

ADUR & WORTHING
COUNCILS

Joint Strategic Committee
12 March 2024

Key Decision [Yes/No]

Ward(s) Affected:

Housing Strategy, Policy and Data progress

Report by the Assistant Director of Housing & Homelessness Prevention.

Officer Contact Details

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Executive Summary

1. Purpose

This report:

- 1.1. Provides an update for both councils on the progress made against the Housing Strategy 2020-2023
- 1.2. Provides a summary of the Homelessness & Rough Sleeping assessment
- 1.3. Requests an extension to the housing and homelessness strategies (Housing Strategy 2020-2023, Temporary Accommodation Placement & Procurement Policy, Community Homelessness Prevention Strategy 2017-2022)
- 1.4. Asks Members to approve updates to the respective Choice Based Lettings Policies detailed in section 4.

2. Recommendations

- 2.1. The Joint Strategic Committee is asked to agree to extend the following strategies and policies until the end of 2024
 - 2.1.1. Housing Strategy 2020-2023
 - 2.1.2. Temporary Accommodation Placement and Procurement Policy
 - 2.1.3. Community Homelessness Strategy

2.2 Members are asked to note the progress and plans underway to tackle homelessness and rough sleeping contained within the report.

2.3 Members are asked to approve changes to the respective councils Choice Based Lettings Policies. Minor changes to be delegated to the Director of Housing and Communities in consultation with the respective Cabinet Members (Cabinet Member for Adur Homes and Customer Services and Cabinet Member for Housing and Citizen Services for Worthing) and wider approval for more significant changes detailed in section 4

3. Context

- 3.1. The Councils' Housing Strategy 2020-2023 sets out the Councils' ambition to deliver secure and appropriate housing for the people of Adur and Worthing and support all sectors within the communities to live healthy, secure and purposeful lives.
- 3.2. Our Councils believe that all of our residents should have access to a safe, secure and sustainable home and that people need to be at the heart of a strategic approach. Our ambition is to develop a housing strategy that is better informed by the needs of our communities and which has the principle of participation deeply embedded, involving residents, communities and partners in its development and delivery.
- 3.3. In March 2023 Members of this committee approved an extension to the Housing Strategy 2020-2023, Temporary Accommodation Placement and Procurement Policy and Community Homelessness Strategy however a number of changes within the service and wider councils have impacted the ability to implement a revised set of strategies and policies as previously intended.
 - 3.3.1. These changes have been positive and help set our foundations for proactive development of an organisational redesign for housing. The redesign will transform how we work alongside wider teams within the councils and community partners to develop greater resilience within our teams, maximising external resources and partnerships to support the work that we do. It also aims to create an earlier, more preventative and early help approach that uses technology and data to maximise our ability to reach more

people and enable them to self help as early as possible. This was an area identified as part of the Homelessness and Rough Sleeping Assessment detailed in section 4.9 below.

- 3.4 Members are aware of the challenges around the demand for housing, with growing numbers of our residents requiring access to emergency accommodation through an increase in homelessness need. This, alongside a shortage of temporary and emergency accommodation has severely impacted the Council's budgetary position. More importantly this is having a profound impact on the lives of those families who we are trying to find temporary placements for and for those that we have to place out of respective areas, often away from their work, schools and support networks.
- 3.5 More specifically in this area a lack of adequate supported housing to meet the needs of those with multiple and complex needs is resulting in single people, with no housing option, either rough sleeping or facing multiple placements in temporary accommodation.
- 3.6 The lack of housing supply which is very much needed by our communities is impacting residents on our respective housing registers. There is a chronic shortage of affordable and social housing to meet our housing demand, with long waits for people in need and increasing numbers of people unable to source their own housing and who are in need of assistance from the council.
- 3.7 The Councils continue to make good progress in a number of key areas of the housing strategy however a significant issue is the continued increased demand for services which the councils are not alone in experiencing.
- 3.8 Ahead of the 2023 Autumn Statement, 158 Councils attended a summit of the District Councils' Network (DCN) to discuss the rapidly increasing scale of temporary accommodation. In total 104,000 households are in temporary accommodation nationally, an increase of 62% in the past five years. These numbers are being driven by a fundamental failure of the housing market.

