RSL Development and management Forums; Private sector landlord forum set up 2004; • LDF process under way; Interim SPG for affordable housing in place 2005; • LDF process feeding longer term plans; • Stock Option appraisal carried out; • Service and divisional plan process improved corporately
<p>What are the Council's actions and outcomes in helping to balance housing markets?</p>	<ul style="list-style-type: none"> • Use of resources to fund affordable housing and support services; • Corporate commitment and cross-dept. working • Customer focus is evident • Strong relationship with partner organisations • A mix of different affordable housing types across the district • Well maintained Council stock with few voids and quick turnarounds; • Reduced use of B&B as temporary accommodation; • Meeting local plan development rates and achieving targets for affordable 	<ul style="list-style-type: none"> • No representation of key stakeholders in housing on LSP; • No monitoring of RSLs as landlords; • Lack of leadership in dealing with development partners; • No development of housing for key workers; • Ad-hoc and opportunistic approach to achieving affordable homes; • Unstructured approach to awarding grants for private sector homes; • Lack of register and inspections of HMOs 	<ul style="list-style-type: none"> • RSL rep on LSP board since 2004; • RSL management forum to monitor RSLs: 2003 • Joint RSLdevelopment partnership created: 2005; • Housing for key workers developed; • Opportunities taken as windfalls present; but also five year land strategy; • Better targeting of HRA grants through interim pr/sector strategy; • Register in place and inspections done: relatively

	housing; <ul style="list-style-type: none"> • Five year supply of land for housing development • All new housing on previously developed land at higher densities; • Good Care and Repair scheme 		few HMOs
How does the Council monitor its progress and impact in helping to balance housing markets and how does this feed into future strategies and plans?	<ul style="list-style-type: none"> • Use of benchmarking to compare performance; • Learning from quality accreditations and assessments 	<ul style="list-style-type: none"> • Weak performance management; • Weak project management; • Little assessment of the impact of the Council's work on the housing market 	<ul style="list-style-type: none"> • Performance / project management improved corporately: Corporate Performance Team etc; • Housing Need Survey results digested and acted on

3.3. Performance and Risk Management

The Council has a Strategic Performance and Risk Management Framework which clearly sets out the arrangements for monitoring, managing and reporting performance and risk. Council priorities, national and local performance indicators, efficiency savings and strategic risks are reporting to Members on a quarterly basis. The Partnership Management Board receives a monthly Performance and Risk Briefing report which provides a summary of specific areas of declining performance and other issues that need highlighting. Strategic Performance and Risk Management Framework is reviewed annually.

The Adur / Worthing joint RSL Management Forum is developing performance monitoring procedures to help councils track the performance of their RSL partners in management terms. Adur's Homelessness Forum offers similar opportunities for partner organisations to track performance against the Homelessness Strategy and its targets.

3.4. Audit Commission Housing Inspection results (landlord services)

The Audit Commission carried out an inspection of the Council's landlord functions in December 2004 and published the results early in 2005. It considered that the landlord service provided by Adur District Council to its tenants was 'fair' and the prospects for improvement were promising.

The service received one star out of a possible three because tenants find it easy to access services, they are largely satisfied with the service, planned works are carried out to a good standard and high levels of rent are being collected. However, the council has been failing to fulfill its legal duties to service gas appliances in

tenants' homes, the cleaning of estates is not of a consistent standard and a high number of repairs are carried out as emergencies.

The inspectors found:

- Tenants find it easy to access the landlord service with a good range of communication and consultation methods.
- Planned improvement work is of a high standard. The condition of many homes and the quality of the responsive repairs service is generally well regarded by tenants.
- The level of rent collection is above average, and the council is doing well at recovering the rent already owed to it.
- The standard of grounds maintenance is high but cleaning on estates is not of a consistent standard.
- The council is not fulfilling its legal responsibilities for gas servicing which increases the risk to tenants. (This has been dealt with and new procedures are in place).
- Some areas of the service are not able to demonstrate that they provide value or money.
- The council has not progressed its diversity agenda as quickly as it should and complaints management is not sufficiently customer-focused.

To help the service improve, inspectors made a number of recommendations, including:

- Ensure that performance management and customer satisfaction monitoring covers all service areas and takes into account the diverse needs of all tenants and leaseholders.
- Update the published tenants' charter and service standards, and agree appropriate reporting schedules with tenants and leaseholders.
- Explore fully the opportunities available to modernise the procurement within the landlord service.

The inspectors felt the council responded positively to the inspection and has moved quickly to put in place an improvement plan which addresses the weaknesses and they felt this should provide a sound basis from which to move the service to a good or excellent standard.

3.5. West Sussex Local Public Service Agreement target

All the district councils in West Sussex signed up to Local PSA target 12, which sought to stretch the provision of affordable homes and also for key workers in the County over the three year period to 2007. The countywide aim was to ensure the provision of 714 affordable homes across the county by 2007 and a further 108 key worker homes. Adur exceeded its pro-rata contribution to this target.

3.6. Local Area Agreements (LAA)

These are being developed at a county level at present and there are likely to be housing elements, echoing the PSA target, and also around provision of supported housing targets. This is intended to have an effect on performance.

