

Hastings Housing Strategy Action Plan 2025-2030

Year 1 January – December 2026

Short term is within 3 months

Medium term within 12 months

Longer term plus 1 years

Priority 1 – Deliver the Homes we need

Priority	Action	Lead Team/ Partners	Lead Officer	Timescale	Deliverables / Milestones
Deliver the Homes we need	Continue to increase the range of housing options directly available to households facing homelessness	Homes Team / Housing Options Team	Head of Housing	Medium Term	Reduce privately procured TA use to 350 by April 2027
Deliver the Homes we need	Implement Phase 3 of Acquisitions Programme (200+ homes by 2027)	Homes Team	Homes Manager	Medium term	Homes acquired and brought into use to have 200+ homes acquired by April 2027
Deliver the Homes we need	Open Housing Revenue Account to deliver social homes	Head of Housing / Chief Finance Officer	Head of Housing	Medium term	HRA established and social homes delivered by end of this Strategy.
Deliver the Homes we need	Complete new build council homes at Bexhill Road	Homes Team / Property Management Team	Homes Manager	Longer term	16 Council homes completed: Year 2
Deliver the Home We Need	Identify further sites for truly affordable homes	Homes Team / Supported by Eastbourne Council	Homes Manager	Medium Term	Review completed on all council, and Housing Association, owned lands and properties to assess potential for homes by July 2026.
Deliver the Homes we need	Support delivery of Local Plan and	Planning Policy Team	Head of Housing	Medium Term	Local Plan directly informed by Housing Strategy.

	review housing supply targets				
Deliver the Homes we need	Ensure new homes are accessible for people with mobility challenges, support downsizing, and meet NDSS standards	Planning Policy Team / Homes Team	Homes Manager	Medium Term	Reduction of Band A applicants on the Housing Register in unsuitable homes due to mobility challenges. Increase in number of rightsizings moves to smaller homes within social housing stock
Deliver the Homes we need	Prioritise on-site affordable housing delivery in Section 106 agreements.	Planning Policy Team / Homes Team	Homes Manager	Ongoing Long Term	Housing team to set out priority for onsite delivery in planning consultation responses Produce Developer Contributions Schedule: Year 1
Deliver the Homes we need	Review Choice Based Lettings vs direct allocations.	Housing Needs Team	Housing Operations and Strategy Manager	Medium Term	Review completed, improved allocations by December 2026
Deliver the Homes we need	Implement recommendations from Housing Company review.	Housing Services / Finance Team	Head of Housing / Chief Finance Officer	Medium Term	Recommendations actioned during 2026.
Deliver the Homes we need	Consider Article 4 introduction for the limiting of short-term holiday lets.	Planning Policy / Head of Housing	Head of Housing	Medium Term	Options papers produced by April 2026.
Deliver the Homes we need (with others)	Deliver maximum affordable homes with partners	Housing Associations / Developers / Housing Development Team	Homes Manager	Longer Term	At least 500 homes between 2026 and 2030.
Deliver the Homes we need (with others)	Work with Housing Associations to bring empty properties into use	Housing Associations / Empty Homes Officer	Homes Manager	Medium Term	Audit all Housing Association stock to identify longer term empties and commit to actions against each to bring back into use by September 2026.

					Empty Homes Strategy produced in partnership with HAs by April 2026.
Deliver the Homes we need (with others)	Produce Empty Homes Strategy	Empty Homes Officer / Homes Manager	Homes Manager	Short Term	Set up Empty Homes Working Group by Feb 2026 to develop Strategy. Empty Homes Strategy in place by April 2026 Bring at least 5-10 empty homes into use in Y1 (30 annually Y2)
Deliver the Homes we need (with others)	Support community led housing and co-operatives	Head of Housing	Head of Housing	Short Term	Framework published for interested parties to register interest for land / property opportunities by April 2026
Deliver the Homes we need (influence)	Lobby for increased Local Housing Allowance and new HRA settlement	Head of Housing	Head of Housing	Ongoing	Evidenced lobbying submitted to Government by April 2026 and then ongoing

Priority 2 – Prevent Homelessness and End Rough Sleeping

Priority	Action	Lead Team / Partners	Lead Manager	Timescale	Deliverables / Milestones
Prevent Homelessness	Expand Acquisitions programme to reduce reliance on private TA	Homes Manager	Homes Manager	Ongoing	Reduce privately procured TA use to 350 households by April 2027
Prevent Homelessness	Expand landlord/agent offer incl. leasing, guarantees, Rent a Room scheme	Homes Manager	Homes Manager	Short–Medium term	Number of homes leased/managed to 100 by April 2027
Prevent Homelessness	Use PRS to discharge homelessness duty (where suitable)	Housing Options Team / Private Landlords	Housing Operations and Strategy Manager	Ongoing	100% of PRS tenancies sustained at 12 months if used to discharge duty

