



ADUR DISTRICT
C O U N C I L

Date Not Specified

Joint Strategic Sub-Committee (Adur)

| | |
|---------------|---------------------------------------|
| Date: | 12 March 2024 |
| Time: | 6.30 pm |
| Venue: | The Shoreham Centre, QEII Room |

Committee Membership: Councillors Carson Albury, Kevin Boram, Angus Dunn (Vice-Chair), Emma Evans, Steve Neocleous and Neil Parkin (Chairman)

Agenda

Part A

1. Declarations of Interest

Members and officers must declare any disclosable pecuniary interests in relation to any business on the agenda. Declarations should also be made at any stage such an interest becomes apparent during the meeting.

If in doubt, contact the Legal or Democratic Services representative for this meeting.

2. Minutes

To approve the minutes of the Adur Joint Strategic Sub Committee meeting held on 1 February 2024, copies of which have previously been circulated.

3. Public Question Time

To receive any questions from members of the public.

Questions should be submitted by noon on Thursday 7 March 2024 to Democratic Services, democratic.services@adur-worthing.gov.uk

(Note: Public Question Time will operate for a maximum of 30 minutes.)

4. Members Questions

Pre-submitted Members questions are pursuant to rule 12 of the Council & Committee Procedure Rules.

Questions should be submitted by noon on Thursday 7 March 2024 to Democratic Services, democratic.services@adur-worthing.gov.uk

(Note: Member Question Time will operate for a maximum of 30 minutes.)

5. Items raised under urgency provisions

To consider any items the Chairman of the meeting considers to be urgent.

6. Housing Improvement Plan: March 2024 Progress Report (Pages 5 - 50)

To consider a report by the Director for Housing and Communities, copy attached as item 6

7. 3rd Quarter Capital Investment Programme & Projects Monitoring 2023/24 (Pages 51 - 64)

To consider a report by the Director for Sustainability and Resources, copy attached as item 7

8. Development of a Community Hub at the site of the Southwick FC football ground (Pages 65 - 72)

To consider a report by the Director for Sustainability and Resources, copy attached as item 8

9. Exploration of response and options available for the Old School House Motion (Pages 73 - 90)

To consider a report by the Director for Housing and Communities, copy attached as item 9

Recording of this meeting

Please note that this meeting is being live streamed and a recording of the meeting will be available on the Council's website. This meeting will remain on our website for one year and will be deleted after that period. The Council will not be recording any discussions in Part B of the agenda (where the press and public have been excluded).

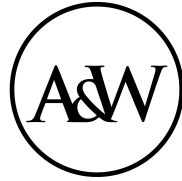
For Democratic Services enquiries relating

For Legal Services enquiries relating to

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| to this meeting please contact: | this meeting please contact: |
| Chris Cadman-Dando Senior Democratic Services Officer 01903 221364 email: chris.cadman-dando@adur-worthing.gov.uk | Andrew Mathias Senior Solicitor – Legal Services 01903 221032 andrew.mathias@adur-worthing.gov.uk |

Duration of the Meeting: Three hours after the commencement of the meeting the Chairperson will adjourn the meeting to consider if it wishes to continue. A vote will be taken and a simple majority in favour will be necessary for the meeting to continue.

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ADUR & WORTHING
COUNCILS

Joint Audit and Governance Committee
21 March 2024:
Adur Joint Strategic Sub-Committee
14 March 2024

Key Decision [No]

Ward(s) Affected: All Adur

Housing Improvement Plan: March 2024 Progress Report

Report by the Director for Housing and Communities

Executive Summary

Purpose

- 1.1. This report provides a progress overview of the Housing Improvement Plan to both the Adur Joint Strategic Sub-Committee and the Joint Audit and Governance Committee, following the self-referral to the Regulator for Social Housing earlier this year.
- 1.2. Previous reports shared with both these committees have detailed the rationale for the self-referral, the response from the Regulator, and the scope of the work planned to address these issues in Adur Homes. This report sets out a summary of the work underway, the progress being made to improve performance and meet the required standards, and the issues that remain. The purpose and focus of all of this work is about delivering the Council's mission to ensure that everyone has a safe, secure and sustainable home.
- 1.3. This report provides an update on the progress being made on the outstanding Audit Actions, which have been integrated into the Improvement Plan. This includes an update on work being done to address outstanding Freedom of Information Act requests.
- 1.4. This work contributes to the delivery of the Council's mission to ensure that everyone has a safe, secure and sustainable home.

Recommendations

The Joint Audit and Governance Committee is asked to:

- 1.5. Note the good progress being made to ensure that Adur Homes becomes fully compliant with regulatory standards and the wider programme of transformation to create safe, secure and sustainable homes for our residents.
- 1.6. Consider the progress being made on the outstanding audit actions as captured in paragraph 9.
- 1.7. Note the progress being made with the overdue Freedom of Information Request at paragraph 2.1 (12) of this Report.
- 1.8. Note the progress being made in respect of complaints and that the wider changes around complaints policy is being reported to this committee under a separate report.
- 1.9. To agree to future update reports being brought to this committee every 6 months during 2024/5 during the second year of the Improvement Plan.

The Adur Joint Strategic Sub-Committee is asked to:

- 1.10. Note the good progress being made to ensure that Adur Homes becomes fully compliant with regulatory standards and the wider programme of transformation to create safe, secure and sustainable homes for our residents.
- 1.11. Extend the interim policies previously agreed by this committee for 2024/5. The policies are listed in 1.19 and will be reviewed during 2024/25.
- 1.12. Note the progress being made with the overdue Freedom of Information Request at paragraph 2.1 (12) of this Report.
- 1.13. Note the progress being made with regard to the progress being made on complaints and that the wider changes around complaints policy is being reported to the Joint Audit and Governance Committee



Background context

- 1.14. Members are reminded that reports are presented to this committee to provide an update on the work in progress following the self-referral to the regulator for social housing. This work is being developed through the Improvement Plan, which is now over halfway through the first year of a two year plan.
- 1.15. Our focus is on the delivery of good, safe and sustainable homes for all our residents, whose safety and wellbeing is paramount. There is a strong commitment to ensuring that our social housing in Adur meets this ambition.
- 1.16. Whilst this initial plan is work being carried out over the medium term, it is important to state that programme to improvement will require longer term transformation and work is being developed and referenced in this report.
- 1.17. Officers continue to meet with the Regulator for Social Housing on a monthly basis to review the elements of the improvement plan that relate to the self-referral, notably health, safety and compliance, decent homes and damp and mould.
- 1.18. Finally, Members are also reminded about the legislative change underway through the new Social Housing (Regulation) Act. Preparations are underway to ensure that Adur Homes is compliant with these changes.

Interim Policies

- 1.19. Adur Joint Strategic Sub Committee previous approved a number of interim policies during 2023/24. These policies were:
 - Payment Policy for Leasehold Works Charges
 - Leasehold Management Policy
 - Gas Safety Policy & Guidance
 - Lift Maintenance Policy & Management Plan
 - Health and Safety

- Electrical Safety Policy and Procedure
- Water Hygiene (Legionella) Risk Management Policy and Procedure
- Feedback & Complaints Policy and Procedure
- Compensation Policy

These policies are considered to be robust and fit for purpose but will be subject to review in 2024/25 to ensure they remain compliant as legislation develops and is implemented. Updated policies will be brought to the Adur Joint Strategic Sub Committee for approval.

Adur Homes road to improvement and transformation

1.20. Adur Homes Improvement Plan

- 1.20.1. The Adur Homes Improvement Plan sets out a number of key priorities for the service, which primarily address the concerns of the Regulator (around compliance and decent homes) and also include wider-ranging priorities to ensure the whole service is transformed, including: systems, workforce, governance, asset management, health and safety compliance issues, tenancy management and engagement, complaints and FOIs.
- 1.20.2. Phased over a 24-month period, this is a relatively high level plan, which sets out clear accountable leadership and delivery, against challenging but realistic timeframes. Whilst this plan will deliver the work to address issues in the short to medium term, we recognise that the road to transformation of Adur Homes will require a longer-term approach and this is referenced within the plan.
- 1.20.3. Importantly, the plan also includes a high level risk assessment and an environment scan highlighting issues on the horizon that the service needs to plan for and adapt to.

1.21. Summary of progress against the Improvement Plan

- 1.21.1. The full Improvement Plan is set out below as a set of actions (Appendix 1), the risk assessment (Appendix 2) and performance indicators (Appendix 3). Each of these priorities is being tracked and regularly reviewed to drive forward progress through a new Housing Improvement Board.

In addition to the full plan we will also be ensuring the actions can be met through appropriate rent levels being set and rent arrears are managed effectively. Households with arrears need to be appropriately

supported in respect of income maximisation support, debt support if appropriate. As part of the wider work we will be benchmarking Adur Homes rent arrears level against that of other stock holding authorities and Registered Providers.

Below are some key areas to highlight for members of these committees. Each summary area referenced the relevant priority area (referenced as P):

1. Establishing the right leadership and workforce (Ps 26 and 32)

Our new Assistant Director for Housing and Homelessness Prevention, started their position in November. We have also been working hard to ensure a number of key positions are filled to deliver this work, including surveyors and housing officers (two of who will have started by the time this report is published). Unfortunately we lost our Tenant Engagement Lead post (who secured a promotion elsewhere) and this has led to some delays around engagement work. In addition, like many other providers we have experienced a lack of uptake to some professional areas. However we are working to address this and complete a housing organisational design over the coming months.

2. Reviewing and strengthening governance (P 29)

The Adur Homes Advisory Board is now meeting quarterly and work is continuing to ensure we have a complete board of tenant representatives. We were unable to recruit to the Tenant Engagement Lead vacancy in February so are reviewing the role profile and advert to go out for recruitment in March.

3. Compliance and health and safety (Ps 10.11)

This has been a significant area of focus.

Positive progress is continuing with gains being made across the compliance requirements of Adur Homes works towards a target of 100%. Some access issues are being faced in relation to gas servicing with the appropriate following action being taken e.g. access warrants. Where appropriate the additional costs incurred will be charged to the tenants in accordance with the Council's debt collection policy.

In the areas where 100% is being reached these works will continue with a full planned programme of works being developed for the coming year and resources will be concentrating on those other

areas to ensure 100% compliance is reached within an appropriate timeframe.

Performance data (Appendix 3) shows the continued progress made and continues to show a positive direction of this work. The focus is to continue close monitoring and work across all areas with greater attention to those areas that require the greatest effort to close the gap to bring us to 100% compliance.

4. Improving data and systems (Ps3, 4)

This continues to be a critical area of work as data capture, monitoring and reporting is paramount to the progress and success of Adur Homes future plans in relation to financial and operational management as well as meeting statutory and legislative requirements.

Work continues with the support of the council's Digital Team. Regular monitoring and reporting of issues continues and where necessary and appropriate, ongoing updates and improvement are implemented.

The system issues arising from the legacy system and provider relationship are being worked through and prioritised based on service critical areas. Training for staff is being provided and work is being done to ensure there is greater resilience within the team to manage and support our systems including ensuring we are better prepared to implement rent and service charge increases for 2024/25.

As system knowledge increases we are now in a position to implement the functionality available that has not been used to full effect. This work will further support improved service delivery and is also essential to improve our data transfers into possible future systems.

This development has resulted in the comprehensive training of key personnel, equipping them with the necessary skills to seamlessly execute day-to-day operations and facilitate the implementation of rent and service charge changes for the 2024/25 financial year.

Looking ahead, we have three significant initiatives in the pipeline, aimed at fortifying stability for our users, providing transparency for

our customers, and optimising our capability to fulfil data requests with increased efficiency. These endeavours signify our commitment to continuous improvement and the delivery of high-quality services to our stakeholders.

Concurrently, a discernible path is emerging, highlighting areas within our processes that can be refined to implement more efficient internal operational practices. This strategic approach aims to empower our colleagues to focus their efforts on serving and supporting our customers effectively. This is in line with our corporate strategy and rapid improvement program.

5. Achieving “Decent Homes” (P1)

Decent homes is one area of concern under our Regulatory Notice. In order to evidence that our homes are decent, we must have accurate up-to-date stock condition data.

A full stock condition survey project is being progressed with a proposed start in April 2024. This will capture the data that will support the development of the investment needs for the short, medium and long term planning process. This data is essential to ensure resources and programmes are aligned and allocated accordingly to the homes that are in the greatest need.

A financial projection has been submitted concentrating on key elements of the Decent Homes standard and has been subject to annual budget setting approvals.

Resources are now being allocated to manage not only the programme of works above but also the development of long term contracts with the support of both legal and procurement colleagues. This will identify procurement options and appoint contractors to undertake these works realising best value for money for Adur Homes.

6. Management of void properties (P 7)

Following the appointment of the two new contractors, together with new processes and procedures that place greater emphasis on the management process being implemented, this has proved successful with improvements in both quality of work, the number of properties being worked on and turnaround times decreasing.

The new processes include an automated pricing model for the specifications using the M3NHF Schedule of Rates, a national set of approved prices for many elements of works. This results in the contractor knowing exactly what work is required and what the costs for these are thereby safeguarding Council's budgets and using a national competitively set pricing model.

The backlog of void properties (those empty prior to April 2023) is reducing with 52 as at the end of February reduced from 73 at the beginning of October, compared to 132 at the start of the financial year last April. There have been 80 properties turned around and re-let since April 2023 and added to this 12 new build properties have been occupied across a number of developments. The challenge we have now is that any transfers of Adur Homes tenants into the refurbished properties create a resulting void that needs additional work.

Despite the continued high level of works and associated costs needed within the properties, confidence is growing on being able to reduce the number of void properties significantly over the coming weeks.

This will increase income levels that in turn will be reinvested and equally important, to ensure Adur Homes can provide as many properties to those residents in need of a new home.

7. Damp and mould (P13)

During the winter months, damp and mould cases do increase as we would expect and is recognised as a national issue. This has led to changes through the Awabbs law that will come into effect in 2024..

As at the beginning of February Adur Homes had 78 properties awaiting survey with 94 properties with works currently ongoing.

A new process is being trialled whereby within 5 working days of a report, the property is visited, cleaned and treated with a full survey being completed with necessary works identified and passed to surveyors for review and actioning.

Cases are prioritised based on the level of risk to individual households However it is recognised that this is a serious matter in

any home and every effort is made to identify and resolve the issues that are contributing to the cause whatever the reason.

The monitoring and undertakings in this area of work will continually result in improvements being made to the process and these will only benefit the residents and Adur Homes as the landlord.

8. Tenant communication and engagement (P20-23)

Following a number of successful engagement sessions at the end of 2023 we are now working through the next programme of engagement and identifying how we “show up” within Adur Homes communities. Whether these are sessions arranged by the Council or whether we are present at wider community events which may enable us to engage with a wider cross section of our residents.

The frustrations of the service delivered to tenants remain but there is also a level of understanding that the service is on a journey of improvement and a positive message from the residents has been that there is a noticeable improvement in communication.

We are redesigning our Tenant Engagement Lead role with the aim to recruit someone with a background in community development. The aim of this is to build communities within the wider Adur Homes community that will have different aims and aspirations for different areas. Part of the aspiration of the role will continue to be to enable tenant led resident groups and reading panels which are essential for meeting requirements on tenant engagement on policy.

The regulatory required tenant satisfaction survey work is complete, we can report that we have reached the minimum requirement for responses and a summary report is commissioned to report to members.

The Council’s wider communications and engagement team continue to support the team by creating the [Adur Together newsletter](#). Each newsletter includes updates on key issues affecting Adur Homes tenants and leaseholders, including action we’d like our residents to take. Four editions of the newsletter have been published to date with the latest edition dated March 2024.

9. Managing outstanding audit recommendations (P31)

32 actions are recorded on the Housing Improvement Plan, which now incorporates the outstanding Housing Audit recommendations. Two actions are now completed with a further 14 actions currently on track. 14 actions remain partially on track, with much of the work required to be on track already in progress. Two actions have not yet been commenced: the review of the repairs service has been delayed due to the Council's redesign process now underway across the Directorate but will be undertaken following this process; the second action, the strategic approach to asset management, will be incorporated as part of the longer term business planning document, expected to be signed off later this year.

10. Managing complaints

Work has been progressing in relation to improving the approach to complaints to address the backlog and develop a much improved process to responding to enquiries and complaints.

Two new, aligned, complaints codes have been published:

- The [Housing Ombudsman Complaint Handling Code](#) (HO Code) which will come into effect on the 1st April 2024; and the
- [Local Government and Social Care Ombudsman Code](#) (LG & SCO Code) which was launched in February 2024 and Councils are encouraged to adopt as soon as they are able. The Local Government Ombudsman intends to start considering the Code as part of their processes from April 2026 at the earliest to give Councils the opportunity to adopt the LG&SCO Code into working practices.

Officers are reporting on this work and new requirements in full to the Joint Audit and Governance Committee (March 2024) to address the issues and compliance with these codes. For the purpose of this report Members are asked to note the following:

An action plan is under development to address each of the requirements of these codes for housing and this will be rolled out across the councils. This plan addresses a number of areas of practice including:

- Ensuring training is rolled out to those officers that we will be dealing with complaints;
- Addressing the staff capacity to respond to complaints as part of the organisational redesigns;

- Developed a draft Housing Complaints Policy to reflect the Housing Ombudman's Code of Practice
- Developing a focus on the complaints process for the team
- Updated communications to help residents make complaints more easily including the Housing Ombudsman's contact details and their role in complaints intervention
- Developed a new approach as required by the Ombudsman to agree resolutions with tenants before sending a formal response.

At the time of writing there is a significant backlog of complaints and these are being worked through. Work will be undertaken to differentiate the root cause of a complaint to inform changes that need to be implemented in specific areas.

1.22. Working with the regulator in a changing legislative context

- 1.22.1. As previously reported, this year will see these standards change through the assent of the new [Social Housing Regulator Act 2023](#), which has now received Royal Assent. This will provide greater powers for tenants against serious hazards in their homes, ensure a better quality of service and quality of life.
- 1.22.2. This new legislation will enact the reforms outlined in the [Social Housing White Paper](#) aimed at improving the regulation of social housing, strengthening tenants' rights and ensuring better quality and safer homes for residents. This is currently out to consultation.
- 1.22.3. This sets out a new charter outlining what every social housing resident should expect from their landlord:
- **To be safe in your home:** Landlords will be required to ensure every home is safe and secure
 - **To know how your landlord is performing:** Landlords will be held to account regarding repairs, complaints, safety, and how they spend their Housing Revenue Account (HRA) money
 - **To have your complaints dealt with promptly and fairly:** The ombudsman will be strengthened, giving swift and fair redress for tenants when needed
 - **To be treated with respect:** The Regulator of Social Housing will be strengthened and there will be improved consumer standards
 - **To have your voice heard by your landlord:** Tenant voice will be increased, for example through regular meetings, scrutiny panels or being on housing boards

- **To have a good quality home and neighbourhood to live in:** Landlords will be required to keep homes in good repair and the Decent Homes Standard will be reviewed
- **To be supported to take your first step to ownership:** Increasing the supply of good quality social homes, and working to give as many residents as possible the right to purchase their own home.