The second LAA for West Sussex received Ministerial sign-off on 30th June 2008. It sets out the key priorities for West Sussex 2008/11 and will be monitored via a set of three year targets. The most relevant targets for this strategy document include National Indicator (NI) 154 'net additional homes provided' and NI 155 'number of affordable homes delivered (gross)'.

3.7. Risk assessment / management processes

As mentioned above, risk assessment process is now being embedded into the Council's everyday work. As an example, the uncertainty of Supporting People funding for in-house and externally-run supported housing services has been included on the Council's Corporate Risk Register, since the ramifications of reductions in funding would have widespread effects on the overall revenue budget.

3.8 External reviews: Supporting People

As a further example of driving up performance standards, Supporting People-funded services are being comprehensively reviewed by the county SP team. These come with recommendations for improvements in order to continue to receive SP funding. In addition, as a result of the single officer structure process each service within Housing, Health and Community Safety will be reviewed internally between now and April 2010.

4. Monitoring the strategy

Although the Strategy is intended to be valid for a period of five years there are a number of factors that are likely to change over its lifetime, which may require amendment or even significant revision as a result. We will set up an internal working group which was agreed at housing committee and welcomed by tenants representatives. The group will meet regularly, in order to ensure that the action points of the Strategy are implemented and that we are in a position to react to any significant legislative or policy changes. The monitoring group will include tenant representation.

The strategy is monitored through the preparation of an Annual Report to members. This will outline progress against objectives and action plans, new factors or changes which have affected performance and so on.

HOUSING STRATEGY AND RELATED DOCUMENTS

You can obtain copies of most of the documents referred to in this Strategy on Adur District Council's website using the A-Z search or the web links below.

For a full list and links to Adur District Council policies and strategies go to:

<http://www.adur.gov.uk/policy/index.htm>

Your Community, Your Future – Adur's Community Strategy

<http://www.adur.gov.uk/docs/aip/adur-community-strategy.pdf>

Adur District Council Asset Management Plan 2003

<http://www.adur.gov.uk/policy/asset-management-plan.htm>

Adur District Council Capital Strategy 2003

<http://www.adur.gov.uk/policy/capital-strategy.htm>

Housing Revenue Account Business Plan

<http://www.adur.gov.uk/policy/housing-revenue-account-business-plan.htm>

Housing Needs Survey 2003

<http://www.adur.gov.uk/housing/housing-needs-survey.htm>

Adur District Council Value Statement

<http://www.adur.gov.uk/policy/value-statement.htm>

Adur District Council Corporate Plan 2005 to 2008

<http://www.adur.gov.uk/docs/corporate/corporate-plan-2005-2008.pdf>

Interim Private Sector Housing Renewal Strategy 2003

<http://www.adur.gov.uk/docs/env-health/interim-private-sector-housing-renewal-strategy-march-2003.pdf>

Local Plan

<http://www.adur.gov.uk/planning/local-plan/index.htm>

Private Sector Housing Renewal Strategy (2006)

<http://adc/intranet/docs/env-health/private-sector-housing-renewal-strategy-2006.pdf>

Copies of these and other Council strategies may also be obtained from Adur DC, Civic Centre, Ham Road, Shoreham-by-Sea, BN43 6PR

The Regional Housing Strategy 2006-09 is available from the Government Office for the South East - phone - 01483 882255

The South East Plan is available the South East England Regional Assembly website at <http://www.southeast-ra.gov.uk/southeastplan/index.html>

Homes for the future: more affordable, more sustainable is available from

www.communities.gov.uk/publications/housing/homesfuture

Homes and Communities Agency

www.communities.gov.uk/housing/strategiesandreviews/homesandcommunities

Housing and Regeneration Act

www.opsi.gov.uk/acts/acts2008/ukpga_20080017_en_1

The West Sussex Housing and Support Strategy 2005-10 is available from the Supporting People team at 01243 777944 or on the West Sussex County Council website at www.westsussex.gov.uk