Subsequently a letter, signed by 119 Councils, urged for six key actions:

- Raise Local Housing Allowance rates to a level that will cover at least 30% of local market rent and commit to annual up-rating.
- Provide £100m additional funding for Discretionary Housing Payments in 2023-24 and an additional £200m in 2024-25.
- Provide a £150m top-up to the Homelessness Prevention Grant for 2024-25.

- Review the cap for housing benefit subsidy rate for local authority homelessness placements (currently set at 2011 Local Housing Allowance levels).
- Develop policy to stimulate retention and supply in the privately rented sector.
- Give councils the long-term funding, flexibility and certainty needed to increase the supply of social housing.

Only the first of these asks has been responded to. The next three are immediate financial measures both to help keep more households in the preventative space, and to address the increasingly perilous financial position many local authorities find themselves in meeting their statutory obligations.

The final two points are, however, the only long-term solutions to the housing crisis.

4. Issues for consideration

4.1 It is recommended that the existing strategies below are extended to the end 2024 to enable wholesale reviews to be undertaken, strategies to be rationalised and revised strategies to be data informed following the homelessness and rough sleeping assessment.

4.2 Housing Strategy: Enabling People to thrive in their own homes 2020-2023

The current Housing Strategy: Enabling People to Thrive in their Own Homes was widely consulted on, produced and agreed by the Joint Strategic Committee in March 2020, setting out four key ambitions:

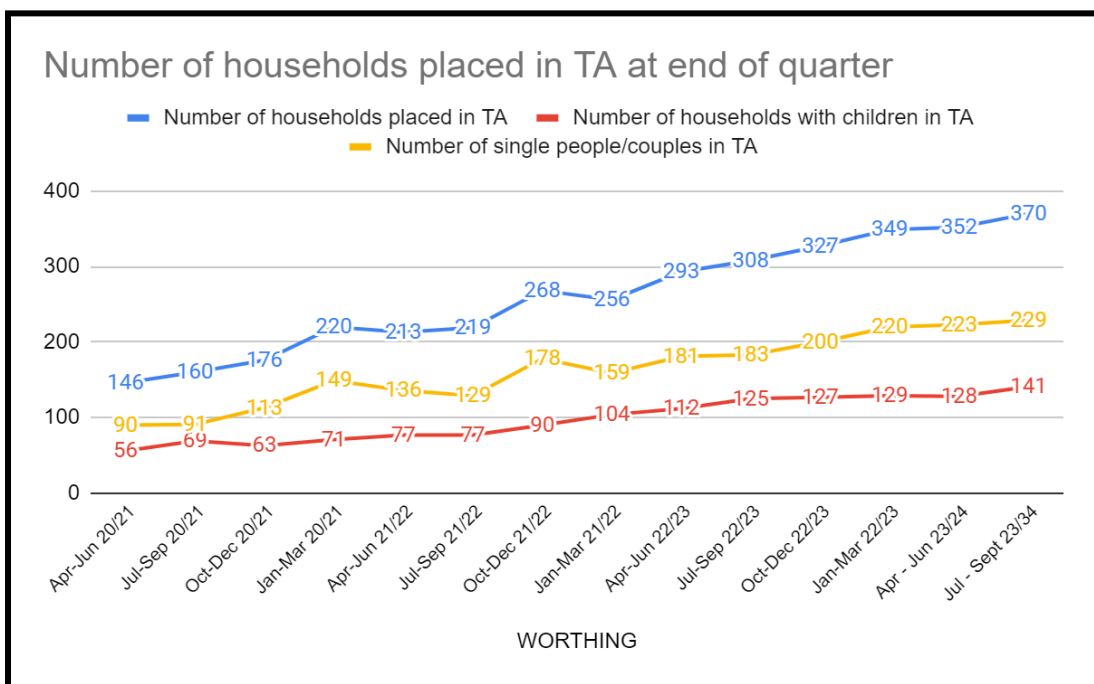
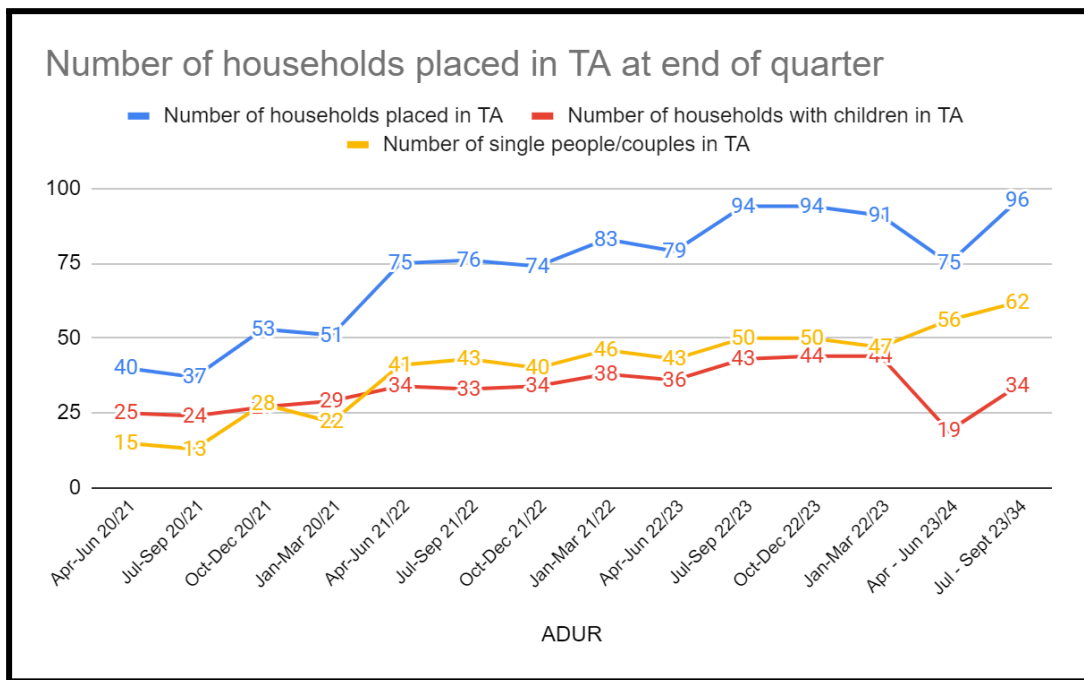
- secure and appropriate housing for the people of Adur and Worthing;
- individual and community resilience, and economic growth;
- communities to live healthy, secure and purposeful lives;
- partnership with businesses, people, and statutory and voluntary sector agencies.

It also set out three key priorities for action, including:

- Housing-related wellbeing support
- Better homes, stronger communities
- Improving levels of affordable housing supply

4.3 A review of this strategy has been provided annually to the Joint Overview and Scrutiny Committee, with the latest report (7 March 2024), setting out key performance data and progress in relation to the strategy.

4.4 There has been a continued and sustained increase in demand for homeless services and subsequent temporary accommodation placements for both Adur and Worthing Councils.



The top two reasons for homelessness are the same for each council but the opposite way round for 1st and 2nd. Adur is family and/or friends no longer willing or able to accommodate followed by the end of private rented tenancy (AST) and Worthing seeing the end of private rented tenancy (AST) as the first reason followed by friends or family no longer willing or able to accommodate.

4.41 As referred to in section 3.9 an organisational redesign for housing is currently underway to transform how we work alongside wider teams within the Council and community partners. One of the aims is to reduce the need for households to seek advice and support at the point of crisis but instead create an earlier, more preventative and early help approach. This approach would use technology and data to maximise our ability to reach more people and enable them to self help as early as possible.

4.5 Strong partnerships are essential for the Councils to the wider prevention and relief of homelessness. The Councils have a number of jointly funded roles to support the specific needs of some of our most vulnerable homeless households with associated specialists. These include:

- Pathways Home Homeless Prevention Support Service delivered by Southdown Housing. The service is accessed through the Housing Needs Teams and is aimed at people aged 18+ who need housing support to sustain independent living or prevent homelessness.