1.22.4. As we work with the regulator over the coming year, there will be a focus on the transition to these new standards to ensure that compliance is adapted to meet these. The focus of Adur Homes in the key areas detailed above have placed us in a really positive position to meet the requirements of updated standards.

We are confident the current improvement plan and actions already underway will meet the requirements of the new legislation. However, as additional detail is made available, we will test the details of the new standards against the improvement plan and make updates where required. For example, if the definition surrounding the Decent Homes standard changes we may need to reassess the timeline and financial demand in this specific area.

If the requirement around tenant engagement is changed we are well placed with a resident engagement role to be flexible to meet those changes.

We will work with other local housing providers to help implement learning in respect of the new legislation. We will update members if the improvement plan needs to be updated and inform why changes have been required.

We have taken a wider whole systems approach to addressing complaints to ensure we can meet the requirements of current and future legislation. This will see joint working between the housing and resident services teams as well as the Housing Ombudsman to address the handling and processing of complaints.

Engagement and Communication

1.23. In undertaking this work a range of engagement and communication has been carried out, as referenced above as part of the Improvement Plan. In addition, members have been briefed about this work throughout.

- 1.24. A communication and engagement plan has been developed and a new newsletter developed to inform residents about the work underway.

Financial Implications

- 1.25. The resources to ensure compliance with the regulator's standards must be found within the Adur HRA which is a ring-fenced account. Overall, the HRA has a significant budget available to it (£14.8m) and every endeavour will be made regarding best use of this existing resource to deliver the improvement plan and realise value for money
- 1.26. However, to enhance the HRA's financial resilience for unforeseen requirements beyond the current budget, the council has reviewed the calculation of depreciation for Adur Homes. Specifically, increasing the proportion of the overall valuation on council properties applied to residual value (the remaining value of an asset after depreciation) from 30% to 40%. It's important to note that residual value itself is not subject to depreciation. This adjustment is based on professional judgement, considering the limited availability of land in the South East of England.

Furthermore, the introduction of a de minimis value for componentisation (breaking down an asset into its individual components for accounting purposes), means components valued below £10,000 are now depreciated along with the main structure. This change follows benchmarking, which highlighted that our depreciation charge per dwelling was higher than that of similar-sized councils. The resulting annual depreciation charge is now directed to the Major Repairs Reserve (funds set aside for significant property repairs), contributing approximately £400,000 per year to the HRA's capacity. However, any capital resources used to support the revenue budget will need to be replaced by borrowing at an estimated revenue impact of £45,000 per £1m additional borrowing in a full year.

- 1.27. Development of a new Housing Revenue Account Business Plan is currently underway and this will enable the service to track the management of resources to deliver against the government's Decent Homes Standard and to ensure compliance in all other service areas.

Legal Implications

- 1.28. Under Section 111 of the Local Government Act 1972, the council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of its functions.
- 1.29. Section 1 of the Localism Act 2011 empowers the council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation.
- 1.30. Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.31. Section 8 of the Housing Act 1985 continues to place a duty on every local housing authority to consider housing conditions in its district and the needs of the district with respect to the provision of further housing accommodation.

Background Papers

- [Adur Homes Compliance with Housing Regulator Standards - Joint Audit and Governance Committee 26 September 2023](#)
- [Regulatory Compliance Notice for Adur Homes - Joint Audit and Governance Committee 30 May 2023 and Adur Joint Strategic Sub-Committee 15 June 2023](#)
- [Regulatory Standards](#)
- [Decent Homes Standards](#)
- [Housing Strategy: Enabling communities to thrive in their own home” 2020-2023;](#)
- [Social Housing Act summary](#)
- [The Charter for Social Housing Residents - Social Housing White Paper](#)
- [Landmark Social Housing Act receives Royal Assent to become law](#)

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Sustainability & Risk Assessment

1. Economic

- 1.1 Thriving Economy is one of the four Missions identified in Our Plan and will therefore become one of the key documents informing the direction and prioritisation of the council's work with regard to Adur Homes.
- 1.2 Providing a decent home that is secure, affordable, warm and modern, supports the wellbeing of our residents, enabling those who are able to work to enter and sustain employment and contribute to economic activity.

2. Social

2.1 Social Value

- 2.1.1 Residents and communities are central to Our Plan and 'Thriving People' is one of the four Missions identified in Our Plan. This mission aims to ensure people are healthy, resilient and resourceful, that they can access the right help when they need it and everyone has a safe, secure and sustainable home.
- 2.1.2 One of the three overarching Principles in Our Plan is Participative, which is based on the explicit intention to work more closely with citizens to involve them in deeper and more meaningful conversations about service design and delivery. Our work to meet the Decent Homes Standard (and the other housing standards linked to tenant participation) therefore forms a central part of the council's commitments.

2.2 Equality Issues

- 2.2.1 The council is subject to the general equality duty set out in section 149 of the Equality Act 2010. This duty covers the following protected characteristics: age, gender, gender reassignment, pregnancy and maternity, race, religion or belief, and sexual orientation.
- 2.2.2 In delivering housing services the council must have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation

- Advance equality of opportunity between different groups
- Foster good relations between different groups

2.2.3 The participative principle in Our Plan describes the council's commitment to providing truly inclusive services by listening to underrepresented voices, creating equal access and meeting our equality duties.

2.2.4 The council's legal duties (Equality Act 2010) will inform the development and delivery of the improvement plan, in relation to eliminating discrimination, advancing equality of opportunity and fostering good relations.

2.2.5 Decisions, actions and areas of investment relating to implementation of the improvement plan, may require Equality Impact Assessments.

2.3 Community Safety Issues (Section 17)

2.3.1 The council is committed to the promotion of communities as safe places. Our Plan seeks to progress delivery of the council's community safety commitments by strengthening working partnerships with the Police, communities, businesses and multidisciplinary teams across the council.

2.3.2 As part of our ongoing work to meet the Neighbourhood and Community Housing Standard will see to keep the neighbourhood and communal areas associated with the Adur Homes clean and safe, co-operate with relevant partners to promote the wellbeing and help prevent and tackle anti-social behaviour.

2.4 Human Rights Issues

2.4.1 The actions set out in the report will enable the council to identify solutions that will enable our residents, communities and neighbourhoods to flourish.

3. Environmental

3.1 Thriving Environment is one of the four Missions identified in Our Plan and key actions include achieving net zero carbon, resilience to climate change and increased biodiversity by restoring natural habitats and minimising waste.

3.2 The improvement plan, as part of the wider work plan for Adur Homes, will as part of these commitments actively contribute to carbon reduction, waste minimisation and biodiversity improvement objectives.

4. Governance

4.1 In line with the constitution this report is being taken to the Joint Audit and Governance Committee to note and comment. Additional engagement has been undertaken with the Adur Joint Strategic Sub-Committee and the Adur Homes Management Board.

4.2 Further updates, including the improvement plan will be brought to the Joint Audit and Governance Committee on a quarterly basis.

[Appendix 1 - Improvement Plan](#)

[Appendix 2 - Risk Assessment](#)

[Appendix 3 - Performance Indicators](#)

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Type of Initiative | Service Area accountable | Sponsor | Accountable Delivery Lead | Start date | End date | Status | Key Dependencies <i>Necessary for the priority area</i> | Progress monitoring | Summary headline of progress - end January 2024 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> |
|-----------------|--|--|--|---------------------------------|--|---------------------------|--|------------|----------|-------------|---|---------------------|--|
| 1 | Home Standard - Quality of Accommodation | All properties meet the 'decent homes' standard | Review of assets and data that will enable informed decisions regarding the investment opportunities and future requirements for homes and ensure suitable systems are in place to support this work | Service/ efficiency improvement | Property and Technical Services | Head of Property Services | Asset Manager/HoP | 01/05/23 | 31/03/27 | In progress | Technical services - Asset decision making and rating tool Budgets | On track | Budgets finalised and agreed for 24/25 across all works. Going to Council in February. Recruitment is still an issue with obtaining external resource both temporary and permanent along with Council's redesign consultation and process underway |
| 2 | | A clear set of priorities for planned and cyclical maintenance and compliance work | Review current position and develop programme to meet regularity and legislative standards | Service/ efficiency improvement | Property and Technical Services | Head of Property Services | Asset Manager/Compliance Manager/HoP | 01/05/23 | 31/03/24 | In progress | Data/Systems Budget for this. Leaseholder consultation. Staff structure & resources SLA's Priorities | Partially on track | Progress continues across compliance areas and still on track to continue this into the new financial year with budgets set and addresses known |
| 3 | | Develop a clear performance framework | Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting | Service/ efficiency improvement | All services housing | AD Housing | Performance, Policy and Strategy Officer | 01/04/23 | 01/09/23 | Done | Improved and integrated systems, Performance and Data Officer appointed. New system/system upgrade, Agreed KPIs | On track | Most high level PIs now being collated on a monthly basis, missing from January is tenant satisfaction indicators (awaiting recruitment to post) PP&S post now recruited, due to start in April. |
| 4 | | Effective integrated IT system supporting all housing activity | Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system | Service/ efficiency improvement | Property, Tenancy and Digital Services | AD Housing | Digital Applications and Innovations Manager | 01/05/23 | 30/05/25 | In progress | Detailed system specification, consultation with service users | Partially on track | Digital team focusing on support for the team, with a focus on some key areas: rent setting, complaints system, back end changes to the repairs and maintenance system and decision making tree. We are now live with compliance system which now needs to be checked back in. Issues with data on EICRs. Proposal has been drafted for digital support. New requirements for a tenant portal which needs Upgrade to Orchard is needed once rent setting is completed Home connections needs some focus from the digital systems We need direction on the repairs team before system changes are done. |
| 5 | | Consolidated asset management stock condition data | Enhance IT capacity to manage stock condition data | Service/ efficiency improvement | Property and Technical Services | Head of Property Services | Asset Manager/HoP | 01/05/23 | 30/12/24 | In progress | A system to manage this which is connected to other systems Budgets, all service users | On track | Base system developed and further changes will be implemented once stock condition survey contract and work is underway to incorporate data capture into the system |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Type of Initiative | Service Area accountable | Sponsor | Accountable Delivery Lead | Start date | End date | Status | Key Dependencies <i>Necessary for the priority area</i> | Progress monitoring | Summary headline of progress - end January 2024 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> |
|-----------------|--|---|---|---------------------------------|---------------------------------|---------------------------|----------------------------------|------------|----------|-------------|---|---------------------|---|
| 6 | | Stock condition audit programme | Improve asset information to inform investment decisions including identified work and budget costs | Service/ efficiency improvement | Property and Technical Services | Head of Property Services | Asset Manager/HoP | 01/06/23 | 31/03/24 | In progress | Data availability and quality, Technical Services Digital Procurement/Legal | Partially on track | The procurement route has been identified and is with legal team for review. Specification being written and still on course for March start on surveys |
| 7 | | Voids managed effectively | Review processes for managing voids to reduce cost and improve turn around time | Service/ efficiency improvement | Property and Housing Services | Head of Property Services | Compliance Manager/HoP | 01/04/23 | 31/03/24 | In progress | Data/Systems, Housing Management, budget | On track | New contractors are making progress in addressing outstanding works and undertaking the necessary works to bring the properties back to a lettable standard with additional resources being employed to complete the works. New forms and processes are working well and always being developed to improve the service |
| 8 | Home Standard - Repairs and Maintenance | Repairs service delivers first time fix - quality outcomes, value for money, and tenant satisfaction | Undertake a 'rapid review' of the repairs service and implement changes to the service as required | Service/ efficiency improvement | Property and Technical Services | Head of Property Services | Repairs Manager | 01/06/23 | 01/10/24 | Not started | Data/Systems, Rapid Improvement Review, new system/system upgrade Review of teams structure Budgets | Not underway | Review start has been delayed as Redesign process underway across Directorate. Due to start in new financial year following this process |
| 9 | | Effective contracts in place for asset programmes | Review and where necessary reissue contracts for asset programmes | Service/ efficiency improvement | Property and Technical Services | Head of Property Services | Asset Manager/Compliance Manager | 01/05/23 | 01/05/24 | In progress | Technical Services, Legal Services, Procurement, Finance Team | On track | Looking at identifying resource to solely concentrate on developing and implementing relevant contracts across all capital and revenue projects |
| 10 | | Clarity and compliance with health and safety, compliance policies and procedures | Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard | Legislative/ Regulatory Change | Property and Housing Services | Head of Property Services | Service Managers | 01/01/23 | 01/03/24 | In progress | Tenants/leaseholder engagement, Tenant Engagement Lead Head of Policy / Digital | On track | Work continues on policies & procedures |
| 11 | | Clarity of data around compliance issues/progress | Review data to identify areas that require compliance action and initiate action to address this | Legislative/ Regulatory Change | Property and Housing Services | Head of Property Services | Compliance Manager/HoP | 01/05/23 | 30/10/23 | Done | Data/Systems Resources - Compliance Manager in post | Completed | Work continues in this area not only to ensure the relevant work is completed but also on data capture and recording, ensuring up to date records are held that will support the reporting process and contribute to the ongoing works programme |

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|-----------------|---|---|---|--|-------------------------------|---------------------------|------------------------------------|------------|----------|-------------|--|---------------------|---|
| 12 | | All health and safety compliance requirements are met | Ensure compliance with all legislative requirements for; - gas - fire safety - electrical safety (including EICRs) - legionella - carbon monoxide - asbestos - FRAs for sheltered housing - lifts and stair lifts - new building regulations | Legislative/Regulatory Change | Property and Housing Services | Head of Property Services | Compliance Manager/HoP | 01/01/23 | 30/12/24 | In progress | Data/Systems, Technical Services, Legal, Procurement Compliance Manager in post | On track | Continued improvements across all areas of compliance with the use of the new systems and ways of working |
| 13 | | An effective approach to managing damp and mould for tenants | Review and implement processes to proactively identify, prioritise and mitigate damp and mould | Legislative/Regulatory Change | Property and Housing Services | Head of Property Services | Compliance Manager/HoP | 01/05/23 | 01/12/24 | In progress | Data/Systems, Technical Services, Legal, Procurement | On track | Initial discussions with existing contractor on developing this process and process and procedures being finalised and trial properties identified. Work continues on tackling reported damp and mould issues Damp & Mould procedure |
| 14 | | An effective customer access procedure | Review current access procedures for compliance work and ensure an effective procedure is in place | Legislative/Regulatory Change | Property and Housing Services | Interim Head of Housing | Neighbourhood Services Manager | 01/05/23 | 01/08/23 | Done | Tenancy Services, Property Services | On track | Housing Officers in due in post enabling implementation from March 2024 |
| 15 | Tenant Involvement and Empowerment Standard - Customer service, choice, complaints | Tenancy type allocated accurately | Review current tenancy type allocation policy and procedure | Legislative/Regulatory Change | Housing Services | Interim Head of Housing | Neighbourhood Services Manager | 01/08/23 | 01/02/24 | In progress | Tenancy Services, Building Services, Legal Services, Tenant Engagement Lead | Partially on track | Will be confirmed once tenant handbook signed off by legal. |
| 16 | | Clear, accessible information for tenants | Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants | Legislative/Regulatory Change | Housing Services | Interim Head of Housing | Neighbourhood Services Manager | 01/05/23 | 01/02/24 | In progress | Tenant Engagement Lead, Communication Team | Partially on track | Currently with legal for review |
| 17 | | Transparent and effective housing management policies | Review and update housing (tenancy and asset) management policies | Business Development and Service Improvement | Housing Services | Interim Head of Housing | Neighbourhood Services Manager | 30/05/23 | 30/05/25 | In progress | All areas of the housing and assets team | On track | Strategy and Policy Officer recruited to , expected in post April |
| 18 | | Leasehold properties are well managed | Develop new leaseholder management policies, including income and major works payment | Legislative/Regulatory Change | Housing Services | Interim Head of Housing | Leasehold and Right to Buy Manager | 01/06/23 | 01/07/23 | Done | Tenant Engagement Lead | On track | Additional staffing resources will be in post from April 24 for income collection . |

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|-----------------|-----------------------------------|--|---|-------------------------------|-------------------------------|-------------------------|--------------------------------------|------------|----------|-------------|---|---------------------|--|
| 19 | | Complaints and FOIs are managed in line with service standards | Implement improved processes for managing: - complaints - HO appeals - FOIs | Legislative/Regulatory Change | Housing Services | Interim Head of Housing | Housing Business Support Team Leader | 01/03/23 | 11/03/24 | In progress | Service Managers | Partially on track | Complaints handling training scheduled for February. Action Plan in place, Service Redesign to consider resources to meet demand |
| 20 | | Tenants and leaseholders understand, and are engaged in, developing policy and practice | Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants | Legislative/Regulatory Change | Housing Services | Interim Head of Housing | Tenant Engagement Lead | 01/03/23 | 01/06/23 | In progress | Tenant Engagement Lead | Partially on track | Tenant Engagement Lead - awaiting recruitment to post to progress this work stream, in the meantime, residents meeting continue to maintain dialogue |
| 21 | | Tenant participation is resourced | Employ new Tenant Engagement Lead | Legislative/Regulatory Change | Housing Services | Interim Head of Housing | AD Housing | 01/03/23 | 01/05/23 | In progress | Tenant Engagement Lead | Partially on track | one round of recruitment complete since TEL left the org, no appointment made |
| 22 | | Tenants and leaseholders are informed and engaged | Regular communication about practice and performance | Legislative/Regulatory Change | Property and Housing Services | AD Housing | Communications lead | 01/03/23 | 30/12/25 | In progress | Communications Lead | Partially on track | Tenant Newsletters sent out regularly / resident meetings continue with next scheduled, |
| 23 | | Tenant satisfaction is measured | Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024 Review current mechanisms for collecting tenant satisfaction data t portal and STAR survey Investigate use of tenant portal to collect data and carrying out a STAR survey | Legislative/Regulatory Change | Housing Services | Interim Head of Housing | Tenant Engagement Lead | 01/04/23 | 30/04/23 | In progress | Contract with Runnymede. Tenant Engagement Lead. Audit of tenant contact details. | On track | Report received and summary to be produced |
| 24 | | Good housing representation from tenants, leaseholders and sheltered housing feeding into the work of the Adur Homes Advisory Board | Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board | Legislative/Regulatory Change | Housing Services | AD Housing | Tenant Engagement Lead | 01/03/23 | 01/05/23 | In progress | TE lead in place | Partially on track | one round of recruitment complete since TEL left the org, no appointment made |