Glossary of terms

Affordable housing	Homes available at below market value. These include social rented housing and intermediate tenures such as shared ownership. Affordable housing has generally been subsidised in some way. Housing Need Survey definition: "Affordable housing is that provided with subsidy, both for rent and low cost market housing, for people who are unable to resolve their housing need in the general housing market because of the relationship between local housing costs and incomes."
All repairing landlord B&B	The provision of a full and comprehensive repairs service to all tenants Bed and breakfast accommodation used as emergency accommodation for homeless households
Best Value	The process of ensuring the continuous improvement of public services, through service reviews, benchmarking, consultation and inspection
Black and minority ethnic (BME) groups	Groups of people within local communities whose race is either black, or another race, that is in the minority within the UK
Brownfield land	Land which has been previously developed
Capital receipt	Money received by the Council for the sale of a capital asset (eg land or buildings)
Choice-based lettings	A government idea whereby people in need of affordable housing can ask to be considered for specific vacant Council or RSL accommodation. This is instead of such accommodation being allocated to applicants on waiting lists on the basis of housing need, with only a very limited choice being given
Communities Local Government	The Government department that has responsibility for formulating and implementing the Government's housing policy at a national level and allocates resources for different housing programmes.
Communities Plan	A Government Policy launched in 2003 which aims to balance housing markets nationally, by increasing the supply of housing in the South and tackling low demand in the Midlands & North.
Comprehensive Performance Assessment (CPA)	An assessment process, carried out by the Audit Commission, which examines the way local authorities are run and how well they deliver their services
Decent Homes Standard	A requirement set by the Government which sets out a minimum standard for housing based on 4 criteria: <ul style="list-style-type: none"> • The property is fit for habitation • The property is free from disrepair • The property provides a minimum standard of thermal comfort • The property has reasonably modern fixtures & fittings
Disabled Facilities Grant (DFG)	A grant available for a range of works needed to help a disabled person to live independently in their home. The grant is means tested, so that some applicants are required to make a contribution towards the cost. The grants are mandatory and are funded 60% from central government and 40% from Adur District Council.
Disrepair	A property may be fit for human habitation but considered to be in disrepair. Often, disrepair relates to structural stability, dampness or general poor conditions.
Executive	A group of councillors that control the day to day running of the Council. Adur has a Policy and Strategy Committee made up of 7 councillors
Extra Care Housing	Specialised housing for frail elderly people, which provides support in excess of standard sheltered housing
Floating Support	Practical support which is not linked to a specific address or housing scheme, provided to those in need by a support worker who visits the client in their own home

Fuel Poverty	When a household needs to spend more than 10% of their household income to achieve a satisfactory standard of heating
General Fund	The Council's financial account that deals with income and expenditure relating to all the Council's services, part of which is the ring fenced HRA
Homebuy	An equity loan scheme which assists someone in housing need to buy a property in the open market by providing up to 25% of the value of the property. When the property is later sold, 25% of the value is returned to the Housing Association which made the loan, and can be used to assist other households in housing need.
Home Energy Conservation Act (HECA)	Legislation which gave local authorities the task of reducing carbon dioxide emissions from domestic fuel use by 30% between 1996 and 2011
Home Improvement Agency (HIA)	A non profit organisation which helps people to carry out home improvements and disabled adaptations through advice, assistance with grant applications and other forms of finance. They are sometimes referred to as "Care & Repair" or "Staying Put" agencies.
Homes and Communities Agency (HCA)	The Government agency that regulates and administers the funding supplied to RSLs and Councils to enable the development of affordable housing.
Homelessness Acceptances	The Council has a duty to find accommodation for households that make an application to the Council and are found to be homeless through no fault of their own, and who fall into a priority needs category (mainly households with children or with somebody pregnant, and households who are vulnerable through age, disability etc)
Home Renovation Grant	A grant from the Council's capital programme, up to a maximum of £25,000, to tackle unfitnes in privately owned properties. The grant is means tested and discretionary. At present Adur does not offer such grants because of limited funding
Houses in Multiple Occupation (HMO)	Properties that are occupied by people who do not form a single household. More stringent quality standards (for example for fire safety) apply to HMOs, than to other forms of rented housing. Some HMOs are classified as "high risk", if they are over 3 storeys and have more than 5 residents.
Housing Association	See Registered Social Landlord
Housing Investment Programme (HIP)	Council's capital investment plan
Housing Revenue Account (HRA)	The Council's financial account, separate from the General Fund, that deals with income and expenditure relating to the management and maintenance of the Council's housing stock
Housing Revenue Account (HRA) Business Plan	An annual plan produced by the Council that analyses issues relating to the Council's own housing stock and sets out the objectives, targets, plans, income and expenditure for the management and maintenance of its housing stock over the next 5-30 years
Housing Register	The Council's register of households who have applied for housing. The register is used to allocate social housing which becomes available in Adur, and also to help us assess need overall.
Housing Health and Safety Rating System (HHSRS)	A method of inspecting and assessing a property's fitness and safety, and the need for work to be done, based on assessment of 27 possible risks and their likelihood. Came into effect in 2006.
Intermediate tenure	A term for a range of tenures which fall between open market rented and owned properties, and social rented homes. Intermediate tenures include shared ownership, sub-market rental and schemes such as Homebuy. They provide opportunities for people on medium incomes to access affordable housing.