The support offered is responsive to people's changing needs and builds on their strengths, allowing them to move along a pathway to independence.

The providers of Pathways Home services will work collaboratively with other organisations such as Housing, Health and Social Care, in order to meet a person's support needs.

- Sussex Partnership Foundation Trust (SPFT) supporting mental health case work. This advisor works between mental health inpatient settings and the housing service to ensure households discharged from inpatient settings are managed in a planned and coordinated way. This reduces the risk for households to return to hospital settings at a point of crisis.
- WORTH services supporting domestic abuse survivors to navigate the numerous and complex options available to them including securing existing accommodation where appropriate, securing a place of safety in an emergency and planning for resettlement into new locations.

- Specific housing officers providing support and funding to support ex offenders to access the private rented sector.
 - Specialist social work placement to work with adults in temporary accommodation needing care packages or needing to secure Extra Care or residential supported housing.
- 4.6 In addition to these jointly funded roles the Council convenes a strategic housing board and operational homelessness and rough sleeping prevention partnership. Both are made up of a number of statutory and voluntary sector partners involved in tackling homelessness and considering wider housing issues.

4.7 Temporary Accommodation Placement and Procurement Policy

4.7.1 This policy sets out Adur District Council and Worthing Borough Council's approach to the placement of households in temporary accommodation and acquisition of suitable accommodation for use as temporary accommodation, both in and out their respective areas, on the periphery of West Sussex and when required further afield. It covers both interim placements made under Section 188 Housing Act 1996, while homelessness enquiries are undertaken, and longer-term temporary accommodation placements for households accepted as homeless under Section 193 Housing Act 1996.

4.7.2 The policy further sets out the factors to consider when securing suitable temporary accommodation. These include:

- Location
- Size, condition & facilities
- Health factors
- Education
- Employment
- Proximity to services
- The need to safeguard and promote the welfare of any children in the household
- Any other special circumstance

4.7.3 A report titled Adur and Worthing strategic acquisition approach for Temporary Accommodation was presented to the Joint Strategic Committee in December 2023. The report updated Members on the strategic acquisition programme to acquire more affordable temporary accommodation (TA). The purpose of which is to reduce the extraordinary cost pressures of meeting our housing duties to place homeless households in more affordable accommodation,

compared to using more expensive nightly-booked accommodation (which is subject to fluctuating and expensive rates that change during peak periods), and to secure better quality accommodation, enabling more people to remain closer to their local families and social networks.

4.7.4 The report also highlighted the data informed approach that is being used to assess demand and supply and the good progress being made to reduce overall spend. It seeks Member approval on a future approach to acquiring long-term leases and service level agreements using delegated authorities governance, due to the significant spend being incurred on this type of accommodation.

4.7.5 The service has continued to procure accommodation for the period 2020-2023 in accordance with our existing policy, but our local context: increasing rents and high demand, together with higher than average home ownership makes this a challenging market to achieve low cost contracted accommodation. The new policy needs to take account of the new context.

4.7.6 The increasing numbers of homeless households and lack of temporary accommodation has historically resulted in families with children being placed in Bed and Breakfast (B&B), and for longer than 6 weeks. In previous reports members were advised that as a result of demand Worthing Borough Council was being monitored by DLUHC regarding its use of B&B for families. Since the new approach to secure spot-purchased self contained temporary accommodation units there have been no households with children residing in accommodation with shared facilities since Summer 2023.

4.7.7 The Policy needs to be extended to take into account the statutory requirements on local authorities in respect of the suitability of accommodation, including the Suitability of Accommodation Orders, the Homelessness Code of Guidance 2006, and Supplementary Guidance issued in 2012. It has also been formulated having regard to the need to safeguard and promote the welfare of children, as required by section 11 of the Children Act 2004.

4.7.8 This policy also takes into account the requirement for the Council to have a written policy for placing homeless households out of area and keep an up to date policy for procuring sufficient units of temporary accommodation to meet the anticipated demand during the coming year, as determined by R (N) v Westminster City Council [2015].