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|-----------------|---|---|---|--|--|---|--|------------|----------|-------------|--|---------------------|--|
| 25 | | Anti-social behaviour is effectively managed with resident involvement | Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach Secure ASB capacity for Adur Homes to deliver this work. | Legislative/Regulatory Change | Lead for Early Help and Wellbeing and Neighbourhood Services Manager | Interim Head of Housing and Head of Community Capacity and Resilience | Lead for Early Help and Wellbeing | 01/04/23 | 01/06/23 | In progress | Resources for ASB from AHS MDT working with Community Capacity and Resilience Team | Partially on track | ASB post yet to be recruited to |
| 26 | Business objectives to support regulatory compliance | A leadership structure that enables AHs to serve its residents well | Review the staffing structure for Adur Homes and drive the necessary change to deliver a good structure, focus and right culture for service improvement | Business Development and Service Improvement | | Director for Housing & Communities | Head of Property Services Interim Head of Housing | 01/06/23 | 30/06/24 | In progress | Human Resources, Finance, | On track | Wider reorganisation for housing underway which incorporates tenancy services and building services teams of Adur Homes. Formal consultation of expected to begin in April. |
| 27 | | Strategic approach to asset management developed | Develop 5 year and then a 30 year SAMP to guide asset management decision making | Business Development and Service Improvement | Director for Housing & Communities and Director of Finance | Director for Housing & Communities | Head of Property Services | 01/05/23 | 01/09/24 | Not started | Director of Place , Finance | Not underway | This will be incorporated as part of the longer term business planning document expected to be formally signed off Summer 2024. |
| 28 | | A long-term sustainable business plan for Adur Homes in place | Develop new 30 year Housing Revenue Account Business Plan Review options for the future direction of the service | Business Development and Service Improvement | Business Development & Finance | Director for Housing & Communities and Director of Finance | AD Housing | 01/04/23 | 01/08/23 | In progress | Financial resources | Partially on track | Business plan being worked on with a proposed date in the Summer (2024) for formal sign off. |
| 29 | | An accountable service that makes decisions well | Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs Provide support to the team managers on decision making and report writing | Business Development and Service Improvement | Business Development & Policy | Director for Housing and Communities | Policy, Performance and Strategy Lead | 01/05/23 | 30/12/25 | Done | Housing Improvement Board Adur Homes Advisory Board | Partially on track | PP&S Lead has now been recruited and is due to join the service in April. |
| 30 | | Improve financial performance | Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work | Business Development and Service Improvement | Housing Services | Director for Housing & Communities | Head of Housing | 01/04/23 | 30/12/25 | In progress | New system/system upgrade | On track | 1) Housing Officers due in post and low levels arrears work will be carried out by them (March 24) 2) CS team will be able to make agreements with low level arrears cases as letters generate contact 3) System can now produce arrears recommendations, systems team trained to enable rewrite of the recommendations to correct errors that exist and amend letter content and once all rent increase work is complete this can be scheduled 4) Proactive continue to support the work 5) Scheduling for Tello contact in |

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|-----------------|-----------------------------------|---|---|--|---|------------------------------------|--|------------|----------|-------------|--|---------------------|--|
| 31 | | Embed all Audit recommendations into this Improvement Plan | Resolve outstanding Housing Audit Recommendations | Business Development and Service Improvement | Housing Property Services Interim Head of Housing | Director Housing and Communities | AD Housing | 01/06/23 | 30/06/25 | In progress | | On track | In progress and to be reviewed by the end of the financial year to capture any outstanding ones. |
| 32 | | A workforce fit for the future for Adur Homes | Implement a Workforce Strategy to support professional accreditation and skills development and the effective deployment of resources | Business Development and Service Improvement | AD Housing and Homelessness Prevention | Director for Housing & Communities | AD Housing and Homelessness Prevention | 01/09/23 | 01/06/24 | Not started | Human Resources, Finance | Partially on track | As we move through the implementation of the housing redesign we will embed new approaches to workforce development which maximises access to professional qualifications, trainee roles and apprenticeships where possible. |

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|-----------------|--|--|--|--|---|--|--|--|
| 1 | Home Standard - Quality of Accommodation | All properties meet the 'decent homes' standard | Review of assets and data that will enable informed decisions regarding the investment opportunities and future requirements for homes and ensure suitable systems are in place to support this work | Progress on developing both budgets and programmes for bringing homes to DH standards continues despite no appointment made to Asset Manager role due to suitable candidates. Budgets in final stages before going through Council approval process. Properties identified and will be reviewed following final budget figures being confirmed | No appointment made to Asset Manager role due to suitable candidates. Review in the New Year at options either readvertise for permanent or make temp appointment to fill gap | Asset Managers advert closing 5th Nov | Asset Managers post out to advert | JDPS finalised and been through JE. Advert to be placed within 7 days |
| 2 | | A clear set of priorities for planned and cyclical maintenance and compliance work | Review current position and develop programme to meet regularity and legislative standards | Priorities are known and budgets being agreed to enable works to be planned. Great progress being made across all areas to bring back into a manageable system and process | Due to not appointing to the Asset Mgr, this work is delayed but will be addressed via existing resources while recruitment options are explored | Further work needed on confirming properties across each programme of works, due to recruitment delays to Asset Mgrs position this may over run slightly. | Draft capital budget in for approval for 2024/25 and then detailed programme and procurement will be developed | Work continues on reviewing current work programmes against budgets to determine position and this will lead to alignment of 2023/24 budgets and prepare for 2024/25 budget setting process |
| 3 | | Develop a clear performance framework | Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting | Not all data provided routinely; reports from system not available for all reporting required - some can be overcome through manual generatio (resource heavy) PP&S post interviews underway. | PP&S post interviews underway. Not all data being supplied routinely yet for these Pls | PP&S post being created and recruited to. This is being routinely added to the Corporate and Housing Leadership agendas to review There remains some notable gaps in reporting that are being addressed (rent arrears, complaints.) via groups established for system issues. | | |
| 4 | | Effective integrated IT system supporting all housing activity | Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system | Working with current system supplier around improvements and current contract whilst we assess needs and next steps. New post within systems and applications being recruited to. | Most high level Pls now being collated on a monthly basis; missing from January is tenant satisfaction indicators (awaiting recruitment to post). P | Data validation process from current system to new has raised some issues but being addressed, not a major problem just slightly delayed the expected 'go live' position Working group of Housing and Digital personnel established to review existing system and scope for procurement of new. | Compliance system to go live in October Long term approach to systems being discussed and planned around all areas including Housing Management | Compliance module approaching the final completion of the works with final testing to be carried out soon before going 'live' Continued updating on the repairs system Further work continues with Orchard on appropriate system changes |
| 5 | | Consolidated asset management stock condition data | Enhance IT capacity to manage stock condition data | Work continues on the new IT systems with the development of the attributes and data capture points to be agreed to ensure existing stock condition data can be uploaded and importantly the new SCS data that is being arranged for starting in Feb/Mar can be uploaded directly from source of capture | System development continues with testing underway | Work continues on the new IT systems | Continued development and progress in this area | Work continues on developing system(s) and their interfaces to each other so one set of data across all applications/modules |

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|-----------------|--|---|---|--|---|---|--|--|
| 6 | | Stock condition audit programme | Improve asset information to inform investment decisions including identified work and budget costs | Work continues to procure contractor and specification requirements, all on track | Work continues to procure contractor and specification requirements, all on track | Finalising projected costs, further discussions with contractors and then suitably procurement route to be identified, work to start at the earliest in Jan/Feb, latest Apr/May on a full SCS across all homes | Discussions to be had with Worthing Homes on their recently appointed contract on whether AH can join to include our properties on their stock condition surveys | Following feedback the programme will be realigned to update all property data within 24 months, contract documents need to be developed and work tendered |
| 7 | | Voids managed effectively | Review processes for managing voids to reduce cost and improve turn around time | Pre-start meetings complete with two new contractors, contractors mobilising during December with a start in January. New process and procedures being implemented to streamline and become more efficient in turning around the void properties Ongoing - weekly voids meetings take place to prioritise voids work for properties to meet urgent known need e.g. management transfers | Documents finalised and pre-start meetings being held early December with two new contractors with works to commence soon after | Documents with legal for finalising | Slight delay in document review due to resource issue but on course for agreement in October | Contract documents are with Procurement/Legal and in final stages. Contract aimed to be in place by end of September |
| 8 | Home Standard - Repairs and Maintenance | Repairs service delivers first time fix - quality outcomes, value for money, and tenant satisfaction | Undertake a 'rapid review' of the repairs service and implement changes to the service as required | Review start has been delayed due to other priorities until New Year | Review start has been delayed due to other priorities until New Year | Full review is planned to commence in November | Full review is planned to commence in November | Provisional structure developed for further analysis |
| 9 | | Effective contracts in place for asset programmes | Review and where necessary reissue contracts for asset programmes | The monitoring of contracts continues. Going forward as and when new contracts are required across the service, the emphasis will be on using consortiums for long term contracts and tendering for specialised work where necessary, with this saving time and money in undertaking a full tender process. | The regular monitoring of contracts is continuing and a list of up and coming contracts either renewals or new have been identified for works to commence | The regular monitoring of contracts is continuing and a list of up and coming contracts either renewals or new have been identified for works to commence | The regular monitoring of contracts is continuing and a list of up and coming contracts either renewals or new have been identified for works to commence | The regular monitoring of contracts is continuing and a list of up and coming contracts either renewals or new have been identified for works to commence |
| 10 | | Clarity and compliance with health and safety, compliance policies and procedures | Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard | Work continues on policies & procedures | Work continues on policies & procedures | Sheltered and Gen Needs resident engagement groups: TORS drafted, Sheltered Group 1st meet in December, Gen Needs January. Reading panel will be established for engagement on policy. Dashboard as part of the systems detailed in Priority 4 | Work to continue on policies & procedures | Compliance Manager recruited and as internal starts with immediate effect. Work to continue on policies & procedures |
| 11 | | Clarity of data around compliance issues/progress | Review data to identify areas that require compliance action and initiate action to address this | Confidence with data is there, the important work on the IT systems as detailed in priority 4 above continues | Confidence with data is there, the important work on the IT systems as detailed in priority 4 above continues | Confidence with data is there, the important work on the IT systems as detailed in priority 4 above continues | Confidence has grown in the data position with the development of the new IT system and recording of information | Development work progressing well in new compliance application within MATS and T100 reporting. Compliance Manager recruited to take this forward |

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|-----------------|---|---|---|--|--|--|---|---|
| 12 | | All health and safety compliance requirements are met | Ensure compliance with all legislative requirements for; - gas - fire safety - electrical safety (including EICRs) - legionella - carbon monoxide - asbestos - FRAs for sheltered housing - lifts and stair lifts - new building regulations | Continued improvements across all areas of compliance with the use of the new systems and ways of working | Continued improvements across all areas of compliance with the use of the new systems and ways of working | Continued improvements across all areas of compliance with the use of the new systems and ways of working | Continued improvements across all areas of compliance with the use of the new systems and ways of working | Up to date information available, progress underway to align work programmes and contracts to meet legislative requirements. Current monitoring and recording of compliance and progress with monthly reports to the Regulator. |
| 13 | | An effective approach to managing damp and mould for tenants | Review and implement processes to proactively identify, prioritise and mitigate damp and mould | Progress continues with tackling reported areas of damp/mould. A new process is being explored with a mould wash and clean undertaken within 5 working day of the report, this to treat areas of damp and mould while necessary works are identified and programmed in | Progress continues with a more direct approach being explored to treat areas of damp and mould while identified works are identified and programmed in | The new IT system currently being tested by users that will enhance and improve the process | Operational aspects from the receipt of report of D&M from the resident including the collection of data through the initial triage process to the recording of such data within our IT systems to the scheduling of an initial inspection and the follow on works that are required to resolve the causes including works to the property and advice being provided to manage the causes | Operational aspects from the receipt of report of D&M from the resident including the collection of data through the initial triage process to the recording of such data within our IT systems to the scheduling of an initial inspection and the follow on works that are required to resolve the causes including works to the property and advice being provided to manage the causes |
| 14 | | An effective customer access procedure | Review current access procedures for compliance work and ensure an effective procedure is in place | Procedure agreed, full implementation cannot occur until new staff start as requires Housing Officer resource | Work proceeding with MRI, and the councils data and systems officer (Housing) to ensure direct access can be identified and quarterly rent statements reinstated | Interim arrangement agreed between relevant teams, procedure to follow. | | |
| 15 | Tenant Involvement and Empowerment Standard - Customer service, choice, complaints | Tenancy type allocated accurately | Review current tenancy type allocation policy and procedure | Draft tenancy agreement and handbook in final stages of review with internal teams and tenant consultation being scheduled | Tenant handbook and tenancy agreement written and being reviewed for sign off by SHO and Head of Housing. Deadline for submission on track. | Tenancy Agreement/Tenant Handbook - 1st draft complete and timetabled for engagement /approval and to support policy development | | |
| 16 | | Clear, accessible information for tenants | Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants | Draft tenancy agreement and handbook in final stages of review with internal teams and tenant consultation being scheduled | A draft tenant handbook has been written. Additional sections to be added on 1. Useful numbers 2. ASB 3. Introductory tenancies 4. Sheltered tenancies 5. Garages 6 RTB Final draft aim for 2/1/24 | Tenancy Handbook 1st draft complete and timetabled for engagement /approval | | |
| 17 | | Transparent and effective housing management policies | Review and update housing (tenancy and asset) management policies | Mutual Exchange policy completed ASB policy in progress with working group. Policies outstanding for rewrite; 1. Rent Arrears Policy 2. Downsizing incentive policy 3. Tenancy policy | Policies in progress: ASB/Mutual Exchange | Policies reviewed and 'RAG' rated with proposal to timetable Sheltered and Gen Needs resident engagement groups: TORS drafted, Sheltered Group 1st meet in December, Gen Needs January. Reading panel with be established for engagement on policy. | | |
| 18 | | Leasehold properties are well managed | Develop new leaseholder management policies, including income and major works payment | No further update | The following LH policies are now complete: Leasehold Management Policy Major Works Policy Service Charge Income Collection Policy | Policy approved | | |