National Affordable Housing Programme (NAHP)	Affordable Housing Grant allocated by the Homes and Communities Agency to development partners, normally Housing Associations, to deliver affordable housing. Formerly known as Approved Development Programme
Local Area Agreement (LAA)	Local Area Agreements set out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level.
Local Development Framework (LDF)	The LDF replaces the old system of Local Plans and includes the Council's plans for all land use and development in the District, along with its policies for planning issues such as affordable housing
Local Strategic Partnership (LSP)	Adur in Partnership is the LSP for Adur which is a partnership of key local organisations from the public, voluntary and business sectors. The LSP has set out the Community Strategy for Adur, 'Your Community, Your Future'.
National Service Framework (NSF)	A government programme led by the NHS to set out minimum standards on clinical quality and access to services for various client groups such as elderly people and people with mental health problems
Partnering	The principle whereby a client and contractor have a closer relationship sharing the risk and often avoiding the time and cost of tendering
Primary Care Trust (PCT)	An NHS trust which provides primary and community health services (mainly relating to GP surgeries) and commissions secondary care through hospitals
Local Public Service Agreement (LPSA)	Agreements between local and central government which reward councils with extra funding in return for achieving set objectives
Regional Housing Board	Established by the Communities Plan, the regional housing board takes a strategic view of funding for housing across the region. It distributes a regional housing fund to local councils and housing associations. The South East Regional Housing Board is made up of representatives from the Government Office for the South East, English Partnerships, Housing Corporation, SEERA (see below) and SEEDA (see below).
Regional Housing Strategy	A strategy produced by the Regional Housing Board, which sets out the investment priorities for the South East region
Registered Social Landlord (RSL)	A non profit-making organisation (usually a housing association) that is registered with and regulated by the Housing Corporation. These are run by a voluntary Board of Management, and employ professional housing officers to manage the organisation
Regulatory Reform Order (RRO)	Government ruling in 2003 which gave Councils freedom in setting policies for financial assistance for private sector housing renewal. Councils were encouraged to increase funding options to include loans and equity release as well as grant schemes.
Repair Grant Assistance	A grant from the Council's Capital programme up to a maximum of £5000 to help vulnerable older and low income homeowners to repair their home. There is a budget of £65,000 per annum
Right to Buy	A Government scheme that allows Council tenants, who have held tenancies for more than 2 years to buy their own home from the Council. Discounts are given depending on how many years tenants have held their tenancies.
Section 106 (S106) Agreement	Section 106 of the Town & Country Planning Act 1990 allows for agreements between landowners/developers and local authorities, e.g. for social facilities or affordable housing to be included within or contributed to through the development of a site
Shared Ownership	A form of Low Cost Home Ownership in which a household buys a portion of a property (usually between 25% and 50%) and pays rent to a housing association on the remainder. Some shared owners have the

	option to purchase further shares of the property at a later date.
Shared Equity	A form of low cost home ownership in which a household buys a fixed proportion of the property (usually 75%) and a housing association holds the remainder of the equity (25%). No rent is payable on the 25%.
Sheltered Housing	Independent accommodation provided to elderly people, with support for a scheme manager and an emergency call facility, usually having a communal lounge facility
South East Economic Development Agency (SEEDA)	A government funded agency which is responsible for the economic and social development of the South East
South East England Regional Assembly (SEERA)	A representative body which is responsible for regional spatial planning (the South East Plan) and which oversees the work of the SEEDA
South East Plan	The overall regional plan for land use and related issues until 2026 (still in final stages of development by SEERA) and needs to be approved by the Deputy Prime Minister
Social exclusion	The situation where individuals or groups of individuals within the community do not have the means, income or otherwise to participate in social, economic, political or cultural life
Social Housing	Affordable rented housing which is provided by social landlords at low rents. The landlords and rent levels are controlled by government via the Housing Corporation. Social housing is allocated on the basis of needs through clear allocations or lettings policies.
Social Housing Grant (SHG)	Capital funding provided to RSLs (see above) to enable them to build or acquire affordable housing
Social inclusion	The process whereby people do not experience social exclusion
Stakeholders	Individuals and groups of people with an interest in a given subject. In the case of housing, stakeholders are usually tenants, leaseholders, Council members and staff but also includes contractors, voluntary agencies and other local authorities
Stock condition survey	A survey of the inside and the outside of a property, that gives an indication of the condition of all the properties in an area.
Stock options appraisal	A process to determine the most appropriate future ownership and management of the Council's housing stock
Supported Housing	Specialist forms of housing that can offer help and assistance to the tenants– e.g. sheltered housing for the elderly or housing for people with physical disabilities
Supporting People	A Government initiative that was introduced in April 2003. It brings together previous sources of funding for supported housing into countywide pots for distribution to supported providers within the County, based on locally determined priorities, through agreed contracts. The West Sussex Housing and Support Strategy explains how funding will be prioritised and services developed in the future.
Supporting People Commissioning Team	The team of County Council officers responsible for managing and administering Supporting People at the county level
Sustainable Communities Plan	A Government Policy launched in 2003 which aims to balance housing markets nationally, by increasing the supply of housing in the South and tackling low demand in the Midlands & North
Tenant Services Authority	Responsible for the regulation of housing associations. By 2010 will also be responsible for regulating the landlord functions of local authorities and ALMOs.
Unfit Property	A property is deemed unfit if it fails one or more of the fitness criteria set out in legislation. These ensure that, for example, the property has a

	source of clean water, a source of heating, is structurally sound, free from damp etc.
Void properties	Empty (vacant) properties

Part D: Action Plan 2005-10

Colour key:

Action completed

Progress on going

Action not achieved

No.	Action	Objective	Achievements / Progress	Target date	Strategic links	Lead Officer
Key Priority 1 – Balancing the local housing market: exploit development opportunities in the District and help meet regional development targets						
1	Commission consultants (DCA) to carry out a desktop review of the Housing Needs Survey (HNS)	Update information gained from the HNS 2003 and use evidence to inform and update the affordable housing strategy	Desktop review completed Dec 2005. Results similar to original survey. Net figure of affordable housing requirements dropped slightly to 394	Dec 2005	West Sussex Housing and Support Strategy 2005 Regional Housing Strategy 2006-09	Head of Housing, Health & Community Safety
2	Commission a sub-regional HNS	To gain a clearer picture of sub-regional housing needs and factors affecting the local housing market	West Sussex Planning and Affordable Housing Group commissioned consultants in July 2007 to carry out a Housing Market Assessment for West Sussex and Brighton & Hove. DCA collating results from HNS in West Sussex	Autumn 2007	Regional Housing Strategy 2006-09 West Sussex Housing and Support Strategy 2005	Head of Housing, Health & Community Safety
3	Implement Interim Supplementary Planning Guidance (SPG)	Seek a minimum of 30% affordable units on developments over 1 hectare	Planning Policy Statement 3 (PPS3) published Nov 2006 and enforceable from April 2007. Threshold of 15 units. Supplementary Planning Document will be updated in parallel with the Core Strategy. Work to commence March 2009.	2008-11	Adur District Local Plan Local Development Framework Regional Housing Strategy 2006-09	Head of Housing, Health & Community Safety Head of Planning, Regeneration & Wellbeing
4	Develop a clear Affordable Housing Policy for the LDF	Produce Local Development Framework (LDF)	Core Strategy preferred options document to be published for consultation June 2009.	2008-11	Adur District Local Plan Community Strategy 2004	Head of Planning, Regeneration & Wellbeing Head of Housing, Health & Community Safety
5	Review existing housing policy as	Produce Local Development	In Jan 2007 Councillors resolved	March 2007	Adur District Local Plan	Head of Planning,

No.	Action	Objective	Achievements / Progress	Target date	Strategic links	Lead Officer
	part of LDF	Framework (LDF)	that in principle and when appropriate the Council releases land identified as suitable for development to RSLs		Community Strategy 2004	Regeneration & Wellbeing Head of Housing, Health & Community Safety
6	Act on the outcome of the Stock Options Appraisal (see priority 6)	Stock to stay in Council's ownership	Stock Options Appraisal carried out December 2004. Report published March 2005. Signed off August 2005	2005	Housing Revenue Account Business Plan	Head of Adur Homes
7	Use Dwelling Balance Analysis data from the SHMA	To influence size and type of homes for development	Actively seeking a mix of unit size and type on all developments. Included in Core Strategy	Ongoing	Local Development Framework	Head of Planning, Regeneration & Wellbeing
8	Agree RSL Preferred Development Partner Agreement with Arun & Worthing Councils and develop outcomes	Maximise resources for investing in affordable housing	Partnership formalised Jan 2005. Partnership has proven useful in building contacts and sharing information. Partnership being reviewed during 2007	March 2005	Arun and Worthing Housing Strategies Comprehensive Performance Assessment (CPA)	Head of Housing, Health & Community Safety
9	Develop Housing Policy Forum	To monitor / review the strategy	Working Group set up April 2007	March 2006	CPA	Head of Housing, Health & Community Safety
Key Priority 2 – Meeting Affordable Housing Need: maximise Affordable Housing across a range of tenures						
10	Monitor number of developments which are under the 15 unit threshold	Monitor whether thresholds need to be lowered	Monitoring to start once Core Strategy is adopted.	From publication of strategy	LDF (Local Development Framework) PAHG (Planning & Affordable Housing Group)	Head of Housing, Health & Community Safety
11	Maximise opportunities for developing affordable housing and investigate alternatives to s106 sites	To seek a minimum of 35% affordable housing through the planning process (s106 agreements)	Ropetackle: phase I complete. Phase II – 16 Shared ownership (30%) affordable completion expected Dec 2010 Sussex Wharf: 53 (18% + £1M commuted sum) units mix of shared ownership, shared equity and affordable rented. Affordable element completed April 2007 Monks Farm Depot: completion of 10 (100%) affordable rented units October 2007 Parcelforce site: discussions ongoing	Completed June 2005 Completed 2008 Completed Oct 2007 Planning permission	Community Strategy 2004 Regional Housing Strategy 2006-09	Head of Housing, Health & Community Safety Head of Planning, Regeneration & Wellbeing