- 4.7.9 The Councils continue to seek opportunities to own or procure temporary accommodation locally. The Councils are also in discussion with local proprietors however it is becoming increasingly challenging to secure family units at a competitive cost.
- 4.7.10 Adur Council is developing 7 units of temporary accommodation as part of the South Street development. Other sites are also being considered for suitability.
- 4.7.11 Worthing already owns 17 units of temporary accommodation in Downview Road and 19 units in Rowlands Road. A site in Victoria Road is being considered for 11 units and has recently secured Homes England funding to support its delivery. A further site in Marine Place is being considered for 5 units. As part of the wider Worthing Integrated Care Centre (WICC) development, when decommissioned, Shelley Road surgery will be transferred to Worthing Council for redevelopment. Additional sites are also being secured.

4.8 Community Homelessness Prevention Strategy 2017-2022

- 4.8.1 This strategy was developed in collaboration with Adur and Worthing Homelessness Partnership, setting out a systematic approach to tackling homelessness through help and interventions to sustain and secure suitable accommodation.
- 4.8.2 The Homelessness Partnership has since ceased to operate however a Homelessness and Rough Sleeping Prevention Board has been created. This board includes a number of statutory and voluntary sector partners involved in tackling homelessness and considering wider housing issues.
- 4.8.3 To inform this and our broader strategic work, a full assessment of housing needs and homelessness was completed in November 2023. The data and insights of this assessment will inform the development of our future strategies and policies to help us to tackle housing demand and supply.
- 4.8.4 In addition to the housing needs assessment the council is building its capacity around data from a number of systems that will enable us to target prevention interventions, design solutions as well as understand the demographic and support needs of our residents threatened with or experiencing homelessness.
- 4.8.5 It is anticipated that this strategy will sit as part of the wider future housing strategy going forward.

4.9 Homelessness and Rough Sleeping Assessment

4.9.1 Cordis Bright were commissioned in 2023 to undertake a full needs assessment of housing and homelessness. The purpose of the research is to inform the development of the councils' wider suite of housing strategies which aims to address the needs of those threatened with or experiencing homelessness.

4.9.2 The needs assessment has been produced through a mixed methods approach. The methods included a review of relevant documentation, interviews with strategic stakeholders from across the system and people with lived experience of homelessness, and analysis of national and local quantitative data.

Key areas are summarised below.

4.9.3 Demand for housing support

Adur had 906 applicants on the housing register and Worthing had 1,729, between January and March 2023. At the 2021-22 financial year end, Adur had 829 households on the housing waiting list, and Worthing had 1,551.

Between January 2022 and March 2023, there were 89 households in temporary accommodation in Adur, and 349 in Worthing. Use of temporary accommodation has risen sharply, increasing by 78% in Adur and 36% in Worthing between 2020 and 2022. Out-of-area placements are increasingly used due to limited local supply, creating financial pressures and disrupting support networks.

Analysis drawing on multiple sources indicates that there is substantial unmet affordable housing need, and Cordis Bright modelling estimates that there are 619 households in Adur and 1,298 in Worthing living in unsuitable housing and unable to afford market options without assistance.

4.9.4 Profile of cohort

The most common household type owed a prevention duty in Adur was single female parents with dependent children (41%). In Worthing, the most common household type was single adult males (30%). For households owed a relief duty, more than half of household types were single adult males in Adur and Worthing at 41% and 30% respectively.

A number of priority groups have been identified through this research: (1) single adult men, (2) people aged under 35, (3) older people, (4) people experiencing hidden homelessness, and (5) asylum and refugee seeking people.

Additionally, a number of needs of concern were identified. Mental health challenges and physical disability/ill health were the top two support needs in both areas. Financial challenges, substance misuse, and domestic abuse were also mentioned frequently. Stakeholders commented that it is becoming increasingly common for homeless people to have complex and multiple needs.

4.9.5 Drivers of homelessness

Numerous short-term factors were recognised as drivers of homelessness, including the current financial climate, housing affordability, and limited support service capacity across housing and health/social care services.