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|-----------------|-----------------------------------|--|---|---|--|--|---|--|
| 19 | | Complaints and FOIs are managed in line with service standards | Implement improved processes for managing: - complaints - HO appeals - FOIs | Draft Complaints P&P and internal process out for comments, also seeking customer feedback before finalising. HO referrals & determinations now being logged, intention to investigate digital options for reporting & monitoring. FOI's process yet to be looked at. | Report for CLT being prepared with Tenancy Services and AD Customer Services. training for staff identified and booked (to meet new regss) | Self assessment complete with action plan in place | | |
| 20 | | Tenants and leaseholders understand, and are engaged in, developing policy and practice | Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants | Drafted but will be delayed until new TEL in post | Drafted but will be delayed until new TEL in post | Leaseholder engagement established. Gen Needs and Sheltered Groups draft TORS complete with 1st meetings timetabled for December (sheltered) and January (Gen Needs). TE Strategy in first draft. | | |
| 21 | | Tenant participation is resourced | Employ new Tenant Engagement Lead | recruitment agreed | TEL no longer in post | TEL resigned | | |
| 22 | | Tenants and leaseholders are informed and engaged | Regular communication about practice and performance | Resident Engagement meetings taken place in November and December, volunteers for interim Reading Panel secured, | TEL resigned, establishment of resident groups will be delayed until new TEL in post | Tenant Newsletter established, KPIs to be incorporate now established, system work to enable digital comms underway. Sheltered housing resident group set to begin again in January and work being done to resume tenants forum. TSM survey sent out with a high response rate being achieved. | | |
| 23 | | Tenant satisfaction is measured | Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024 Review current mechanisms for collecting tenant satisfaction data t portal and STAR survey Investigate use of tenant portal to collect data and carrying out a STAR survey | All Tenant Survey completed, minimum response required exceeded, awaiting report with outcomes | All tenant survey continues, with telephone contact phase scheduled | We have received 556 completed responses which meets the required minimum for margin of error purposes. Reports will be written on the results in December and presented to us in January | | |
| 24 | | Good housing representation from tenants, leaseholders and sheltered housing feeding into the work of the Adur Homes Advisory Board | Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board | TEL recruitment to take place Leaseholder rep in place, Gen Needs and Sheltered reps to be progressed wjennew TEL recruited | TEL has resigned | Leaseholder group established with member on the Advisory Board. Sheltered and Gen Needs will elect reps for the Advisory Board once resident groups established. | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Summary headline of progress - end December 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - end November 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - end October 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - end September 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - end August 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> |
|-----------------|---|---|---|---|--|--|---|---|
| 25 | | Anti-social behaviour is effectively managed with resident involvement | Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach Secure ASB capacity for Adur Homes to deliver this work. | A specialist ASB Housing Officer is being recruited. Interviews 22/1/23. Meetings planned with ASB lead and SHO to progress new ASB policy | Job Evaluation has taken place and recruitment authorisation to be sought | Recruitment to ASB post in progress: JD to be timetabled for evaluation | | |
| 26 | Business objectives to support regulatory compliance | A leadership structure that enables AHs to serve its residents well | Review the staffing structure for Adur Homes and drive the necessary change to deliver a good structure, focus and right culture for service improvement | Structure proposal in final stages, consultation papers being written | This is being reviewed and a consultation will be carried out with the housing team with a new organisational design for housing to be completed by the Spring 24 | Waiting the start of the new AD on the 14th November and Asset Managers advert closes 5th November | New AD starting in November Structure below now to be reviewed and commencement of finalising positions etc Asset Manager - out to advert | AD post interviews complete and appointment made Compliance Manager appointed and in post. Structure below now to be reviewed and commencement of finalising positions etc Asset Manager - internal documentation complete and going to advert in September |
| 27 | | Strategic approach to asset management developed | Develop 5 year and then a 30 year SAMP to guide asset management decision making | | Outline of SAMP developed. Dependant on approval of HRA Business Plan that is going to Members in the Spring | Outline of SAMP developed. Dependant on approval of HRA Business Plan | Outline of SAMP developed. Dependant on approval of HRA Business Plan | Outline of SAMP developed. Dependant on approval of HRA Business Plan |
| 28 | | A long-term sustainable business plan for Adur Homes in place | Develop new 30 year Housing Revenue Account Business Plan Review options for the future direction of the service | | This is being developed and will be taken to the Board in the spring. The financial element of this work is also underway to determine rent levels and this is being taken to Members in Feb | The draft of this plan is being reviewed at CLT Nov, then to the Adur Homes Board December and onto the Adur Cabinet in the NY | | |
| 29 | | An accountable service that makes decisions well | Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs Provide support to the team managers on decision making and report writing | | New governance approach in place but still being implemented. Not all pieces are in place yet with the AHs Board - this is missing some key tenant reps who will be included after we recruit the Tenant Engagement Lead | | | |
| 30 | | Improve financial performance | Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work | x2 of 3 Proactive case workers due to start in Jan&Feb, recruitment for 3rd to go externally Low level arrears pilot with Customer Services underway MRI/Orchard trainin taken place: priority 1 - rent setting Priority 2 resolve arrears recommendations: Part one - amend to ensure recommendations correct Part two - revise auto generated letters in line with policy and proactive | Low levels arrears pilot with Customers Services Agreed and to start in November: protocol agreed / decision tree agreed training completed Weekly arrears meetings for high level cases in place - number of high level cases reducing | Systems workshop on 09.11.23. Working groups established for arrears cohorts. Proactive post recruitment underway. Recharge policy to follow once terms of tenancy / handbook agreed | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Summary headline of progress - end December 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - end November 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - end October 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - end September 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - end August 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> |
|-----------------|-----------------------------------|---|---|--|--|---|---|---|
| 31 | | Embed all Audit recommendations into this Improvement Plan | Resolve outstanding Housing Audit Recommendations | In progress and to be reviewed by the end of the financial year to capture any outstanding ones. | In progress and to be reviewed by the end of the financial year to capture any outstanding ones. | Majority of outstanding complete with remainder included in Improvement Plan. | | Proposal to incorporate Audit recommendations into Housing Improvement Plan to go to Joint Audit and Governance Committee in September 2023 Each audit action should be embedded into core updates |
| 32 | | A workforce fit for the future for Adur Homes | Implement a Workforce Strategy to support professional accreditation and skills development and the effective deployment of resources | This will get underway in the spring | This will get underway in the spring | Awaiting the new AD to drive this work forward. Initial work has begun to map skills across the team | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Summary headline of progress - end July 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - June 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Project plan template <i>Link to be added here</i> Project planning template - to be copied. | Audit recommendations connected here | |
|-----------------|--|--|--|---|---|--|---|--|
| 1 | Home Standard - Quality of Accommodation | All properties meet the 'decent homes' standard | Review of assets and data that will enable informed decisions regarding the investment opportunities and future requirements for homes and ensure suitable systems are in place to support this work | This work is awaiting the recruitment to the new Asset Managers position who will lead on this aspect | Recruitment to Asset Managers position underway who will lead on this aspect | | | |
| 2 | | A clear set of priorities for planned and cyclical maintenance and compliance work | Review current position and develop programme to meet regularity and legislative standards | Work has commenced on reviewing current work programmes against budgets to determine position and this will lead to alignment of 2023/24 budgets and prepare for 2024/25 budget setting process | Work has commenced on reviewing current work programmes against budgets to determine position and this will lead to alignment of 2023/24 budgets and prepare for 2024/25 budget setting process | | See Audit Committee Recommendations | |
| 3 | | Develop a clear performance framework | Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting | This is in place and the first set for July is in the process of being populated. To note that not all of these KPIs can be collected right now (data/systems issues) | Performance Framework and reporting format developed with 1st reporting scheduled for September JAGCommittee. Not all data can be collated yet due to system issues. | A clear performance framework Second tier reporting template | See Audit Committee Recommendations | |
| 4 | | Effective integrated IT system supporting all housing activity | Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system | Development of the compliance module is underway. A discovery into issues around repairs has been undertaken, and changes in the system and processes are now being developed. Consideration also of Orchard upgrades and purchase of asset management module to deliver an integrated system | Initial scoping of asset requirements underway. Consideration also of Orchard upgrades and purchase of asset management module to deliver an integrated system | | See Audit Committee Recommendations | |
| 5 | | Consolidated asset management stock condition data | Enhance IT capacity to manage stock condition data | Digital team developing new/updated system on MATS to include asset management and compliance data as well as full asset information | Digital team developing new/updated system on MATS to include asset management and compliance data as well as full asset information | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Summary headline of progress - end July 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - June 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Project plan template <i>Link to be added here</i> Project planning template - to be copied | Audit recommendations connected here | |
|-----------------|--|---|---|--|---|---|---|--|
| 6 | | Stock condition audit programme | Improve asset information to inform investment decisions including identified work and budget costs | 20% of stock surveys will be built into the budget forecast for 2024/25 | Use of data from 2017/18 surveys for short term planning whilst systems and data capture methodologies are investigated, this will commence when we have more accurate completion date. Future proposals will be 20% of stock surveyed per annum along with other works that can identify and capture the data e.g. EPC. capital works, repairs etc | | | |
| 7 | | Voids managed effectively | Review processes for managing voids to reduce cost and improve turn around time | Procurement of contractors process started with Council approval process being followed with approval provided on 28/07. Relevant internal process/forms are being followed | Concentration on clearing backlog and getting resources to achieve this. Procurement process to commence to employ two further contractors to provide support. Work to update and implement new policies and procedures will start in parallel of this. These will ensure the future void process is managed and efficient from start to finish | | | |
| 8 | Home Standard - Repairs and Maintenance | Repairs service delivers first time fix - quality outcomes, value for money, and tenant satisfaction | Undertake a 'rapid review' of the repairs service and implement changes to the service as required | Repairs manager has drawn up a structure chart for the Building Services department. This will help to understand a structure and delivery capacity of the team. | Repairs manager has drawn up a structure chart for the Building Services department. This will help to understand a structure and delivery capacity of the team. | | See Audit Committee Recommendations | |
| 9 | | Effective contracts in place for asset programmes | Review and where necessary reissue contracts for asset programmes | Regular monitoring of contracts in place and in advance of contracts coming to an end, they are reviewed and retendered where necessary. Any new projects/works that are identified and existing contracts not in place then options are considered and correct procurement processes are followed | Procurement working group in place | | See Audit Committee Recommendations | |
| 10 | | Clarity and compliance with health and safety, compliance policies and procedures | Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard | Recruitment to Compliance Managers underway with interim dashboard developed both within documents but importantly being developed within our IT system with direct input from contractors and officers being incorporated. Policies and procedures are in the process of being reviewed, created and updated | Recruitment to Compliance Managers role underway who will lead on this Policies and procedures are in the process of being reviewed, created and updated | | See Audit Committee Recommendations | |
| 11 | | Clarity of data around compliance issues/progress | Review data to identify areas that require compliance action and initiate action to address this | Development work progressing well in new compliance application within MATS and T100 reporting | Up to date information available, progress underway to align work programmes and contracts to meet legislative requirements | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Summary headline of progress - end July 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - June 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Project plan template <i>Link to be added here</i> Project planning template - to be copied. | Audit recommendations connected here |
|-----------------|---|---|---|---|--|--|---|
| 12 | | All health and safety compliance requirements are met | Ensure compliance with all legislative requirements for; - gas - fire safety - electrical safety (including EICRs) - legionella - carbon monoxide - asbestos - FRAs for sheltered housing - lifts and stair lifts - new building regulations | Up to date information available, progress underway to align work programmes and contracts to meet legislative requirements. Current monitoring and recording of compliance and progress with monthly reports to the Regulator. August report | Up to date information available, progress underway to align work programmes and contracts to meet legislative requirements | | |
| 13 | | An effective approach to managing damp and mould for tenants | Review and implement processes to proactively identify, prioritise and mitigate damp and mould | Operational aspects from the receipt of report of D&M from the resident including the collection of data through the initial triage process to the recording of such data within our IT systems to the scheduling of an initial inspection and the follow on works that are required to resolve the causes including works to the property and advice being provided to manage the causes | Processes both operational and electronic are being reviewed and changes implemented across all service input areas | | |
| 14 | | An effective customer access procedure | Review current access procedures for compliance work and ensure an effective procedure is in place | Ensure the Resident Liaison Officer has access to HMS and is able to see any User Defined Codes that are applicable before an appointment is made. | incorporated into Policy and Procedure Review | | |
| 15 | Tenant Involvement and Empowerment Standard - Customer service, choice, complaints | Tenancy type allocated accurately | Review current tenancy type allocation policy and procedure | No current Tenancy Type Policy is in place and will need to be developed along with the systems team to ensure the systems can manage this. | | | See Audit Committee Recommendations |
| 16 | | Clear, accessible information for tenants | Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants | This will be managed by the Community Engagement Lead with consultation with residents of all tenure. | Tenant Handbook drafted - consultation with tenants and stakeholders to follow as well as development of accessible and digital formats Adur Homes Tenant Handbook 2023 | | |
| 17 | | Transparent and effective housing management policies | Review and update housing (tenancy and asset) management policies | This will be progressed when the Policy lead is in post with consultation with residents. | Review of current policies complete and policy gaps identified - further work to scope the project to review and update policy development required | Policies list | |
| 18 | | Leasehold properties are well managed | Develop new leaseholder management policies, including income and major works payment | New policies now in place are: LH Management Policy, Major Works Policy and income collection policy. | New policies include: Leasehold Management Policy, Capital Works Policy, Income Collection Policy. | | See Audit Committee Recommendations |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Summary headline of progress - end July 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - June 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Project plan template <i>Link to be added here</i> Project planning template - to be copied. | Audit recommendations connected here | |
|-----------------|-----------------------------------|--|---|---|---|---|---|--|
| 19 | | Complaints and FOIs are managed in line with service standards | Implement improved processes for managing: - complaints - HO appeals - FOIs | Complaints action plan in place outlining detailed work in relation to Ombudsman requirements, covering new complaints process, training for staff etc. Key issues around complaints backlog being worked through and long delays. Complaints group in place chaired by the Director for H&C to drive forward this work | New complaints policy developed and in place | | See Audit Committee Recommendations | |
| 20 | | Tenants and leaseholders understand, and are engaged in, developing policy and practice | Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants | Work to be developed. Tenant E Lead has been liaising with residents and members and has been busy recruiting tenants to engage in this work. | Tenant Engagement Lead appointed and areas of work identified, early meetings with tenants and leaseholders held | DRAFT Areas of Work for the Tenant Engagement Lead | | |
| 21 | | Tenant participation is resourced | Employ new Tenant Engagement Lead | Completed. | Tenant Engagement Lead appointed and areas of work identified, early meetings with tenants and leaseholders held | | | |
| 22 | | Tenants and leaseholders are informed and engaged | Regular communication about practice and performance | Work ongoing on third newsletter | 2 newsletters sent to tenants, meetings with tenants and leaseholders held | Newsletters are stored here https://www.adur-worthing.gov.uk/adur-homes/information-and-publications/newsletter/ | | |
| 23 | | Tenant satisfaction is measured | Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024 Review current mechanisms for collecting tenant satisfaction data t portal and STAR survey Investigate use of tenant portal to collect data and carrying out a STAR survey | Update | Work is progressed, partnering with Runnymede Council. Invitation to tender for tenant satisfaction survey now issued by Runnymede on behalf of Runnymede, Adur, and Tandridge Councils. Survey work to be undertaken September 2023. Tenant portal to also be included in IT system scoping and upgrade project. 08/08/23 - The tender bids have now been evaluated. Runnymede, Tandridge and Adur all scored the bid from Acuity the highest. This is now going through the procurement process. I am due to meet with Runnymede & Tandridge next week so should have more of an update then. | | | |
| 24 | | Good housing representation from tenants, leaseholders and sheltered housing feeding into the work of the Adur Homes Advisory Board | Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board | Second meeting due in September. We do not yet have in place a tenant representative or a sheltered housing representative. | Leaseholder representative in place. Others to be developed when the TEL is in post | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Summary headline of progress - end July 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - June 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Project plan template <i>Link to be added here</i> Project planning template - to be copied | Audit recommendations connected here |
|-----------------|---|---|---|---|---|---|---|
| 25 | | Anti-social behaviour is effectively managed with resident involvement | Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach Secure ASB capacity for Adur Homes to deliver this work. | ASB Officer post within establishment to support this. Yet to be recruited. | ASB work is being driven by the corporate ASB lead and Tenancy services currently but this lacks capacity. ASB policy is not yet developed. | | |
| 26 | Business objectives to support regulatory compliance | A leadership structure that enables AHs to serve its residents well | Review the staffing structure for Adur Homes and drive the necessary change to deliver a good structure, focus and right culture for service improvement | AD post interviews underway Compliance Manager being advertised early August Asset Manager going to JE early August Main structure being reviewed to make most urgent changes to add capacity and skills as required. | Assistant Director for Housing position advertised. Positions of Head of Property filled and Interim Head of Housing filled. Other key posts underway (Compliance Manager, Asset Manager) Tenancy Services structure being reviewed Systems team and infrastructure to support AHs being reviewed Full staff structure to be implement in autumn 2023/4 | | See Audit Committee Recommendations |
| 27 | | Strategic approach to asset management developed | Develop 5 year and then a 30 year SAMP to guide asset management decision making | Outline of SAMP developed. Dependant on approval of HRA Business Plan | Outline of SAMP developed. Dependant on approval of HRA Business Plan | Strategic Asset Management Plan | |
| 28 | | A long-term sustainable business plan for Adur Homes in place | Develop new 30 year Housing Revenue Account Business Plan Review options for the future direction of the service | The draft needs to be reviewed at the AHHB first | HRA Business Plan drafted and awaiting final completion and approval | Sustainable financial plan for housing | |
| 29 | | An accountable service that makes decisions well | Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs Provide support to the team managers on decision making and report writing | Governance is in place now. Decision and report writing training completed with Managers. Reports being prepared for key committee meetings in September to ensure oversight. Audit actions are being embedded into this plan | Governance arrangements reviewed and proposal developed and presented to CLT and to committee (JACG and Adur Committee) Revisions to the AHs Board agreed and to be taken to committees in Sept for formal approval Proposal for governance overhaul to be fully reported to Members in Sept at committees (JACG) KPIs developed for regular reporting to Joint Audit and Governance Committee, Joint Strategic Sub-committee (Adur), Adur Homes Advisory Board and Council Leadership Team | Effective governance of Adur Homes | |
| 30 | | Improve financial performance | Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work | There are significant issues being worked through with regard to recovery of rent arrears for tenants, which have been impacted by rent setting delays. These are to be added to the corporate risk register. Proactive Casework post to be recruited to shortly once evaluated which will help support this work. | AWC has approved a new corporate debt policy to optimise debt reduction and collection whilst recognising residents difficulties. UK Shared Prosperity funding to be used to support additional Proactive capacity in 2023-2025 Continued actioning of Leasehold Section 20 process across all Capital works to ensure cost recovery where appropriate and necessary | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Summary headline of progress - end July 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Summary headline of progress - June 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i> | Project plan template <i>Link to be added here</i> Project planning template - to be copied | Audit recommendations connected here | |
|-----------------|-----------------------------------|---|---|---|---|---|--------------------------------------|--|
| 31 | | Embed all Audit recommendations into this Improvement Plan | Resolve outstanding Housing Audit Recommendations | Proposal to incorporate Audit recommendations into Housing Improvement Plan to go to Joint Audit and Governance Committee in September 2023 Each audit action should be embedded into core updates | Proposal to incorporate Audit recommendations into Housing Improvement Plan to go to Joint Audit and Governance Committee in September 2023 | Housing Audit Recommendations | | |
| 32 | | A workforce fit for the future for Adur Homes | Implement a Workforce Strategy to support professional accreditation and skills development and the effective deployment of resources | Project to be developed when the new Assistant Director of Housing is in post | Project to be developed when the new Assistant Director of Housing is in post | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Recorded by | Additional notes | Project Brief |
|-----------------|--|--|--|-------------|------------------|---------------|
| 1 | Home Standard - Quality of Accommodation | All properties meet the 'decent homes' standard | Review of assets and data that will enable informed decisions regarding the investment opportunities and future requirements for homes and ensure suitable systems are in place to support this work | | | |
| 2 | | A clear set of priorities for planned and cyclical maintenance and compliance work | Review current position and develop programme to meet regularity and legislative standards | | | |
| 3 | | Develop a clear performance framework | Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting | | | |
| 4 | | Effective integrated IT system supporting all housing activity | Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system | | | |
| 5 | | Consolidated asset management stock condition data | Enhance IT capacity to manage stock condition data | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Recorded by | Additional notes | Project Brief |
|-----------------|--|---|---|-------------|------------------|---------------|
| 6 | | Stock condition audit programme | Improve asset information to inform investment decisions including identified work and budget costs | | | |
| 7 | | Voids managed effectively | Review processes for managing voids to reduce cost and improve turn around time | | | |
| 8 | Home Standard - Repairs and Maintenance | Repairs service delivers first time fix - quality outcomes, value for money, and tenant satisfaction | Undertake a 'rapid review' of the repairs service and implement changes to the service as required | | | |
| 9 | | Effective contracts in place for asset programmes | Review and where necessary reissue contracts for asset programmes | | | |
| 10 | | Clarity and compliance with health and safety, compliance policies and procedures | Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard | | | |
| 11 | | Clarity of data around compliance issues/progress | Review data to identify areas that require compliance action and initiate action to address this | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Recorded by | Additional notes | Project Brief |
|-----------------|---|---|---|-------------|------------------|---------------|
| 12 | | All health and safety compliance requirements are met | Ensure compliance with all legislative requirements for; - gas - fire safety - electrical safety (including EICRs) - legionella - carbon monoxide - asbestos - FRAs for sheltered housing - lifts and stair lifts - new building regulations | | | |
| 13 | | An effective approach to managing damp and mould for tenants | Review and implement processes to proactively identify, prioritise and mitigate damp and mould | | | |
| 14 | | An effective customer access procedure | Review current access procedures for compliance work and ensure an effective procedure is in place | | | |
| 15 | Tenant Involvement and Empowerment Standard - Customer service, choice, complaints | Tenancy type allocated accurately | Review current tenancy type allocation policy and procedure | | | |
| 16 | | Clear, accessible information for tenants | Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants | | | |
| 17 | | Transparent and effective housing management policies | Review and update housing (tenancy and asset) management policies | | | |
| 18 | | Leasehold properties are well managed | Develop new leaseholder management policies, including income and major works payment | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Recorded by | Additional notes | Project Brief |
|-----------------|-----------------------------------|--|---|-------------|------------------|---------------|
| 19 | | Complaints and FOIs are managed in line with service standards | Implement improved processes for managing: - complaints - HO appeals - FOIs | | | |
| 20 | | Tenants and leaseholders understand, and are engaged in, developing policy and practice | Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants | | | |
| 21 | | Tenant participation is resourced | Employ new Tenant Engagement Lead | | | |
| 22 | | Tenants and leaseholders are informed and engaged | Regular communication about practice and performance | | | |
| 23 | | Tenant satisfaction is measured | Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024 Review current mechanisms for collecting tenant satisfaction data t portal and STAR survey Investigate use of tenant portal to collect data and carrying out a STAR survey | | | |
| 24 | | Good housing representation from tenants, leaseholders and sheltered housing feeding into the work of the Adur Homes Advisory Board | Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Recorded by | Additional notes | Project Brief |
|-----------------|---|---|---|-------------|------------------|---------------|
| 25 | | Anti-social behaviour is effectively managed with resident involvement | Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach Secure ASB capacity for Adur Homes to deliver this work. | | | |
| 26 | Business objectives to support regulatory compliance | A leadership structure that enables AHs to serve its residents well | Review the staffing structure for Adur Homes and drive the necessary change to deliver a good structure, focus and right culture for service improvement | | | |
| 27 | | Strategic approach to asset management developed | Develop 5 year and then a 30 year SAMP to guide asset management decision making | | | |
| 28 | | A long-term sustainable business plan for Adur Homes in place | Develop new 30 year Housing Revenue Account Business Plan Review options for the future direction of the service | | | |
| 29 | | An accountable service that makes decisions well | Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs Provide support to the team managers on decision making and report writing | | | |
| 30 | | Improve financial performance | Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work | | | |