No.	Action	Objective	Achievements / Progress	Target date	Strategic links	Lead Officer
			<p>Southlands Hospital: discussions ongoing with English Partnerships & West Sussex County Council (WSCC). WSCC sites St. Giles & Elmcroft to be included in development. Planning applications for St Giles & Elmcroft refused & to be re-submitted.</p> <p>Stoney Lane: 8 (100%) rented units. Work started Sept 2007</p> <p>Burdwood House: Planning approved 20 units (85% affordable rented)</p> <p>Gardner Road: 40 units (30% rented; 70% shared ownership)</p>	<p>granted Nov 2007</p> <p>On going</p> <p>Completed Oct 2008</p> <p>2010</p> <p>Work commenced Dec 2008</p>		
12	Complete Urban Housing Potential Study (UPHS)	To develop publicly owned sites using ADP, Adur DC assets, commuted sums and partnership agreements	UPHS completed May 2005. Numerous sites identified for potential development.	Oct 2005	Local Plan	Head of Planning, Regeneration & Wellbeing
12 a	Strategic Housing Land Availability Assessment (SHLAA)	To develop public and privately owned sites	Work expected to be complete March 2009	March 2009	Core Strategy, SHMA	Head of Planning, Regeneration & Wellbeing
13	Following the above to draw up a land release programme for identified sites in ADC ownership in consultation with the Housing Corporation	Optimise the use of land available for development	Overhill: 74 units mixed development. Decision expected 2010	2010	Local Development Framework Urban Housing Potential Study 2005 SHLAA	Head of Housing, Health & Community Safety Head of Planning, Regeneration & Wellbeing
14	Develop Empty Property Strategy (EPS)	To help meet Government targets for developing on brownfield land	<p>EPS published Sept 2005</p> <p>Empty Property National Indicator – Number of empty properties brought back into use through work done by the Council :</p> <p>05/06 – 9</p> <p>06/07 – 71</p>	Sept 2005	Homelessness Strategy 2008 Empty Property Strategy 2005	Head of Housing, Health & Community Safety Economic Development

No.	Action	Objective	Achievements / Progress	Target date	Strategic links	Lead Officer
			07/08 - 130			
15	Introduce sub-regional Choice Based Lettings (CBL) scheme	Optimise use of existing Affordable Housing stock Reduce refusals and transfer requests	Sub-regional CBL went 'live' in Adur July 2007	Develop 2006 Implement 2007	Community Strategy 2004 Homelessness Strategy 2008	Housing Needs Manager
16	Monitor RSL performance on lettings and management	Optimise use of existing Affordable Housing stock	Data collection via Adur and Worthing's RSL Management Forum ongoing	Ongoing	HRA Business Plan	Housing Needs Manager
17	Ensure new development opportunities are discussed with Homes & Communities Agency (HCA) on a case by case basis.	Maximise development potential	Bids successful for Gardner Road and Burdwood House	Ongoing	Regional Housing Strategy 2006 National Affordable Housing Programme	Head of Housing, Health & Community Safety
18	Expand in-house Private Sector Leasing (PSL) scheme where appropriate	To meet homelessness demand with quality temporary accommodation Revise PSL lease in consultation with landlords	PSL scheme to expand in order to replace temp accommodation units at Golden Sands which is to close April 2008. Replacing at ratio of 1 PSL for every 5 Golden Sands units.	Ongoing December 2004	Community Strategy 2004 Homelessness Strategy 2008	Head of Housing, Health & Community Safety
Key Priority 3 – Regeneration / Sustainable Communities: housing to contribute to regeneration and encourage economic development						
19 a	Regenerate prime sites in the District	Exploit economic and housing opportunities in the District	Sussex Wharf development for 290 units of which 53 are affordable, completed May 2007. £1m commuted sum to be received on completion of whole scheme	2007	Community Strategy Local Plan	Head of Housing, Health & Community Safety Head of Planning, Regeneration & Wellbeing
19 b	Regenerate prime sites in the District – Shoreham Renaissance	Exploit economic and housing opportunities in the District	Shoreham Renaissance Strategy			
19 c	Regenerate Shoreham Harbour	Exploit economic and housing opportunities in the Joint Area Action Plan (JAAP)	As part of LDF – joint area action plan to cover regeneration of whole Harbour area, including housing with Brighton & Hove.	2011	Regional Housing Strategy Community Strategy Local Plan	Head of Housing, Health & Community Safety Head of Planning, Regeneration & Wellbeing
20	Reduce the number of dwellings that have remained unoccupied for longer than 2 years	Will help relieve the overall pressure on housing in the District	Properties empty for more than 2 years identified. To be followed up 2009	2009	Community strategy 2004 Empty Property Strategy 2005	Housing Strategy & Enabling Officer
21	Review development opportunities within the District	Maximise the use of space in the town centre, including flats above shops and looking at redevelopment of residential care homes Elmcroft and Burscroft. Ensure affordable housing is a major aspect of regeneration	Shoreham Renaissance work ongoing. Elmcroft & St Giles included in redevelopment plans for Southlands. Total of 35% affordable housing requested	From 2005 Nov	Community Strategy 2004	Director of Services
22	Work with HCA to redevelop Southlands Hospital site	To develop affordable units as part of a major sustainable development	Discussions held Dec 2006. Planning application expected Spring 2009	2010/11	Regional Housing Strategy 2006	Head of Housing, Health & Community Safety