Longer-term drivers include the limited affordable housing supply, a mismatch between housing costs and local wage growth, and service budget cuts.

4.9.6 Support available

All local authorities have a duty to provide advice and information about housing and homelessness to anybody in the district, even those that are not currently homeless or threatened with homelessness. If a person is threatened with homelessness, they are eligible for a prevention duty which requires an authority to 'take reasonable steps to help the applicant to secure that accommodation does not cease to be available'.

Local authorities are also required to support people experiencing homelessness, if they are satisfied that an applicant is homeless and eligible for assistance, as a result of the relief or main duty. There are a range of housing options for applicants owed a relief or main duty, depending on a person's need. These include in-area, out-of-area, emergency, temporary, and supported accommodation.

A number of gaps in support were identified: limited temporary accommodation, transitional and step-down housing models, assistance for those with complex and multiple needs, as well as preventative early intervention initiatives.

4.9.7 Accessing support

The main pathways to access housing support include self-referral, duty to refer, and outreach services. However, these pathways were described as complex and complicated for service users.

Key access barriers include strained capacity across housing teams and partner agencies, inflexible service delivery models that exclude some groups, uncoordinated systems that fail to provide holistic assistance, restrictive eligibility thresholds, and generic pathways that do not address diverse needs. Those with complex intersecting issues face particular challenges securing adequate support.

4.9.8 Partnership working and collaboration

While services at a high level have shared values and goals around supporting people with their housing needs and ending homelessness, different sectors and services have distinct approaches and views about how best to support these ambitions, which in practice results in separate ways of working, a lack of shared responsibility, and potential inefficiencies in providing support.

There is not yet an integrated, multi-agency response to homelessness that recognises the complex nature of the issue; instead, many services operate in silos. However, there are positive examples of services working collaboratively which the wider system can learn from.

4.10 Choice Based Lettings Policy

4.10.1 In respect of allocating housing, councils are required under section 166A(1) of the Housing Act 1996 (as amended) ('the Housing Act 1996') which requires every local housing authority to have a scheme for determining priorities and the procedure to be followed in allocating housing accommodation. Section 166A(14) of the Housing Act 1996 requires that a local housing authority shall not allocate housing accommodation except in accordance with its allocation scheme. Legislative updates are periodically required to be made to these schemes (Choice Based Lettings Policy) alongside locally agreed changes agreed through pan Sussex partnership working to support specific cohorts of residents.

4.10.2 The changes required to each Council's Choice Based Lettings Policies can be split into two categories. Minor changes to ensure the policies remain legally compliant in accordance with legislative updates and case law. Members are requested to delegate authority to the respective Cabinet Members to agree to

these updates. In addition some wider changes around local connection criteria are proposed for full Member approval as detailed below:

- Removing the need for a local connection for households fleeing domestic abuse situations. In a number of circumstances households in these situations have been disadvantaged by local authority allocation policies due to not having a local connection with the area they have approached as a place of safety. If they only have a local connection to the area they are fleeing from it is unreasonable to expect them to remain there. The proposed position for both Adur and Worthing Councils is to ensure that households have no reduced preference when compared to a homeless household that would have a local connection with the respective Council.
- Allow care leavers (in accordance with the Childrens Act 1989) to be admitted to the respective housing register if they have been placed by West Sussex County Council within West Sussex, and they wish to reside in a specific district or borough area. This is consistent with other allocation policies across West Sussex. The proposed position for both Adur and Worthing Councils is to ensure care leavers are not disadvantaged in securing accommodation in our areas by virtue of being in care, being supported by West Sussex County Council and not necessarily meeting our allocation policy local connection criteria.