| Priority number | Relevant Standard to be addressed | Delivery outcome <i>This is the overall change we want to make</i> | Description of Activity 2023/24 | Recorded by | Additional notes | Project Brief |
|-----------------|-----------------------------------|---|---|-------------|------------------|---------------|
| 31 | | Embed all Audit recommendations into this Improvement Plan | Resolve outstanding Housing Audit Recommendations | | | |
| 32 | | A workforce fit for the future for Adur Homes | Implement a Workforce Strategy to support professional accreditation and skills development and the effective deployment of resources | | | |

| Probability Key Impact Key Risk Rating Key | | | | | | | | | | | |
|--|--|--|----------------------|--------|-------------|---|-------------|--------|--------|---|--|
| Low - 1 | Low - 1 | Low - 1-2 | | | | | | | | | |
| Moderate - 2 | Moderate - 2 | Moderate - 3-5 | | | | | | | | | |
| High - 3 | High - 3 | High - 6 | | | | | | | | | |
| | | | Pre Control Measures | | | Post Control Measures | | | | | |
| Housing Improvement Plan Reference/s | Risk/ Issue description | Impact/ consequence | Probability | Impact | Risk Rating | Control Measure(s) | Probability | Impact | Rating | Owner | |
| All | Failure to comply with Social Housing Regulation | Reputational damage, increasing complaints from tenants & leaseholders about service levels, financial consequences for not being compliant | 3 | 3 | 6 | Establishment and monitoring of KPIs by senior management, council committees and the Adur Homes Board, systems and procedures in place - including rent analytics and escalation policy, IT system purchased, new HRA Business Plan | 2 | 4 | 6 | Adur Homes Board, AD Housing and Homelessness Prevention | |
| All | Housing Revenue Account income forecast not met. | Performance targets not met, insufficient funds for R&M, questions about viability of service | 3 | 3 | 6 | Establishment and monitoring of KPIs by senior management, council committees and the Adur Homes Board, systems and procedures in place - including rent analytics and escalation policy, IT system purchased, new HRA Business Plan | 2 | 2 | 4 | Adur Homes Board, Director for Housing & Communities | |
| All | Loss of key staff | Poor service delivery, low tenant satisfaction, targets not met | 3 | 3 | 6 | Business continuity plans. Staff trained to cover. Contractors sourced for emergency/interim cover | 1 | 1 | 2 | Head of Housing | |
| 3, 5 | Data collated/reported may be inaccurate | Performance not able to be monitored, poor decision making, compliance targets unmet | 2 | 3 | 5 | Purchase of new integrated IT system and staff training | 2 | 2 | 4 | Head of Digital & Director for Housing & Communities | |
| 5 | Asset Management Plan is not fit for purpose | Poor asset management investment decisions | 2 | 2 | 4 | New Strategic Asset Management Plan developed identifying priorities for investment for the portfolio - new integrated asset management IT system purchased | 1 | 1 | 2 | Director for Housing & Communities & Director for Place | |
| 12 | Health and Safety requirements are not met within the Housing stock relating to fire risk control, asbestos, legionella, gas and electrical safety, lifts and safe working practices within the housing stock. | Failure to meet Council's responsibilities leading to death or injury - Council held liable for this and/or damage to property | 3 | 3 | 6 | Audit of all compliance requirements, review of big 6 policies and procedures, new damp and mould policy - purchase of asset management system with fully integrated compliance tracking and reporting capacity - key compliance tenders in place and appropriately monitored - effective oversight through Council governance arrangements | 1 | 1 | 2 | Adur Homes Board, Director of Communities Head of Property Services | |
| 1, 5 | Regeneration of HRA stock not achieved | Properties deteriorating impacting on their value and tenant satisfaction, reduction in social housing stock in the Council impacting on homelessness outcomes | 3 | 2 | 5 | New Strategic Asset Management Plan identifying investment priorities for the HRA - planned maintenance programme developed and contracts procured for Decent Homes and compliance work - delivery of capital programmes closely monitored and tracked through a new KPI regime | 2 | 3 | 5 | Adur Homes Board, Chief Executive, Director for Housing & Communities | |
| 1, 5 | New development targets not achieved | New, additional provision not delivered - increased need for TA if suitable housing offers cannot be made - Right to Buy receipts may not be able to be used for additional housing if not used within the timeframe allowed | 3 | 2 | 5 | Strategic Asset Management Strategy identifies development targets which are regularly monitored, escalation pathways are in place where targets are slipping | 1 | 1 | 2 | Director for Housing & Communities & Director for Place | |

| | | | | | | | | | | |
|-----|--|---|---|---|---|--|---|---|---|------------------------------------|
| 15 | Allocations scheme is not fit for purpose | Nominations to RSLs not successful blocking up TA and PRS availability - appropriate stock not available to meet applicant need | 2 | 2 | 4 | Housing Strategy and local Housing Needs Assessment for Adur completed setting out priorities for property requirements and partnership arrangements with local RSLs | 1 | 1 | 2 | Head of Housing |
| 30 | Increase in rent arrears and poor debt recovery leading to evictions and impacting on homelessness | Loss of income for Council resulting in less capacity for service delivery - increased evictions and homelessness | 2 | 2 | 6 | Revised rent and debt management policies- improved IT system supporting tenancy management, arrears and debt performance targets set and regularly monitored | 1 | 1 | 2 | Head of Housing |
| All | Increasing complaints from tenants and leaseholders | Capacity to manage and respond to complaints is diminished and resources diverted, reputational and compliance risk | 3 | 3 | 6 | Revised complaints policy and procedures, effective triaging of complaints and appeals, appointment of new complaints officer, new IT system enables clear view of customer asset and tenancy records for quick response | 1 | 1 | 2 | Director for Housing & Communities |
| All | Tenant satisfaction is low and does not meet regulatory requirements | Tenant satisfaction levels do not show signs of improvement and do not meet regulatory thresholds leading to reputation and regulatory risk | 3 | 3 | 6 | Carry out the new TMS perception survey in accordance with statutory requirements in partnership with other Local Authority landlords - deliver improved satisfaction outcomes year on year | 1 | 2 | 3 | Head of Housing |

Adur and Worthing Housing and Homelessness Performance Indicators

Adur Homes

| Number | Performance Indicator | Quarter 1 Total | Year End Total 2022/23 | 2023/24 Target | July 23 Result | Aug 23 Result | Sept 23 Result | Quarter 2 Total | Oct 23 Result | Nov 23 Result | Dec 23 Result | Jan 23 Result | Result Against Target - RAG | Direction of Travel | Reporting period |
|--------------------------------------|--|-----------------|------------------------|----------------|--|---------------|----------------|-----------------|-----------------------------|--|---|---------------|-----------------------------|---------------------|------------------|
| Tenancy Management | | | | | | | | | | | | | | | |
| 1 | Total rent collected | | | | | | | | | | | | | | Monthly |
| | Amount of arrears | | | | | | | | £775,804 | £841,684 | £814,254 | £777,876 | | | |
| 2 | Arrears as % of total rent due | | | | | *3.75% | | | | | | | | | Monthly |
| 3 | Number of rent accounts in arrears | | | | | | 1143 | | 1039 | 1512 | 1039 | 921 | | | Monthly |
| 4 | Number of residents with a suspended possession order | | | | | | | | | | | | | | Monthly |
| 5 | Total number of evictions | 2 | 1 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | Monthly |
| Tenant Engagement | | | | | | | | | | | | | | | |
| 6 | Numbers of tenant/leaseholders attending meetings/ events | | | | | | | | x15 leaseholders attended | TBC | x5 Shoreham, x12 Southwick, x4 Fishersgate, x2 Sompting, x1 Lancing | 0 | | | |
| 7 | Types of tenant engagement activity : surveys / 'have your say' meetings | | | | 3 - 'have your say' meetings / 41 - surveys completed by residents | 0 | 0 | | x1 leaseholder meeting | 1 Southwick - Regeneration Meeting | Resident engagement sessions in Lancing, Southwick, Sompting, Shoreham, Fishersgate | 0 | | | |
| 8 | Tenant Satisfaction Measurement completed | | | | | | | | All Tenant Survey commenced | All Tenant Surveys: 556 responses (minium requirement met) | All Tenant Satisfaction Survey: telephone leg completed | | | | |
| Right to Buy and Leaseholds | | | | | | | | | | | | | | | |
| 9 | Number of RTB Active applications | Not available | | | 8 | 9 | 10 | 10 | 10 | 10 | 12 | 9 | | | Quarterly |
| 10 | Total Leasehold Arrears as a % of annual rent roll <small>*July result to be amended as % of rent roll</small> | Not available | | | £235,535 | 1.80% | TBC | TBC | TBC | TBC | 106.57% | £284,027 | | | Quarterly |
| Feedback & Complaints | | | | | | | | | | | | | | | |
| 11 | Number of new complaints (S1) | 47 | 138 | | 14 | 19 | 17 | 48 | 12 | 26 | 7 | 30 | | | Quarterly |
| 12 | Number of complaints not met in time (S1) | 33 | N/A | | 11 | 13 | 12 | 27 | 6 | 7 | 12 | 1 | | | Quarterly |
| 13 | Number of new FOIs | | | | 7 | 4 | 11 | 22 | 8 | 0 | 8 | 7 | | | Quarterly |
| Asset management - Repairs | | | | | | | | | | | | | | | |
| 14 | Number of responsive repairs completed | 2337 | 9841 | | 717 | 814 | 747 | 2278 | 781 | 831 | 758 | 918 | | | Quarterly |
| 15 | % of repair appointments met | 84.5% | 85.3% | | 94.8% | 93.1% | 94.9% | 94.3% | 94.1% | 92.5% | 93.9% | 93.6% | | | Quarterly |
| 16 | % of repairs post-inspected | 77.7% | 85.22% | | 76.4% | 65.2% | 42.5% | 61.4% | 60.22% | 48.95% | 38.81% | 62.50% | | | Quarterly |
| Voids | | | | | | | | | | | | | | | |
| 17 | Number of void properties (general needs & sheltered) | 142 | | | 139 | 136 | 108 | 108 | 128 | 125 | 123 | 128 | | | |
| | Backlog (pre April) 2023/24 | | | | | | 73 | 73 | 70 | 62 | 58 | 52 | | | Monthly |
| | | | | | | | 35 | 35 | 58 | 63 | 65 | 74 | | | |
| 18 | Number of new void properties during the period (general needs & sheltered) | | | | | | 35 | 35 | 8 | 4 | 4 | 8 | | | Monthly |
| 19 | Voids as a % of total stock | 5.60% | | | 5.5% | 5.4% | 5.5% | 5.5% | 5.3% | 5.3% | 4.9% | 5.1% | | | Monthly |
| 20 | Average number of void days | 307 | | | 303 | 317 | 323 | 323 | 330 | 331 | 353 | 335 | | | Monthly |
| 21 | Void loss as % of total rental income | 3.8% | | | 3.8% | 3.8% | 4.1% | 4.1% | 4.3% | 4.4% | 4.5% | 4.8% | | | |
| Asset management - Compliance | | | | | | | | | | | | | | | |
| 22 | % of dwellings Decent Homes Standard compliant | N/A | | | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | | | Monthly |
| 23 | Number of dwellings awaiting damp and mould survey | | | | - | - | - | - | - | - | - | 78 | | | Monthly |
| 24 | Number of dwellings with works raised for damp and mould | | | | - | - | - | - | - | - | - | 94 | | | Monthly |
| 25 | % of dwellings with an in-date gas safety certificate | 99.30% | | | 99.3% | 99.3% | 99.3% | 99.3% | 99.2% | 99.2% | 98.9% | 99.1% | | | Monthly |
| 26 | % of dwellings with an in-date EICR | 37.20% | | | 41.9% | 45.2% | 47.3% | 47.3% | 48.5% | 49.2% | 49.7% | 51.1% | | | Monthly |
| 27 | % of properties with an in-date ACM survey (asbestos) | 20.50% | | | 31.3% | 31.6% | 31.7% | 31.7% | 31.7% | 36.4% | 40.3% | 41.2% | | | Monthly |
| 28 | % of properties with an in-date Water Risk Assessment | 100% | | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | Monthly |

| Adur and Worthing Housing and Homelessness Performance Indicators | | | | | | | | | | | | | | | |
|---|--|-----------------|------------------------|----------------|----------------|---------------|----------------|-----------------|---------------|---------------|---------------|---------------|----------------------------------|---------------------|------------------|
| Adur Homes | | | | | | | | | | | | | | | |
| Number | Performance Indicator | Quarter 1 Total | Year End Total 2022/23 | 2023/24 Target | July 23 Result | Aug 23 Result | Sept 23 Result | Quarter 2 Total | Oct 23 Result | Nov 23 Result | Dec 23 Result | Jan 23 Result | Result Against Target - RAG | Direction of Travel | Reporting period |
| 29 | Number of new* disrepair claims | | | | | | | | | | | | | | Monthly |
| 30 | Value of disrepair claims paid out | | | | | | | | | | | | | | Monthly |
| 31 | % stock condition audit targets met | N/A | | | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | | | Monthly |
| Adur and Worthing | | | | | | | | | | | | | | | |
| Housing Register | | | | | | | | | | | | | | | |
| 1 | Total number live housing register applications - <i>Adur</i> | 936 | 902 | | 941 | 940 | 950 | 950 | 954 | 967 | 973 | 968 | | | Monthly |
| 2 | Number of properties allocated - <i>Adur</i> | 10 | 38 | | 13 | 7 | 6 | 26 | 7 | 8 | 6 | 25 | | | Monthly |
| 3 | Total number live housing register applications - <i>Worthing</i> | 1796 | 1729 | | 1812 | 1838 | 1859 | 1859 | 1863 | 1881 | 1880 | 1893 | | | Monthly |
| 4 | Number of properties allocated - <i>Worthing</i> | 38 | 106 | | 25 | 11 | 21 | 57 | 17 | 15 | 17 | 24 | | | Monthly |
| Homelessness | | | | | | | | | | | | | | | |
| 5 | Number of households in Temporary Accommodation (at end of quarter/month) - <i>Adur</i> | 91 | 92 | | 107 | TBC | 96 | 96 | 101 | 108 | 107 | 115 | | | Monthly |
| 6 | Cases assessed as homeless or threatened with homelessness & a statutory duty owed - <i>Adur</i> | 52 | 165 | | 19 | 16 | 14 | 49 | 24 | 20 | 6 | 24 | | | Monthly |
| 7 | Gross expenditure on Temporary Accommodation - <i>Adur</i> | £433,016 | £1,494,234 | | £148,885 | £150,072 | £165,042 | £897,015 | £151,974 | £141,406* | £60,417* | £154,900* | *final figures not yet available | | Monthly |
| 8 | Number of people sleeping rough across the month/quarter - <i>Adur</i> | 13 in total | | | 6 | 6 | 5 | 14 in total | 8 | 3 | 0 | 2 | | | Monthly |
| 9 | Number of households in Temporary Accommodation (at end of quarter/month) - <i>Worthing</i> | 349 | 327 | | 351 | TBC | 370 | 370 | 361 | 361 | 353 | 353 | | | Monthly |
| 10 | Assessed as homeless or threatened with homelessness & a statutory duty owed - <i>Worthing</i> | 121 | 580 | | 49 | 43 | 49 | 141 in total | 37 | 33 | 26 | 41 | | | Monthly |
| 11 | Gross expenditure on Temporary Accommodation - <i>Worthing</i> | £1,302,974 | £4,251,561 | | £435,256 | £474,783 | £481,745 | £2,694,758 | £485,776 | £411,180* | £430,751* | £532,363* | *final figures not yet available | | Monthly |
| 12 | Number of people sleeping rough across the month/quarter - <i>Worthing</i> | 58 in total | | | 33 | 34 | 38 | 65 in total | 27 | 28 | 23 | 29 | | | Monthly |
| Housing Development | | | | | | | | | | | | | | | |
| 7 | Number of new property commencements | 0 | 74 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | Monthly |
| 8 | Number of new property completions | 0 | 6 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | | | Monthly |
| Private Sector Housing | | | | | | | | | | | | | | | |
| 9 | New service requests received | 79 | 359 | | 20 | 27 | 31 | 78 | 27 | 23 | 19 | 35 | | | Monthly |
| 10 | New enforcement notices issued | 15 | 101 | | 2 | 7 | 6 | 15 | 6 | 2 | 8 | 12 | | | Monthly |



Adur Joint Strategic Sub-Committee
12th March 2024

ADUR DISTRICT COUNCIL

Key Decision : No
Ward(s) Affected: All

3rd Quarter Capital Investment Programme & Projects Monitoring 2023/24 Report by the Director for Sustainability and Resources

EXECUTIVE SUMMARY

1. PURPOSE

- 1.1 This report updates the Sub-Committee on the progress made on the delivery of the 2023/24 Capital Investment Programme for Adur District Council. The programme includes schemes which support the delivery of services by the Joint Services Committee.
- 1.2 The following appendices have been attached to this report:
 - Appendix 1:** Adur District Council Capital Monitoring Summary
 - Appendix 2:** Adur District Council Reprofiled Budgets

2. RECOMMENDATIONS

- 2.1 The Adur Sub Committee of the Joint Strategic Committee is asked to:
 - i) To note the reprofiling of the Adur District capital schemes as advised in paragraph 6.1 and appendix 2
 - ii) To approve the changes to the current schemes as set out in section 6.2 report.