No.	Action	Objective	Achievements / Progress	Target date	Strategic links	Lead Officer
Key Priority 4 – Preventing Homelessness: reduce homelessness and ensure appropriate support for those who become homeless						
23	Develop effective Homelessness Forum & review Homelessness Strategy	Monitor and revise Homelessness Strategy	Homelessness Forum held 3 x annually Homelessness Strategy 2007/10 published Jan 2008	Nov 2006	Homelessness Strategy 2003-06	Housing Needs Manager
24	Monitor levels of homelessness	Reduce incidences of homelessness	2005/06 – 332 applications 2006/07 – 154 applications	Year on year	Homelessness Strategy 2003-06	Housing Needs Manager
25	Reduce the number of homelessness decisions	Develop better publicity for housing advice and housing options services Target no. of referrals to Housing Options	Newly created Housing Options post from April 2007 Homelessness decisions 2004/05 – 346 2005/06 – 332 2006/07 – 154 2007/08 - 108	2010	Homelessness Strategy 2003-06	Housing Needs Manager
26	Work towards reducing temporary accommodation by 50% by 2010	Halve the overall use of temporary accommodation by 2010	2005/06 – 144 2006/07 – 130 2007/08 - 109 2010 target – 78	2010	Homelessness Strategy 2003-06	Housing Needs Manager
27	Develop temporary accommodation procurement strategy	To ensure the highest quality of temporary accommodation for homeless applicants	Procurement strategy written. Golden Sands (GS) temp accommodation units to be vacated by April 2008. Attempts to expand PSL scheme hampered by thriving private sector market	On going	Community Strategy 2004	Head of Housing, Health & Community Safety
28	Develop Housing Education Pack to go into schools as part of 'Citizenship' module of curriculum	Reduce homelessness among young people	Homelessness and Housing Options Officers set up an ongoing programme to speak at schools within ADC in Jan 2007	April 2006	Homelessness Strategy 2003-06	Housing Needs Manager
29	Improve rent in advance & bond deposit schemes	Increase options and assistance for non-priority applicants and improve access to private rented sector	Bond deposit scheme reviewed in light of new deposit legislation introduced 2007 Rent in advance cases 2005/06 - 31 2006/07 – 71 2007/08 - 130	May 2005 On going	Homelessness Strategy 2003-06	Housing Needs Manager
30	Review protocols with Social and Caring Services (S&CS)	Ensure homeless families do not become street homeless	Protocol in place by S&CS and Housing	Nov 2005	Homelessness Strategy 2003-06	Homelessness Manager

No.	Action	Objective	Achievements / Progress	Target date	Strategic links	Lead Officer
31	Comply with legislation, regulating the use of B&B accommodation for homeless families	Provide more stable and appropriate accommodation for homeless families	Achieved April 2004 target and achieving target year on year. 2005/06 – 0 2006/07 – 0 2007/08 – 0 Non B&B accommodation procured: Langton Road – 3 units Chatsworth – 2 units Woodlands – 9 units Continue procurement of PSL stock when necessary and reduce use of temporary lettings of Council stock	On going from April 2004	Community Strategy 2004 Homelessness Strategy 2003-06	Housing Needs Manager
Key Priority 5 – Supported Housing: meet the needs of vulnerable groups in partnership with the Supporting People programme						
32	Develop the Supporting People (SP) programme with partners	Ensure the needs of vulnerable groups within the District are met In-house services reviewed 2005/06	SP programme delivered within budget Head of Housing Need & Environmental Health attends commissioning body and SP working group	On going	Supporting People Strategy 2005	Head of Housing, Health & Community Safety
33	Work with SP programme to implement main aspects of SP strategy	Ensure clear strategic direction for the development of services	Strategy produced May 2005. Adur DC represented on Strategy group. SP Team to review all services by 2011.	On going	Supporting People Strategy 2005 SP Needs Analysis	Head of Housing, Health & Community Safety
34	Secure continued SP funding for Supported Housing services	Support homeless applicants in temporary accommodation to maintain their tenancies	Adur Homelessness Support Service (HSS) contract will be terminated Nov 2007. SP will instead fund a new Preventative Support Model (PSM) across Adur and Worthing to be administered by Southdown Housing Association. Funding secured to expand service	From time of SP Team review April 2005	Supporting People Strategy 2005 Homelessness Strategy 2003-06	Head of Housing, Health & Community Safety
35	Continue to support Domestic Violence drop in service	Support Adur residents suffering from Domestic Violence	Offices provided in the Civic Centre	On going	Community Safety Strategy 2005 Homelessness Strategy 2003-06 Community Strategy 2004	Head of Housing, Health & Community Safety
36	Develop support service for people with substance misuse problems	Prevent homelessness amongst this client group and enable them to maintain their tenancy	Sussex Oakleaf have an on-going caseload of 8 clients Service reviewed undertaken by SP Team. Service re-	On going	Community Safety Strategy 2005 Homelessness Strategy 2003-06 SP Strategy 2005	Housing Needs Manager