4.10.3 Each Council has a its own Choice Based Lettings Policy however the local connection criteria is the same for each Council:

- *People who are currently residing in (Adur/Worthing) and have resided in (Adur/Worthing) for at least the last two years on a continuous basis. This residence must be proven and verified.*
- *People who do not reside in (Adur/Worthing) but are employed in (Adur/Worthing) and this employment has been ongoing on a continuous basis for at least the last two years and is likely to continue on an ongoing basis. Employment must be proven and verified and must be paid employment which is regular and significant in nature and be for a minimum of 15 hours per week on average. Zero hours contracts will not be considered as regular employment for the purposes of this policy.*

5. Developing new suite of strategies

5.1 In developing the revised suite of strategies work will focus in the following areas:

- Scope of the work including which strategies can be brought together
- Reviewing the existing housing strategy
 - What progress has been made over the period?
 - What resources have we used (inc which funding streams)
 - What worked well, what targets were met?
 - What didn't work well and why and what has been challenging.
 - What have we not done and why?
 - What was missing?
 - What do we want/need to change for the next Strategy
- Involving people with lived experience
- Consultation and engagement
 - Development of the new Housing Strategy will include a number of ongoing conversations with key stakeholders, including those that support priority groups that will form a focus for the strategy. To ensure consultation is wide ranging and representative an Equality Impact Assessment will be undertaken to inform the consultation and drafting of a future strategy.
 - The purpose of the consultation and engagement is to:
 - Maximise and leverage collective resources
 - Agree priority groups who need a focus and targeted resources
 - Set new supply and social and affordable housing supply targets
 - Support an affordable and safe private rental sector
 - Seek opportunities to influence government policy to meet local housing needs
 - Join up service provision to deliver sustainable housing outcomes
 - Specific cohorts of stakeholders
 - Support providers
 - Internal staff at the Council's
 - Joint Overview Scrutiny Committee with members
- Drafting and adopting of new strategies

6. Engagement and Communication

6.1 The proposed engagement and consultation for future strategy development is set out above. The list is not exhaustive and will include members of the

wider housing strategy multi disciplinary team (MDT) engaging further with stakeholders where appropriate and when opportunities are available.

7. Financial Implications

- The Council has a range of budgets to support the delivery of the current housing strategies detailed above.
- The housing service benefits from grant funding through an annual DLUHC Homeless Prevention Grant and additional grants we have bid for as in relation to specific cohorts of residents.
- Any new investment needs arising from the development of the new strategies will need to be addressed in the development of future budgets.

8. Legal Implications

8.1 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.

8.2 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.

8.3 s1 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

Background Papers

- [Housing Strategy: Enabling communities to thrive in their own home 2020-2023](#)
- [Temporary Accommodation Placement and Procurement Policy](#)
- [Community Homelessness Strategy](#)

Sustainability & Risk Assessment

1. Economic

- 1.1 A thriving economy is a key priority for the council and through our new Economic Principles for Worthing we will seek to achieve this, wherever possible, through community wealth building approaches. Community Wealth Building is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people
- 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 Helping communities to thrive is a key priority for the Council. Through facilitation and investment we will work 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 Our overarching principles of fairness and participation are 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 provide affordable and good quality housing 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. As part of our commitments to fairness we want to ensure everyone has access to safe, secure and sustainable housing. We recognise the deep inequalities that exist and that some of our residents face deep seated inequalities.
- 2.2.4 These commitments and the council's legal duties (Equality Act 2010) will inform the development and delivery of the road map, in relation to eliminating discrimination, advancing equality of opportunity and fostering good relations.
- 2.2.6 Decisions, actions and areas of investment relating to the road map 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. We will progress delivery of the councils' community safety commitments by strengthening communities and working in partnership with the Police, communities, businesses and multidisciplinary teams across the council.
- 2.3.2 As part of our ongoing work to create fair and safe neighbourhoods we will cooperate with relevant partners to promote 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 A 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 strategy development process will actively consider and contribute to carbon reduction, waste minimisation and biodiversity improvement objectives. In the context of the cost of living crisis, our green principles will help ensure this work maintains a focus on just transition, mindful of the potential for inequities to be reinforced given the current costs involved in transitions to low carbon technology.

4. Governance

- 4.1 The draft Housing Strategy mirrors and extends the ambitions for housing set out in Platforms for our Places. It also links with a number of other strategies and plans, which are set out in Chapter 2 “A Connected Strategy”.
- 4.2 The Strategy will be monitored with regular reports to members on progress.