3. CONTEXT

3.1 In accordance with the Councils' Capital Strategy, the Capital Working Group oversees the implementation and progress of both Councils' Capital Investment Programmes.

3.2 The Capital Working Group meets regularly and monitors the programme's progress and finance, seeking to address any problems at an early stage in order for schemes to be completed within budget and timescales. Where problems are highlighted the Group considers possible remedies including virements between schemes, reprofiling of budgets between years and the withdrawal of schemes from the programme when schemes are unable to proceed. This could be due to resourcing problems, time delays or other factors beyond the Council's control.

3.3 Full summaries of the progress of all the schemes in the 2023/24 Capital Investment Programmes are prepared each quarter highlighting:

| | |
|--|--------------|
| Schemes with significant challenges | Red |
| Schemes where progress is being closely monitored | Amber |
| Schemes progressing well | Green |
| Schemes where progress is beyond officers' control | # |
| Schemes with financial issues | £ |
| Schemes where progress has improved | ⬆ |
| Schemes where progress has deteriorated | ⬇ |

3.4 The Capital Working Group also ensures that capital schemes are approved within financial regulations.

3.5 Financial Regulations require officers to report each project on completion.

4. PROGRESS OF THE ADUR DISTRICT COUNCIL 2023/24 CAPITAL INVESTMENT PROGRAMME – Feb 2024

4.1 There are 82 schemes in the 2023/24 current capital investment programme which are progressing as follows:

| | Number of schemes | Percentage % |
|---|-------------------|--------------|
| Schemes completed | 17 | 20.7% |
| Schemes which are progressing satisfactorily | 60 | 73.2% |
| Schemes where progress is being closely monitored | 5 | 6.1% |
| Schemes with significant challenges or financial issues | 0 | 0% |

4.2 A summary of the financial movements of the 2023/24 Capital Investment Programme is attached as Appendix 1 to this report. A summary of the progress of all the schemes in the 2023/24 Capital Investment Programme is available from the Council's Intranet.

5.0 SUCCESSES AND CHALLENGES IN THE 2023/24 ADUR DISTRICT COUNCIL CAPITAL INVESTMENT PROGRAMME

5.1. The following schemes are progressing well:

5.1.1. Adur Homes Capital Investment Programme

The Adur Homes Capital Investment Programme for 2023/24 was initially approved by Council in February 2023. Following the appointment of a new Head of Property, the proposed programme has been fully reviewed and the focus of the current planned spend for 2023/24 has been on health and safety issues as well as addressing the current backlog in void property.

The capital programme for 2024/25 was approved in February 2024 and will focus on delivering the schemes identified by this year's stock condition surveys.

5.1.2 Adur Homes External Works Programme

The external capital works programme has been compiled and the following schemes are have begun:

- Roof replacement works to Fraser Court began in Quarter 1 and are now complete. Additional roof replacements are currently being planned.
- New Door Entry Systems have been installed at various flat blocks including Grange Court, Watling Court and Rectory Farm Road.
- Preparatory works for the Millfield Estate are underway with remedial works to begin in 2024/25.

5.1.3 Adur Homes Internal Works Programme

The internal capital works programme has been compiled and the following schemes are have begun:

- A series of fire safety works programmes are continuing to push ahead with significant investment in Fire Safety improvements and the Inner Rooms programme. Fire Doors replacements are also beginning with a large amount of works expected to begin in 2024/25
- Boiler replacements have been installed in 62 properties in Quarters 1, 2 and 3
- Refurbishments to 99 council dwellings which have become unoccupied have been carried out to enable the housing of new tenants.

5.1.3 Housing Development and Acquisition Programme

Small Sites (Hidden Homes)

Following approval of the small sites programme to deliver 56 new homes, the Council is progressing with 7 sites, 3 of these have continuing construction works and will complete by the end of the financial year, whilst the remaining sites are due to commence in the new year and will be delivered by the end of the 2024/25 financial year. Leconfield Road and St Giles Close have now been completed and the 6 properties are being prepared for use.

South Street - Temporary Accommodation

Procurement has issued an Intention to Award Letter and once the contract has been confirmed and signed off, the design works will be finalised. The anticipated start date for construction is March 2024.

5.1.4 Information and Communications Technology - Digital Programme (Partnership Scheme with Worthing Borough Council)

The following projects are progressing well:

- i) Ultrafast Network / Gigabit Project
- ii) Cyber Security Solutions

5.1.5 Completed Schemes

The following schemes have been completed;

- i) Shoreham Centre - Changing Place Accessible Facilities
- ii) Southwick Square Improvement Scheme
- iii) Vehicle Incursion Prevention measures - Hamble Road Open Space and Park Avenue

5.2. Challenges in the 2023/24 Capital Investment Programme:

5.2.1 There continues to be challenges to the delivery of a number of schemes due to a number of factors outside the Councils controls:

Delays have been encountered as follows:

- i) In obtaining quotes and estimates from suppliers.
- ii) Long lead in times for deliveries due to supply issues.
- iii) Mid-project cost inflation presenting budget pressures.

In addition there have been staffing shortages in the Technical Services Department which have now been addressed and projects and non urgent works will continue into 2024/25.

These issues have directly impacted on a number of projects which have required additional financial support which as set out below.

5.2.2 Albion Street.

Following the collapse of the previous contractor, the scheme has been delayed and will run over budget. However a new contractor has been appointed to complete the project and the works are due to complete in 2024/25.

6. ISSUES FOR CONSIDERATION

6.1 Budgets totalling £72,893,286 have been reprofiled to 2024/25 and future years, where the original project plan has changed and the schemes are not expected to complete in 2023/24. A list of schemes reprofiled is attached as Appendix 2 to this report.

6.2 The following amendments to the Adur District Council 2023/24 Capital Investment Programmes are recommended:

6.2.1 Gigabit Network Refresh Wifi Upgrade

This joint project is approaching its conclusion around October 2024, yet it has encountered notable delays and additional tasks owing to complex technical design and implementation with external partners. We are seeking a virement from the Digital Strategy General Provision Capital budget to address the funding requirements arising from these challenges. Initially designated for implementing the digital strategy and vital investments in replacing IT infrastructure and equipment, this budget is currently unallocated to any ongoing initiatives. The current allocation in the Joint Digital Strategy General Provision budget stands at £170,320, and we are requesting a virement of £161,880 to ensure the successful completion of the Network Refresh project.

7. ENGAGEMENT AND COMMUNICATION

7.1 The purpose of this report is to communicate with stakeholders on the progress of the Worthing Borough Council 2023/24 Capital Investment Programmes. Officers of the Council have been consulted on the progress of the schemes which they are responsible for delivering.

7.2 Specific schemes are subject to public consultation (e.g new playgrounds) to ensure that they meet community needs.

8. FINANCIAL IMPLICATIONS

8.1 There are no unbudgeted financial implications arising from this report as the Adur District Council 2023/24 Capital Investment Programmes were approved by the Council in February 2023. Subsequent changes have been reported to and approved by the Joint Strategic Committee or by Officers where a delegation exists. The issues considered in this report can be funded from within existing resources or through external funding.

9. LEGAL IMPLICATIONS

- 9.1 Section 28 Local Government Act 2003, as amended by the Localism Act 2011, provides that where in relation to a financial year, a Local Authority has made the calculations required by sections required by sections 31A 32, 42A and 42B of the Local Government Finance Act 1992, it must review them from time to time during the year. If it appears that there has been a deterioration in its financial position it must take such action, if any, as it considers is necessary to deal with the situation.
- 9.2 Section 151 of the Local Government Act 1972 requires the Councils to make arrangements for the proper administration of their financial affairs.
- 9.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Background Papers

- Capital Investment Programme 2023/24 – 2026/27 Adur District Council
- Capital Strategy 2024/27.

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SUSTAINABILITY AND RISK ASSESSMENT

1. ECONOMIC

- The capital programme prioritisation model awards points for capital project proposals that impact positively on the economic development of our places or the economic participation of our communities.

2. SOCIAL

2.1 Social Value

- The capital programme prioritisation model awards points for capital project proposals that impact positively on our communities.

2.2 Equality Issues

- The capital programme prioritisation model awards points for capital project proposals that address DDA requirements and reduce inequalities.

3. ENVIRONMENTAL

- The management, custodianship and protection of our natural resources are considered when capital schemes are assessed for inclusion in the Councils' Capital Investment Programme.

4. GOVERNANCE

- The Councils' priorities, specific action plans, strategies or policies are considered when capital schemes are assessed for inclusion in the Councils' Capital Investment Programmes.
- The Councils' reputation or relationship with our partners or community is taken into account when capital schemes are assessed for inclusion in the Councils' Capital Investment Programmes.
- Resourcing, risk management (including health and safety) and the governance of either Council are fully considered during the preparation of the Councils' Capital Investment Programmes.

| CAPITAL MONITORING SUMMARY 2023/24 | | | | | | | | | 3rd Quarter |
|-------------------------------------|--|-----------------------------------|---|---|--|---|--|---|---|
| Executive Portfolios | (1) Total ADC Scheme Budgets £ | (2) Previous Years' Spend £ | (3) 2023/24 Original Budget £ | (4) Net budget b/f from 2022/23 £ | (5) Approved Changes to Original Budget £ | (6) 2023/24 Budget Reprofiled to and (from) 2024/25 £ | (7) 2023/24 Current Budget £ | (8) 2023/24 Spend to Date £ | (9) Spend % of Current Budget |
| Adur Homes and Customer Services | 95,528,220 | 15,811,640 | 34,440,830 | 4,796,690 | 2,474,720 | 23,801,830 | 17,910,410 | 11,548,649 | 64.48% |
| Environment and Leisure | 9,023,526 | 518,630 | 1,728,840 | 459,550 | 277,546 | 1,370,136 | 1,095,800 | 487,901 | 44.52% |
| Communities and Wellbeing | 919,680 | 990 | 607,050 | 137,470 | 11,170 | 513,650 | 242,040 | 83,318 | 34.42% |
| Regeneration and Strategic Planning | 7,792,830 | 4,354,560 | 2,241,270 | 206,570 | 595,000 | 1,500,000 | 1,542,840 | 619,944 | 40.18% |
| Resources | 132,162,850 | 84,936,500 | 45,854,190 | 537,750 | (77,470) | 45,707,670 | 606,800 | 149,826 | 24.69% |
| TOTALS | 245,427,106 | 105,622,320 | 84,872,180 | 6,138,030 | 3,280,966 | 72,893,286 | 21,397,890 | 12,889,638 | 60.24% |

Financing of 2023/24 Programme:

| | |
|--------------------------------------|---------------|
| Adur Homes Capital Programme: | £'000 |
| Capital Receipts: | 100 |
| Major Repairs Reserve: | 4,650 |
| Prudential Borrowing: | 8,637 |
| | <hr/> |
| | 13,387 |

| | |
|--|--------------|
| General Fund Capital Programme: | £'000 |
| Prudential Borrowing: | 4,852 |
| Capital Receipts: | 334 |
| Government Grants: | 1,822 |
| Revenue Reserves and Contributions | 153 |
| S106 Receipts | 150 |
| Other Contributions | 700 |
| | <hr/> |
| | 8,011 |

Summary of Progress:

| | |
|--|-----------------|
| Schemes with significant challenges: | 0 |
| Schemes where progress is being closely monitored: | 4 |
| Schemes progressing well or completed: | 75 |
| Total Schemes: | <hr/> 79 |



ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

| Scheme | Reprofiled Budgets | Reason |
|--|--------------------|--|
| 1. Schemes in Progress where the completion has been delayed beyond 31st March 2024 | | |
| Adur Homes Capital Investment Programme | | |
| Albion Street | 400,000 | A new contractor has been tendered. Phase 1 to complete the structure has begun and will |
| Asbestos Management | 150,000 | The capital schedule has been revised as part of the dialogue with the regulator and Adur Homes. Budget reprofiled in line with anticipated expenditure. |
| Building Services - replacement Vehicle | 48,000 | Currently out for pricing, delivery expected in 2024/25. |
| Capital Works on Empty Properties | 950,000 | The capital schedule has been revised as part of the dialogue with the regulator and Adur Homes. Budget reprofiled in line with anticipated expenditure. |
| Decarbonisation schemes - Adur Homes | 100,000 | Invest to Save budget. No schemes have been identified. Budget profiled for future demand. |
| Development of Properties | 8,253,330 | i) Small Sites Programme - Construction expected to begin on a number of sites. Some sites to begin in 2024/25. Budget reprofiled in line with anticipated expenditure. |
| Electrical Safety Works | 600,000 | Electrical safety works to be combined with upgrades in the next year. Revised works schedules have been arranged for the new year. |
| External Structural Works | 5,270,000 | The capital schedule has been revised as part of the dialogue with the regulator and Adur Homes. Budget reprofiled in line with anticipated expenditure. |
| Fire Safety Works | 2,650,000 | Delivery of the fire safety works will progress in 24/25. Delays have occurred due to quality concerns with the original fire door contractor. |
| Professional and Consultancy Fees | 1,007,750 | The capital schedule has been revised as part of the dialogue with the regulator and Adur Homes. Budget reprofiled in line with anticipated expenditure. |
| Southwick Leasehold Acquisitions | 1,900,000 | The scheme has gone live in February for current leaseholders to put their properties forward for acquisition. Reviews and acquisitions are expected to take place in 2024/25. |
| Stock Condition Surveys | 240,000 | The capital schedule has been revised as part of the dialogue with the regulator and Adur Homes. Budget reprofiled in line with anticipated expenditure. |



ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

| Scheme | Reprofiled Budgets | Reason |
|--|--------------------|---|
| 1. Schemes in Progress where the completion has been delayed beyond 31st March 2024 | | |
| General Fund Schemes | | |
| Asbestos Surveys and Remediation Works | 110,000 | Some reactive work has been carried out in 2023. Technical services are focused on delivering higher priority projects and anticipate further work in 24/25. Budget profiled for future demand. |
| Buckingham Park - Infrastructure replacements | 34,360 | Works are currently underway to replace the pavilion. Infrastructure improvements required will be informed by the planning of this scheme |
| Commerce Way - Replacement floor coverings | 100,000 | Some reactive work has been carried out in 2023. Technical services are focused on delivering higher priority projects and anticipate this project will begin in 2024/25 |
| Commerce Way - Replacement roof covering | 150,000 | Project out to tender in February. Works to be on site in April. Budget reprofiled in line with anticipated expenditure. |
| Commerce Way - Upgrade of male showers | 35,000 | Project out to tender in January. Works will roll into the new financial year. |
| Corporate Hardware and Infrastructure | 28,200 | Fewer equipment replacements have been requested this year. Budget reprofiled in line with replacement equipment schedule. |
| Cemeteries and Crematorium Software | 28,070 | Plotbox is on hold pending a more complete service review process. Budget profiled in line with anticipated expenditure. |
| Community Alarm Service | 40,000 | Demand-led service. Fewer replacements of old equipment this year. Budget profiled for future demand. |
| Condition Surveys | 15,000 | External supplier now in place to implement surveys for council assets. Budget profiled in line with anticipated expenditure. |
| Cyber Security | 19,980 | The mobile phone security software will go live from April 2024. Budget reprofiled in line with anticipated expenditure. |
| Decarbonisation schemes - Corporate Buildings | 513,000 | Invest to Save budget. No schemes have been identified. Budget profiled for future demand. |
| Digital Strategy - General Provision | 28,200 | Identity and Access Management System being reviewed. It is expected this will include other systems to produce a Single Sign On solution. Implementation now expected in 2024/25. |



ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

| Scheme | Reprofiled Budgets | Reason |
|--|--------------------|--|
| 1. Schemes in Progress where the completion has been delayed beyond 31st March 2024 | | |
| Disability Discrimination Act Improvements to council buildings | 12,600 | No improvements have been identified in the current year. Budget reprofiled for future demand. |
| Eastbrook Community Centre - Redevelopment | 291,050 | Funds are being finalised following acceptance of a YIF Grant. Works will begin in 2024/25. Budget profiled in line with anticipated expenditure. |
| Empty Property Grants and Loans | 21,000 | Demand-led service. No grant request from local residents in the current year. Budget profiled for future demand. |
| Equalities Act - Access Audits | 35,000 | No required audits have been identified in the current year. Budget reprofiled for future demand. |
| Extension of Ultrafast Fibre Network | 1,175,000 | Scheme in partnership with Adur District Council. Current delays with the contractor. Budget profiled in line with expected expenditure. |
| Fire Door Replacements to Council properties | 40,000 | No replacements have been identified in the current year. Budget reprofiled for future demand. |
| Fire Risk Assessment Remedial Works | 12,500 | No improvements have been identified in the current year. Budget reprofiled for future demand. |
| Fishersgate Car Park | 140,000 | Works will begin alongside the Eastbrook CC scheme. Budget profiled in line with anticipated expenditure. |
| Ground Maintenance - Rolling programme of vehicle replacements | 30,030 | Joint programme to replace assets used by the parks team to deliver the service. The budget is being reprofiled to next year in anticipation of future replacements required. |
| Ground Maintenance - Rolling programme of equipment replacements | 35,720 | Joint programme to replace assets used by the parks team to deliver the service. The budget is being reprofiled to next year in anticipation of future replacements required. |
| Housing Development - South Street Car Park | 2,171,750 | Currently in the design phase. Construction expected to begin in 24/25. Budget profiled in line with anticipated expenditure. |
| Lancing Manor Leisure Centre Improvements | 449,400 | Works to the cladding and roof are due to be tendered after revised plans have been finalised. The previous tender price was too high. Budget profiled in line with anticipated expenditure. |
| Landscape Adaptions | 60,000 | Initiatives designed to help cope with the changing climate including rain gardens, wildflower planting and prairie planting. Future improvements will be considered in the next financial year. |



ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

| Scheme | Reprofiled Budgets | Reason |
|--|--------------------|---|
| 1. Schemes in Progress where the completion has been delayed beyond 31st March 2024 | | |
| Mill Lane Cemetery - Replacement Boundary Fence | 85,000 | Internal works beginning to prepare the project. Contractor works expected in the new financial year. Budget reprofiled in line with anticipated expenditure. |
| Office Equipment - Microphone system replacement | 14,100 | The systems at the Shoreham Centre and Worthing Town Hall require replacing. This is now expected to take place in 2024/25. |
| Parks and Open Spaces - Infrastructure Improvements | 10,770 | Future improvements will be considered in the next financial year. |
| Parks - Play Area improvements | 107,510 | New capital funds will be available in the new financial year for this scheme. Budget reprofiled in line with the availability of the new funds. |
| Parks And open Spaces - Signage | 8,650 | Rolling programme to replace signs in parks and open spaces. |
| Parks and Open Spaces - Public Art | 15,000 | S106 funds held in reserves as a public art contribution. Plans to be considered in the new financial year. |
| Planning and Building Control - Document Management System | 60,200 | IDOX delivery to begin in Dec 23 and will be complete by Dec 24. Budget reprofiled in line with anticipated expenditure. |
| Public Conveniences - Rolling programme of upgrades and improvements | 110,000 | Technical services are focused on delivering higher priority projects and will begin work on selected public convenience sites in 2024/25 |
| Refuse/Recycling - Trade Waste Bins | 30,000 | Demand led. Budget reprofiled for future demand. |
| Refuse/Recycling - Wheeled Bins | 18,200 | No further purchases expected in the current year. Budget reprofiled to 24/25 for future demand |
| Shadwells Play Area Improvements | 104,150 | Plans drawn up for works in the new financial year. |
| Shoreham Harbour Walls - West Harbour Arm | 1,500,000 | Construction works are planned to begin in 2024/25 pending the conclusion of a public consultation. Budget reprofiled in line with anticipated expenditure. |
| Southlands Play area improvements | 31,226 | Plans drawn up for works in the new financial year. |



ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

| Scheme | Reprofiled Budgets | Reason |
|--|--------------------|---|
| 1. Schemes in Progress where the completion has been delayed beyond 31st March 2024 | | |
| Southwick Community Centre - Replacement Windows and Flooring | 65,000 | The project will go out to tender following the approval of additional funding which has been requested as part of the 24/25 capital programme. |
| Strategic Property Investments | 43,488,420 | Investments in property for regeneration or service delivery. Currently no suitable properties have been identified that meet the council's strategic needs. |
| Street Cleansing Vehicles - EV charging points | 18,200 | Charging points to be installed in 24/25 |
| Street Litter and Dog Bins | 6,920 | No further purchases expected in the current year. Budget reprofiled to 24/25 for future demand |
| Vehicle Incursion Prevention Measures | 75,000 | Hamble Road and Park Avenue completed under budget. Funds for Southwick and Adur Rec forecast for 2024/25. Budget reprofiled in line with planned expenditure |
| Total Reprofiled Budgets: | 72,893,286 | |

Grants / Contributions Anticipated towards above schemes:

| | |
|--|-----------|
| Business Rates Pool - Ultrafast Network | 640,000 |
| Community Alarms - Revenue Contribution | 40,000 |
| Empty Property Grants - Capital Receipts | 21,000 |
| Environment Agency - Shoreham Harbour Walls | 59,840 |
| Ground Maintenance - Replacement of equipment - Capital Receipts | 11,840 |
| HRA - Major Repairs Reserve | 7,540,000 |
| Local Enterprise Partnership - Shoreham Harbour Walls | 112,280 |
| Parks and Open Spaces- Artwork - S106 | 15,000 |
| Shadwells Play Area - S106 | 104,150 |
| South Downs Leisure Contribution - Wadurs Entrance Doors | 11,000 |
| Southlands Play area improvements - S106 | 31,226 |
| Southwick Leasehold Acquisitions - Capital Receipts | 550,000 |
| Worthing Borough Council Contributions - Commerce Way Schemes | 142,500 |

| | |
|---|-------------------|
| Council Prudential Borrowing Budgets Reprofiled: | 63,614,450 |
|---|-------------------|



ADUR DISTRICT COUNCIL

Adur Joint Strategic Committee
12 March 2024

Key Decision [Yes/No]

Ward(s) Affected:

Development of a Community Hub at the site of the Southwick FC football ground

Report by the Director for Place

Officer Contact Details:

Ann Phillips, Project Manager, Major Projects & Investment

Email: ann.phillips@adur-worthing.gov.uk

Executive Summary

1. Purpose

- 1.1. The strategic objective of this report is to highlight the Council's support for a project to provide a community football hub to promote health, wellbeing and education in the area; and to maximise the prospect of securing Football Foundation funding to help ensure this vital project can happen.
- 1.2. The report seeks authority to bid in partnership with the Russell Martin Foundation and to enter into a Football Foundation funding agreement for the redevelopment of Southwick Football Club.
- 1.3. The report sets out the contractual arrangements and financial commitments of the Council and seeks appropriate authorisation from members of the Sub-Committee to ensure the project can be delivered.

2. Recommendations

That members of the Sub-Committee agree that:

- 2.1. That the Council is authorised (if required) to enter into the Football Foundation Grant Funding Agreement jointly with the Russell Martin Foundation to receive and allocate any funding from the Football Foundation under the terms of the grant for the purpose of delivering a new development and soccer pitch at the Southwick Football Club site to be operated by the Russell Martin Foundation under a lease arrangement as a community football hub to promote health, wellbeing and education in the area;
- 2.2. That the Director for Place or Assistant Director for Regenerative Development, may exercise delegated authority to enter into a build contract on behalf of the Council (providing always that the build contract is within available budget) to secure the development referred to in 2.1 above, following the outcome of a compliant procurement exercise;
- 2.3. To note that the Director for Place or Assistant Director for Regenerative Development will ensure that the Lease or other contractual arrangements requires the Russell Martin Foundation to create a sinking fund for ongoing repair and maintenance of the development and soccer pitch and ensures a commitment to the Council for the Foundations' ongoing compliance with the terms of the Grant Funding agreement with the Football Foundation.
- 2.4. To note that the Football Foundation grant funding terms and conditions may require the Council to agree a restriction on the title to the property to protect the Football Foundation's investment over the term of the grant funding agreement.
- 2.5. To note the financial implications in this report and authorise the sum of £300,000 from the 2024/25 capital programme to be allocated to works and for this budget to be used to meet the Council's contribution to the match funding required for the project.
- 2.6. To delegate to the Director for Place or the Assistant Director for Regenerative Development, the authority to procure and deliver the required outcomes as set out in this report within approved budgets.

3. Context

- 3.1 In 2021 Adur District Council granted a new 25 year lease for Southwick Football ground to the Russell Martin Foundation (RMF), a Southwick based not-for-profit charity organisation founded by locally born former professional footballer Russell Martin. The intention being for RMF to work with the local authority to refurbish the entire site, transforming it into a community football hub to promote health, wellbeing and education in the area.
- 3.2 To help kick-start the project and as owner of the site, Adur District Council released £50,000 of Section 106 funding to carry out urgent safety works to the facility. This funding supported vital work to bring the Old Barn Way site back into use for youth and community football in the short term.
- 3.3 In the longer term the plan was to transform the site and build a new community clubhouse. RMF requested permission to demolish the existing derelict building which had been used by Southwick Football Club. The site needed to become operational again before the charity could submit a planning application to redevelop the facility.
- 3.4 A planning application for redevelopment of the former Southwick Football Club site was submitted to Adur District Council's Planning Committee. The application included demolition of the existing clubhouse with a replacement sports hub building, full size 3G football pitch, floodlights and spectator stand. The application was approved at ADC's December Planning Committee meeting, pending confirmation of drainage details.

4. Issues for consideration

- 4.1 The Council has worked hard to support RMF, in particular since they learnt that the Football Foundation requires additional funding to be found to support the overall project cost of £2.4m.
- 4.2 Previously, the Football Foundation had indicated a £600k commitment was needed. In November 2023 this became £1m as a result of construction price inflation. The split would be 50/50 between RMF and the Council, underwriting £200k of RMF's £500k should it be needed.
- 4.3 The Council's financial commitments to this project are as follows:

- £300k from the Council's Resources Funding has been confirmed in ADC's 2024/2025 Capital Programme to support the project. The RMF will match fund the Council's £300k contribution.
 - The ADC Cabinet Report of 1 February 2024 highlights that the Council will likely need to commit a further £200k from a blend of next year's Capital Programme 2025/2026 and/or Section 106 monies identified as part of the development at the nearby Western Harbour Arm.
 - RMF will fundraise for their match contribution of £200k. Support for underwriting any gap in RMF's fundraising up to £200k is proposed. This would be in the form of a loan to RMF, should it be required, at market interest rates.
 - RMF will submit the application/bid to the Football Foundation on 12 April 2024 for the remainder and majority of the funding needed to support the overall project cost of approximately £2.4m.
- 4.4 A new lease is currently being drafted that will clearly set out the Council's contractual obligations with RMF to ensure that they comply with the ongoing requirements of the funding agreement. Those obligations, the funding agreement and all the terms and conditions for compliance with the requirements of the Football Foundation will be incorporated into the agreement for lease.
- 4.5 A separate contractual agreement between the Council and RMF will be made regarding the repairing covenant in the lease, so that any snagging issues following completion of the build will be dealt with by RMF and not the Council.
- 4.6 RMF will need to create a sinking fund from the income for the pitch so that they can carry out ongoing and future maintenance over a period of 20 years.
- 4.7 The application to the Football Foundation needs to be submitted with up-to-date indicative costs from a tender exercise to support the bid. In order to meet this requirement and the submission deadline of 12 April 2024, contractors have been invited to tender for the contract to redevelop the Football Club. The tender prices received from contractors as a result of the tendering exercise, will help to inform and substantiate the figures being given in the funding application to the Football Foundation.

5. Engagement and Communication

- 5.1 There has been regular engagement and communication with stakeholders and the Russell Martin Foundation from inception and throughout the planning, design and development stages of the project.
- 5.2 Adur District Council were pleased to award the lease to RMF for the football ground at Old Barn Way, the ex-home of Southwick Football Club. It was an opportunity for the Council and RMF to develop a facility that will be used by people of all ages. The new clubhouse which forms part of the redevelopment, will be used throughout the week for a variety of education and health improvement programmes.
- 5.3 Adur District Council together with RMF, local businesses and the community share the same ambition to work together to develop a facility that the local community can be proud of.

6. Financial Implications

- 6.1 The capital programme for 2024/25 includes a £300,000 budget for the scheme set out in the report. Members are recommended to approve the use of this budget to meet the Council's contribution to the match funding for the project.
- 6.2 There is a further £200,000 included indicatively in the programme for 2025/26 for consideration and approval in the 2025/26 budget process. If approved this will be available to meet the additional council contribution indicated at section 4.3 of the report.
- 6.3 The Russell Martin Foundation have indicated that they have in place their £300,000 match funding contribution for 2024/25. RMF will fundraise for their further match contribution of £200k in 2025/26. In the event that they cannot raise sufficient funds, it is proposed that the council is recommended to support underwriting any gap up to £200k. This support, if required, would be in the form of a loan to RMF at market interest rates.

7. Legal Implications

- 7.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.

- 7.2 Section 3(1) of the Local Government Act 1999 (LGA1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.3 s1 Local Government (Contracts) Act 1997 confers power on the local authority to enter into a contract for the provision of making available of assets or services for the purpose of, or in connection with, the discharge of the function by the local authority.
- 7.4 In procuring for a preferred developer, the Council is required to follow a lawful process as required by its Contract Standing Orders and have regard to the Public Contract Regulations 2015 and the Concession Contracts Regulations 2016. All the terms of the proposed arrangement are to be set out in a fair and transparent manner to all potential bidders.

Background Papers

- Adur Cabinet Report of 1 February 2024

Sustainability & Risk Assessment

1. Economic

The proposed development aims to deliver a single-storey Community Sports Hub building providing a range of accessible facilities, a new all-weather floodlit 3G full size football pitch, turnstiles and spectator stands. The scheme will be strategically important for Southwick and will benefit the economic participation of our communities in the local area.

2. Social

2.1 Social Value

2.1.1 Consideration has been given to all areas of the proposed redevelopment to create a sustainable, accessible, attractive and high-quality Community and Sports Hub which will be a benefit to people of all ages and to the local Southwick area.

2.1.2 The Russell Martin Foundation is a registered charity that works to impact positively upon the lives of children, young people and communities through football, education, health and improvement.

2.2 Equality Issues

2.2.1 The Council is subject to the general equality duty set out in Section 149 of the Equality Act 2010. This duty covers the following protected characteristics: age, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation.

2.2.2 In delivering the redevelopment of Southwick Football Club, the Council must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups.

2.3 Community Safety Issues (Section 17)

2.3.1 The Council is committed to the promotion of communities as safe places. Our Plan seeks to progress delivery of the Council's community safety commitments by strengthening working partnerships with the Police, communities, businesses and multidisciplinary teams across the Council.

2.3.2 The overall design of the site, including the clubhouse building and external spaces, have been carefully considered to comply with the general principles of Secured By Design (the national police crime prevention initiative) in order to prevent the opportunity for criminal activity and disorder in and around the development.

2.4 Human Rights Issues

The proposal in this report does not impinge on anyone's human rights and conforms with the Human Rights Act 1998, to treat everyone equally, with fairness, dignity and respect.

3. Environmental

Detailed consideration has been given to all elements of the design and their potential impact on the surrounding context. The proposed redevelopment scheme includes new landscape planting and a sustainable urban drainage system (SUDS) throughout the site.

4. Governance

In line with the constitution, this report is being taken to the Adur Informal Cabinet and the Adur Joint Strategic Sub-Committee for consideration.



ADUR DISTRICT COUNCIL

Adur Joint Strategic Committee
12 March 2024

Key Decision [Yes/No]

Ward(s) Affected:

Exploration of response and options available for the Old School House Motion

Report by the Director for Housing & Communities

Officer Contact Details: Rhian Francis

Executive Summary

Purpose

- 1.1. Following the recent Motion presented to this council about ESTEEM and the Old School House, officers committed to bringing back a report to Members of this committee. This report therefore sets out the options available to support ESTEEM and the motion for them to occupy the Old School House.
- 1.2. The Old School House is a repurposed residential property. The building is currently occupied by ESTEEM, a local youth organisation wanting to make the building their permanent home.
- 1.3. The report provides the necessary background information for Members, and asks Members to delegate work to officers to progress the options so that a considered decision on the future of the Old School House building can be made.

Recommendations

- 2.1. Members are asked to:
 - 2.1.1. Consider the issues in this report presented to respond to the Motion brought forward regarding ESTEEM's future use of The Old School House.

- 2.1.2. Note the options appraisal that has been carried out and agree that officers work up the next steps and progress Option 3, as the preferred route, with Option 4 as the second option (as set out in paragraphs 4.13 below).
- 2.1.3. To delegate the progression of this work to the Assistant Director for Regenerative Development in consultation with the Cabinet Member for Regeneration and Strategic Planning.
- 2.1.4. In the short term to agree to enter into a fixed term lease with ESTEEM for their current occupation of The Old School House, while the council reviews available options under the Community Asset Transfer process.
- 2.1.5. To develop a Community Asset Transfer Policy for future disposals of Community Assets both in terms of sale and lease.

3. Context

- 3.1 The Old School House was repurposed as a 'community building' many years ago and there have been several community based organisations that have leased the property since.
- 3.2 Esteem has occupied part of the Old School House since 2017, having originally licensed a few rooms from the Council's tenant at the time, Adur Voluntary Action (AVA). When AVA's lease expired in December 2018, both AVA and ESTEEM were granted Tenancies At Will (TAW,) as the property had been identified as potentially surplus to requirements. This potential was confirmed by Stiles Harold Williams, in the company's 2020 review of council properties for potential disposals. The Property and Investment Team subsequently undertook a review of this property in accordance with the Asset Management Plan (AMP) and consulted with the Communities and Technical Services Teams. This review identified the significant investment needed to continue its community use, as well as substantial limitations due to the building's inaccessibility preventing more inclusive community use. It was therefore determined that this building should be disposed of.
- 3.3 The councils' AMP includes five clear objectives to support the overarching ambitions of the Council. Proactive asset management is promoted and this includes identifying and disposing of poorly performing assets, in order to prioritise the limited resources held and 'core' estates requirements. A further

strategic asset review is currently underway, to ensure that the Council's properties are delivering and meeting the ambitions, as set out under 'Our Plan'.

- 3.4 Following the decision of disposal, council officers signalled to both AVA and ESTEEM the need to find alternative accommodation. AVA vacated the property in September 2021, following successfully securing accommodation in nearby premises provided by the Co-op.
- 3.5 ESTEEM, however, have struggled to locate a property that they feel meets the needs/wants of their organisation. Council officers have explored a number of other options to support ESTEEM, whilst not being able to act as a property agent. This has included introducing and brokering conversations with the developer of the former Adur Civic Centre site, as well as reviewing Council owned assets to identify whether there are any other buildings in the portfolio that would be more suitable. Both the Old Customs House and rooms at the Shoreham Centre were offered as alternatives, however both venues were refused as being unsuitable or were only considered by ESTEEM in addition to their current accommodation.
- 3.6 Since the departure of AVA from the building, ESTEEM has continued to occupy the parts of the building under the agreement of the TAW. They have also taken possession of the remaining areas of the building, without permission or agreement.
- 3.7 TAWs are agreements that essentially only allow basic occupation of property on a day to day basis. They are not long-term agreements and do not provide any security of tenure and so are unsuitable for occupiers, in this case ESTEEM, to attract long term funding to underpin their work.
- 3.8 Esteem only has a TAW for their original rooms however, not the rooms formerly occupied by AVA. The council may therefore retain liability for any incidents occurring within the former AVA rooms, as well as the continuing general health and safety, compliance and repairing obligations for the property.
- 3.9 In October 2022, Esteem successfully registered the property as an 'Asset of Community Value' (ACV). As set out under the Localism Act 2011 ("LA 2011"), the intention to dispose of an asset triggers the ACV 'community right to bid' process. The process allows local community groups to submit a notice of interest within the first six weeks of a six month moratorium period. This is regardless of the asset being privately or local authority owned. The property will remain registered as an ACV until October 2027.