No.	Action	Objective	Achievements / Progress	Target date	Strategic links	Lead Officer
			commissioned by SP & West Sussex DAT in Jan 08. 2 units leased from ADC for Oakleaf clients.			
37	Develop a sub-regional Older People's Strategy	Ensure co-ordination of the development and improvement of older person's provision across the coastal area of West Sussex	Inter-agency liaison group including S&CS, TPCT and Adur, Arun and Worthing local authorities has finalised Strategy	Nov 2005	Community Strategy 2004 Older Person's Housing Strategy	Head of Housing, Health & Community Safety
38	Identify sites/schemes suitable for extra care development	Ideally in the east of the District using Department of Health (DoH) funding stream or others	10 Extra Care units at Burchell Court	2006/08	Older Person's Housing Strategy	Head of Housing, Health & Community Safety SP Team Social Services local offices
39	Develop a county wide Learning Disability Strategy	To offer people with a learning disability a genuine choice about where, how and who they live with	'Your Place to Live' booklet produced April 2004 outlining the housing options for people with Learning Disabilities West Sussex CC & Adur DC have committed funding for the re-development of Burdwood House. Planning approved Spring 2008	On going	A Place to Live	Head of Housing, Health & Community Safety
Key Priority 6 – Improving existing stock and promoting a healthy private sector: ensure a sufficient supply of decent, accessible and good quality housing						
40	Stock Options Appraisal	To explore the future direction of the Council's housing stock	Completed December 2004. Decision made for stock to remain in Council possession	August 2005 – signed off	HRA Business Plan Community Strategy 2004	Head of Adur Homes Director of Services Head of Housing, Health & Community Safety
41	Produce Housing Revenue Account Business Plan 2004-09	To ensure the Council continues to provide high quality services to its tenants	Housing Revenue Account Business Plan 2006/10 completed August 2006	Nov 2005	Community Strategy 2004	Head of Adur Homes
42	Achieve the Decent Homes target in the Council's stock by 2010	All Council tenants to live in a decent home	Percentage of Decent Homes: 2004/05 – 82.3% 2005/06 – 84.1% 2006/07 – 90.1%	2010	HRA Business Plan Community Strategy 2004 Regional Housing Strategy 2006	Head of Adur Homes
43	Continue to assist vulnerable home owners to repair & adapt their homes	Deal with a minimum of 300 enquiries per annum	Total no. of enquiries: 2005/06 – 510 2006/07 – 626 2007/08 – 835	On going	Private Sector Housing Renewal (PSHR) Strategy	Care and Repair Manager
44	Improve the condition of private sector stock	Reduce the number of unfit dwellings in the private sector	Private Sector Housing Strategy completed Sept 2006	2010	HSHR Strategy	Environmental Health Manager

No.	Action	Objective	Achievements / Progress	Target date	Strategic links	Lead Officer
		within the District Develop strategy in light of results	New Health & Safety Rating System has replaced old fitness standard so difficult to compare number of unfit properties		Regional Housing Strategy 2006	
45	Update & liase with landlords through regular Private Sector Landlord Forums	Consult with landlords and tenants to maximise usefulness of PRS	Held Adur Landlord Forum in January 2008. Gave presentation at July's Brighton branch meeting of National Residential Landlord's Association (NRLA). Will continue to liaise with NRLA	Hold 2 x annually	(Interim) HSHR Strategy Homelessness Strategy 2003-06	Head of Housing, Health & Community Safety
46	Maximise the grant spend of Disabled Facilities Grants to meet demand	Aim to complete 60 jobs per annum	2005/06 – 46 2006/07 – 57 2007/08 – 48	On going	HSHR Strategy	Care & Repair Manager
Key Priority 7 – Community Safety: reduce crime, the impact of crime and the fear of crime						
47	Expand Safe Action For the Elderly (SAFE) scheme to include people suffering Domestic Violence (DV)	Enable more people to maintain their current home	Funding secured for 2008/09 to expand service. No. of people referred from Adur Women's Refuge Project: 2005/06 – 1 2006/07 – 20 2007/08 - 11	On going	Community Safety Strategy 2005 Community Strategy 2004	Community Safety Co-ordinator
48	Provide support for ex-offenders	Enable ex-offenders to sustain their tenancies	Fresh Start provides 4 units of accommodation	On going	Community Safety Strategy 2005 Homelessness Strategy 2003-06	Housing Needs Manager
49	Continue to support the Adur Women's Refuge Project Service	Assist women who are in abusive relationships to seek help	Ongoing caseload of Adur Women's Refuge Project is increasing: 2005/06 – 124 2006/07 – 134	On going	Homelessness Strategy 2003-06 Community Safety Strategy 2005	Head of Housing, Health & Community Safety
Key Priority 8 – Equality and Diversity: addressing the housing needs of Black and Minority Ethnic group, hard to reach groups and other minority groups						
50	Encourage more involvement of Council tenants from minority groups	Encourage tenants from minority groups to take a more active role in consultation exercises	Consultation event held as part of review of Tenant's Compact Training provided to tenant reps on equal opportunities	Ongoing	Regional Housing Strategy 2006 Community Strategy 2004	Housing Policy & Communications Officer
51	Continue to monitor BME lettings target	Ensure equality in letting of Council properties. 2001 census: BME population in Adur 2%	BME lettings 2005/06 – 2.5% 2006/07 – 1.75% 2007/08 – 2%	On going from April 2005	Commission for Racial Equality Code of Practice in Rented Housing	Housing Needs Manager
52	Implement recommendations of HQN report	Improve performance on equalities issues within housing services	Implementation of report recommendations ongoing	Ongoing from Sept 2004	Commission for Racial Equality Code of Practice in Rented Housing	Head of Housing, Health & Community Safety