- 3.10 In May 2023, officers met with ESTEEM to formally signal the intention to market The Old School House, and therefore this action would trigger the ACV moratorium period. Officers discussed with ESTEEM the timeline for this and negotiated to undertake the process when it was mutually beneficial. Therefore allowing sufficient time for ESTEEM to be in a position to participate.
- 3.11 Esteem have subsequently petitioned the council to remain in occupation and more recently proposed to purchase the property at a reduced value through 'Community Asset Transfer' (CAT).
- 3.12 Community Asset Transfer provides local authorities with a clear and transparent process to transfer the management of assets to community groups. This is generally through leasing at less than best value. However, it can include transferring ownership. CAT allows a level playing field for all community groups to apply to manage identified community assets. The process assesses factors such as social value provision and applicants' ability to manage assets appropriately (competent counterparties) now and into the future.
- 3.13 Whilst the future disposal route for The Old School House has been subject to discussion, it is important to note that there is a need, in the meantime, to formalise ESTEEM's current occupation. Heads of Terms were drawn up and circulated to ESTEEM for consideration. This is based on a full repairing lease for a term until December 2024. This ensures that each party is understanding of their obligations and has security, whilst the pathway for the future of the building is determined by Members. There are a number of ongoing discussions with ESTEEM to ensure that they enter into a full repairing lease for a short period until a medium/longer term solution is found. This is essential in terms of managing liabilities and also ensuring that ESTEEM is a good tenant.
- 3.14 Both Council Members and officers acknowledge the work carried out and the value that ESTEEM brings to the young people they work with and the wider community. The Adur Joint Strategic Sub-Committee accepted the motion to explore the available options, as well as setting out the resource implications arising from the Motion at its meeting in November 2023.
- 3.15 It should be recognised that the Council has played a key role in supporting ESTEEM over many years. This has included providing grants (since 2019 this has amounted to £6,000), in addition to providing rent and service charge free occupation of The Old School House for 7 years at considerable cost to the Council. Additionally the Council has had to assume responsibility for compliance matters at its own risk owing to the issues and type of occupancy.

4. Issues for consideration

- 4.1 The building itself is in poor condition. This next section breaks down some of these issues for Members' awareness. It is important to note that the property has not been included in the Planned Preventative Maintenance programme, due to full repairing leases being in place with past tenants and the decision in 2020 to dispose of the property.
- 4.2 Due to these issues there are a number of reactive maintenance costs that have been incurred and officers have been focusing on the most essential ones related to health and safety with £4,000 being spent in the last few months to address these matters.
- 4.3 A visual inspection of the property was carried out in October 2023 by the Council's Technical Services Team. It was estimated that the cost of potential repairs needing to be carried out over the next 12 to 18 months will exceed £20,000. (Please note this was a visual inspection only and costs are likely to be greater.)
- 4.4 The Energy Act 2011 introduced Minimum Energy Efficiency Standards (MEES) for non-domestic properties. Landlords must obtain an Energy Performance Certificate (EPC) in order to grant a lease on a property. Members should therefore note that leasing properties without suitable EPCs can lead to enforcement action and fines for landlords.
- 4.5 The Old School House does not comply with MEES regulations. Non-Domestic properties require a minimum E rating to be leased currently, with this requirement being raised to a C rating in 2027 and B rating in 2030. The property currently achieves a non-compliant F rating, with work therefore needed to improve this in order to enter into any lease agreement.

The estimated costs for meeting MEES legislation improvement are around £6,000, which would enable the building to be leased until 2030 under the current requirements. After that date more investment is highly likely to be required.

- 4.6 The building is also not compliant with disability access regulations. An independent Access Audit Report was commissioned in 2021. This identified lack of disabled persons access, no accessible WC provision and no easy access to upper floors. The Report identified around costs to address this being in excess of £35,000

4.7 When considering the freehold disposal of Council assets, the Council has fairly wide discretion to dispose of its assets in any manner it wishes. This is subject to statutory provisions, in particular the overriding duty under section 123 of the Local Government Act 1972 to obtain the best consideration that can be reasonably obtained. There are circumstances where a local authority may consider it appropriate to dispose of land at undervalue. The General Disposal Consent (England) 2003 gives local authorities greater freedom to exercise discretion in the disposal of their land which the authority considers 'will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area'.

4.8 As stated in Section 3.9 above, The Old School House was successfully registered as an Asset of Community Value under the LA 2011. Section 96 LA 2011t, defines relevant disposal as the sale of the freehold, or grant or assignment of a lease originally granted for 25 years or more, but requires the new owner to have 100% vacant possession. Independent legal advice has confirmed that the ACV process must be followed should the Council consider disposing or leasing a property listed on the ACV register.

4.9 The process of an ACV disposal is shown below:

| | |
|---------|--|
| Stage 1 | The Council would have to give notice under s95(2) LA 2011 to the listing authority (in this case the Council) of the intention to dispose of the ACV. The Council must amend its list of ACV's, notify the nominator and publicise the information in the area |
| Stage 2 | Enter a 6 week moratorium period where any community interest groups can serve an Expression of Interest (EOI) on the Council in writing. |
| Stage 3 | Assuming an EOI has been received from a community interest group of their will to be treated as a potential bidder, the Council would trigger the full six month full moratorium period from the notification date of the proposed disposal. |
| Stage 4 | During the full moratorium period, community interest groups are given the opportunity to prepare a business plan and raise funding. This includes the groups financial viability and experience in maintaining the asset and its community use going forward. |
| Stage 5 | The Council can negotiate a sale with a community interest group and if the sale is agreed can sell and complete within the six month full moratorium period <u>or</u> continue to market and negotiate open market sales. However, cannot enter into a binding contract or exchange contracts until the end of the six month FULL |

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| | moratorium period. |
| Stage 6 | Once the period of FULL moratorium has been served the Council can dispose of the property to whoever it chooses. |
| Stage 7 | <p>The protection period provides for 18 months from the date notice is received on the intention to dispose of the property. There can be no further moratoriums during the protected period.</p> <p>If a disposal cannot be completed within the protection period and there was still an intention to dispose of the property then this would re-trigger the moratorium period and essentially start the process again.</p> |

4.10 The Council does not currently have a Community Asset Transfer (CAT) policy, however it is still possible to run a CAT policy parallel to the ACV process. A CAT is widely recognised as best practice in managing Community Asset disposals and sets out a framework to support the transfer of assets in a fair, open and transparent way. The process the Council would follow for a CAT is detailed below:

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| Stage 1 | <p>Expression of interest made from an applicant identifying the building that they are interested in.</p> <p>Applicants would need to provide the following information:</p> <ul style="list-style-type: none"> ● Summary of where their organisation is currently based. ● Organisational purpose. ● Services they offer. ● Details of the building they are interested in and why. ● Type / Length of tenure required. ● Explanation of why they are applying for CAT. |
| Stage 2 | <p>Invitation given to progress to Stage 2 following consideration of the above.</p> <p>Further information to be submitted would include:</p> <ul style="list-style-type: none"> ● Full details on intended use. ● How the building is intended to be used to raise additional funds and achieve additional social value. ● Full details of how and when those benefits will be achieved, monitored and reported to the Council. ● Evidence to support a local demand for the service. ● Full details of the organisation's experience in managing property and providing intended service. This will include governance and constitution arrangements. ● Full details of the business case/ plan that covers |

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| | occupation and use for the intended lease period or first 5 years following transfer whichever falls sooner. |
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4.11 The Council motion to retain ESTEEM within The Old School House building does not align with a usual Community Asset Transfer approach i.e. because this could affect other community organisations opportunity to participate in a CAT approach, given that ESTEEM are currently occupying the building.

4.12 Normally, the Council should be led by an up to date asset management plan and supporting policies e.g. CAT. This facilitates good working practices and clear decision making without prejudice. Owing to an out of date asset management plan without support policies, officers have been working to establish how this process can allow fairness, transparency and equity for all community groups in line with an AMP and CAT policy.

4.13 Options Appraisal

There are a number of options for members to consider, which are illustrated below:

Option 1 - Status Quo

This option would see ESTEEM continue to use the building in its entirety without any legal agreement in place.

| Advantages | Disadvantages |
|-------------------|---|
| None. | <ul style="list-style-type: none"> ● Council remains liable for Health & Safety, Compliance for parts of the building. ● No enforceable lease terms. ● Council remains financially liable for the upkeep and maintenance of a building in poor repair. Significant capital investment is needed to ensure this building is sustainable. ● TAW is inappropriate and has no legal basis for long term occupation. ● ESTEEM risks withdrawal of core funding from external funders with a TAW agreement in place to deliver their services. |

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| | <ul style="list-style-type: none"> ● ESTEEM has no security of tenure under a TAW. ● Council would have to invest in disabled access provision |
| <p>Further Consideration</p> <p>We need to ensure that any group using this building is a competent counterpart (i.e has the requisite skills and experience to hold a lease) and this needs to be tested through a CAT process.</p> | |

Option 2 - Freehold Disposal for Best Consideration (Market Value)

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> ● Providing a capital receipt to Council to support the Council's reserve position. ● A capital receipt could be reinvested into other programmes of work or into buildings, which are fit for purpose, accessible and sustainable. ● Reduce the call on Council finances to maintain a poorly performing asset. ● Redirect officer resources into other community and property projects/ initiatives. | <ul style="list-style-type: none"> ● This provides no certainty that ESTEEM will remain in occupation due to the ACV/ CAT process (ESTEEM could not meet the market value). ● The capital receipt monies may not be ring fenced into the purchase of another community asset and therefore this would reduce the community assets available. ● The property could be leased for a commercial interest albeit the nil or low rental income is forgone. ● The Council loses control over the asset and its use. If sold to a community group, this will include losing control of ensuring that the purchaser's competence and ability to maintain and run the community asset thereafter. |
| <p>Further Consideration</p> <p>To understand the true market value, this building would need to be placed on the open market.</p> | |

In November 2022, two local estate agents provided a suggested starting asking price of £500,000. This was to convert the property back into residential use.

A claw back provision could be included in a transfer, should the property be sold in future or community use was ended. This would be by way of overage to provide a cash sum in the event of a change of use, for example.

Option 3 - Freehold Disposal for Less than Best Consideration (Community Asset Transfer for less than a market value)

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> ● Providing a capital receipt to Council to support the Council's reserve position. ● A capital receipt could be reinvested into other programmes of work or into buildings, which are fit for purpose, accessible and sustainable. ● Reduce the call on Council finances to maintain a poorly performing asset. ● Redirect officer resources into other community and property projects/ initiatives. ● The building would remain within community ownership. ● If successful, ESTEEM would have full control over the asset to continue their services for the local community. ● Community based ownership could unlock grant funding to improve the fabric of the building. | <ul style="list-style-type: none"> ● This provides no certainty that ESTEEM will remain in occupation due to the ACV process. ● Reputational risk to the Council if a transfer is perceived to be carried out without a fair, transparent process for all community groups. ● The capital reduced receipt monies may not be ring fenced into the purchase of another Council community asset and therefore this would reduce the assets available. ● The Council would forgo being able to gain a rental income from the property (commercial or community). ● The Council loses control over the asset and its use. This will include losing control of ensuring that the purchaser's competence and ability to maintain and run the community asset thereafter. ● There is no guarantee the ESTEEM or the successful community organisation could raise the funding for the purchase of the building, even at an undervalue. |

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| <p>Further Consideration</p> <p>There are several considerations to be made in determining the undervalue disposal of a building:</p> <ul style="list-style-type: none"> • To understand the true market value, this building would need to be placed on the open market. This would confirm the position on which to base the undervalue decision. • ESTEEM are not in a position currently to provide a suggested purchase price, due to the way in which they will need to raise the finances for purchase and an assessment on the likelihood of this needs to be made. They have however shared that they are confident that they could raise funds for these purposes. • Without a CAT policy in place there are difficulties in accessing the social value of the organisation wishing to purchase and therefore justifying and undervalue calculation. <p>Restrictive covenants should be included within the conveyance to ensure continued community use of the asset.</p> <p>A claw back provision could be included in a transfer, should the property be sold in future or community use was ended. This would be by way of overage to provide a cash sum in the event of a change of use, for example.</p> | |

Option 4 - Long Term Lease

A long-term lease may be defined as one not less than seven years in length. A lease of this length or more would require registration with HM Land Registry by the tenant.

Lease terms can be negotiated and include:

- A tenant obligation to put the asset into repair or carry out work to improve accessibility.
- Repairing obligations for each party. A long term lease should include a full obligation by the tenant to repair and keep the property in compliance with all statutes and regulations.
- Provision can be included to ensure ongoing community use of the asset, for example break provisions to take back the asset if necessary.
- Safeguards to ensure continued occupation, for example excluding subleases or selling the leasehold interest.

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> ● Reduce the call on Council finances to maintain a poorly performing asset. ● The council's repairing obligations and other liabilities, including health and safety and financial, are minimised to provide revenue and capital savings. ● Redirect officer resources into other community and property projects/ initiatives. ● The building would remain within Council ownership and stewardship, safeguarding it for future projects/ initiatives. ● ESTEEM could be granted a lease and have control over the asset with Council stewardship. ● This would provide certainty for ESTEEM to continue occupation and delivering/ growing the services it provides for young people. ● Long term CAT transfer via lease could unlock grant funding to improve the fabric of the building, reducing the Council's call on capital resources. ● The Councils could consider a rental income from ESTEEMs occupation. ● The council resumes control of the asset on expiry of the lease and therefore is able to be let to another community group or a commercial tenant | <ul style="list-style-type: none"> ● The capital receipt monies would not be received. ● The Council would forgo being able to gain a commercial rental income from the property. ● May include (depending on terms) continuing Council resources into property and community management of the building (stewardship). |
| <p>Further Consideration</p> <p>Long term leases to community based organisations should be subject to a CAT process to determine suitability, sustainability and calculating a reduced rent.</p> | |

Can ESTEEM be regarded as a competent counterparty capable of holding a lease. Their current occupation has been through default and concerns have been raised through their use of the building (fire risk assessment, maintenance, unapproved works carried out and unauthorised occupation).

Option 5 - Short Term Lease

A short term lease is deemed to be less than 7 years and not required to be registered with HM Land Registry.

In addition to the advantages and disadvantages of the long term lease option, the following represent a short term lease option.

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> ● Council retains more control over the assets future, giving flexibility to review the future of the asset when it expires. ● Tenants are more likely to look after properties for short term lease as there is no guarantee of long term occupation. ● More consistent with a CAT policy for leasing, allowing review of applications from other groups who may be interested in the property and have property requirements. | <ul style="list-style-type: none"> ● Short lease duration may restrict the tenant’s ability to fundraise and keep the building in repair. ● Tenants are less willing to invest and carry out repairs/ improvements when there is a shorter tenure. ● Council retains compliance responsibility depending on the terms negotiated. |

Further Consideration

Short term leases to community based organisations should be subject to a CAT process to determine suitability, sustainability and calculating a reduced rent.

Can ESTEEM be regarded as a competent counterparty capable of holding a lease. Their current occupation has been through default and concerns have

been raised through their use of the building (fire risk assessment, maintenance, unapproved works carried out and unauthorised occupation).

5. Engagement and Communication

- 5.1 Officers from Estates and Communities have been in constant communication with ESTEEM, the current occupier, to advise them of the intention to dispose of the property. Officers have also held a number of meetings with the tenant to discuss matters arising from this.
- 5.2 Officers have also engaged Technical Services in respect of the use and maintenance for the property.
- 5.3 Professional external legal advice has also been sought around the ACV process, in addition to the Council's legal team consulting on this matter.
- 5.4 Interested community groups and organisations through the ACV process will have the opportunity to submit an EOI to be considered to purchase the property.
- 5.5 This committee, alongside Ward Councillors and Cabinet Members will need to be updated with progress when developing the agreed option.

6. Financial Implications

- 6.1 The options appraisals for the building are set out in section 4.13 of the report.
- 6.2 The proposed preferred option 3 of a Freehold Disposal for Less than Best Consideration (Community Asset Transfer) has the advantage of providing the council with a capital receipt albeit reduced as through a CAT process. The actual level of receipt is not known and to understand the true market value, this building would need to be placed on the open market. There would be a cost associated with commissioning this exercise.
- 6.3 Option 3 would also reduce the cost to the council of maintenance and repair of the asset. However, it should also be noted that the council would forgo the opportunity to invest in the asset and gain rental income from alternative lease opportunities. The cost/benefit of this would need to be investigated further to form a financial view.

7. Legal Implications

- 7.1 Local authorities are given powers under the Local Government Act 1972 (“LGA 1972”) to dispose of land in any manner they wish, including the sale of their freehold interest, granting a lease or assigning any unexpired term on a lease, and the granting of easements. The only constraint is that a disposal must be for the best consideration reasonably obtainable in accordance with Section 123 LGA 1972
- 7.2 However, it is recognised there may be circumstances where an authority considers it appropriate to dispose of land at an undervalue (where the disposal does not exceed two million pounds. Guidance is contained in [General Disposal Consent \(England\) 2003](#) which provides the specified circumstances where a local authority may sell at under value namely where the disposal would contribute to the “*promotion or improvement of economic well-being, social well-being and / or environmental well-being*”
- 7.3 The ACV process which the Council must adhere to is specified in Chapter 3, Sections 95 to 98 LA 2011 and The Assets of Community Value (England) Regulations 2012

Background Papers

- [Background Information on Assets of Community Value & Right to Bid Process](#)
- [Joint Procedure for administering Assets of Community Value](#)
- [Asset of Community Value Register](#)
- [Property Asset Management Plan](#)

Sustainability & Risk Assessment

1. Economic

This recommendation has positive economic impact, as it releases capital from a property requiring increasing maintenance and larger capital investment to sustain its current use. It should be noted that if the property is sold at an undervalue, the capital return would be substantially reduced and therefore the reinvestment into Council services would be less than selling the property at market value. Holding costs (security, insurance and rates) will be payable if vacant and if sold would be saved.

ESTEEM, should they be in a position to purchase the property would be able to apply for external grant funding and continue community use.

2. Social

2.1 Social Value

This would be positive for the wider Shoreham community as it will bring a property in need of updating and refurbishment into a more sustainable use.

The current occupier's activities cover a wider geographical area and are therefore not exclusive to the Shoreham community. This building currently acts as a central hub for all its service users.

Council control over the use of the asset will be lost however, should ESTEEM cease to operate at the building.

2.2 Equality Issues

The current occupier's service could move to a more suitable location with improved access. The asset does not conform to modern accessibility standards. Access and participation with all groups will therefore be restricted.

2.3 Community Safety Issues (Section 17)

Matter considered, no issues identified

ESTEEM will continue to work and engage with young adults aged between 14 and 26 years old.

2.4 Human Rights Issues

Matter considered, no issues identified

3. Environmental

Matter considered, no issues identified

4. Governance

This report aligns with the aims of the medium term financial strategy and the Council's current AMP.

There is a risk that the recommendation may set a precedent for similar applications to purchase assets at an undervalue or that ESTEEM has been favoured over other community groups in need of property.

The recommendation removes any potential health and safety liabilities by transferring ownership and management of the building. There may be reputational risk if ESTEEM is incapable of managing the asset going forwards.

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