Prevent Homelessness	Implement TA Charter co-designed with residents	Housing Options Team / TA Team	Housing Operations and Strategy Manager	Medium Term	Charter published and implemented by December 2026 TA Residents panel set up by April 2026
Prevent Homelessness	Deliver SHAP programme (25 supported homes)	Homes Manager	Homes Manager	Medium – Long Term	25 homes delivered by December 2026 Then all tenanted by people leaving rough sleeping by April 2027
Prevent Homelessness	Expand Housing First with fidelity to model.	Head of Housing	Housing Operations and Strategy Manager	Ongoing	Zero evictions into homelessness from a Housing First property
Prevent Homelessness	Ensure all housing staff have the right training and support to deliver an effective and trauma informed approach.	Housing Options Team / TA Team / Housing Improvement and Compliance Team	Head of Housing	Short Term	All staff received training, and all staff surveyed to check they feel they have had sufficient training and support Resident feedback on service, secured through Homelessness Forum and surveys.
Prevent Homelessness	Support and secure funding for Refugee Resettlement & Employment Services	Resettlement Team	Housing Operations and Strategy Manager	Short term	Multi-year funding secured by April 2026 Meet our goals of supporting 6 new households to resettle in Hastings and at least 30 resettled households into work and 10 into training by April. 2026
Prevent Homelessness (with others)	Establish Homelessness Forum with partners and people with lived experience	Housing Operations & Strategy Manager / Voluntary Sector / Residents	Housing Operations and Strategy Manager	Medium term	Forum established and active by April 2026.
Prevent Homelessness (with others)	Co-design/co-locate services in community settings	Head of Housing / Partners	Head of Housing	Medium term	At least one Community hub created by April 2026 Mapping completed on future hubs completed by April 2026

Prevent Homelessness (with others)	Expand Citadel volunteer support for people leaving homelessness	Housing Operations and Strategy Manager/ Housing Justice / Voluntary sector	Housing Operations and Strategy Manager	Short term	30 volunteers recruited; support delivered to at least 60 people moving out of homelessness by December 2026.
Prevent Homelessness (with others)	Become members of the Crisis Employment Alliance	Head of Housing / Crisis / Local Employers / HR	Head of Housing	Short term	Signed up as members and actively promoting to local employers (at least 5 local employers signed up in 2026).
Prevent Homelessness (with others)	We will co-produce the new combined crisis fund (which combines Discretionary Housing Payments (DHP) and the Household Support Fund (HSF) with partners to ensure the fund actively prevents and ends homelessness.	Housing Operations and Strategy Manager / DWP / East Sussex LAs	Housing Operations and Strategy Manager	Medium Term	New fund in place from April 2027.
Prevent Homelessness (influence)	Lobby for improved TA subsidy system	Head of Housing	Head of Housing	Ongoing	Well evidenced lobbying submitted by April 2026 and then ongoing
Prevent Homelessness (influence)	Lobby locally, for sufficient funding for support services.	Head of Housing	Head of Housing	Ongoing	Well evidenced lobbying submitted by April 2026 and then ongoing

Priority 3 – Create a Rented Sector which works for Tenants and Landlords

Priority	Action	Lead Team/ Partners	Lead Manager	Timescale	Deliverables / Milestones
Create a Rented Sector	Provide advice and guidance to private landlords about	Housing Improvement	Housing Improvement and	Ongoing	4 quarterly updates circulated to landlords and managing agents per year. (Providing updates on legislative changes, topical

	meeting legally required standards	and Compliance Team	Compliance Manager		<p>areas of interest and sharing links and information of relevance from other sources)</p> <p>2 landlord events held per year on topical areas relevant to improving landlord compliance and engagement with the team.</p> <p>Responding to requests for advice and guidance from private landlords or managing agents</p>
Create a Rented Sector	Use full range of enforcement powers proportionately where non-compliance is identified	Housing Improvement & Compliance Team	Housing Improvement and Compliance Manager	Ongoing – Statutory Duty	Cases of non-compliance progressed (where evidence and proportionality support this) in line with statutory duties and Housing Enforcement Policy
Create a Rented Sector	Introduce a housing licensing scheme in areas where there is an evidence base.	Housing Improvement & Compliance Team	Housing Improvement and Compliance Manager	March 2026 to December 2026	<p>We will introduce an additional licensing scheme for private rented homes to improve property conditions and/or management standards.</p> <p>The exact scope of that scheme will be determined by an evidence base of what is needed and informed through further consultation to be undertaken in 2026</p>
Create a Rented Sector	Develop options including CPOs, Management Orders, and incentive schemes	Homes Manager	Homes Manager	Medium term	Policies and Procedures created by Sept 2026
Create a Rented Sector	Develop business case for capital fund to retrofit PRS homes (in return for nominations)	Homes Manager	Homes Manager	Medium term	Business Case produced by April 2026
Create a Rented Sector	Work via new county-wide forum	East Sussex County Council /	East Sussex Housing Partner	Medium term	Forum established, priorities agreed

	on PRS improvements	Housing Improvement and Compliance Team	Lead / Housing Improvement and Compliance Manager		
Social Housing	Create local Housing Association Compact and monitor via Overview & Scrutiny Committee	Housing Options Team / Housing Improvement and Compliance Team/ Housing Associations	Head of Housing	Medium Term	Set up and establish working group by April 2026 to develop charter by September 2026.
Social Housing	Support tenants in raising concerns on disrepair/ damp & mould	Housing Options Team / Housing Associations	Head of Housing	Medium Term	Work with HAs to establish a response protocol to reduce response times to disrepair, damp, and mould complaints. To be included as part of Compact committed to above.
Social Housing	Share local housing needs data with HAs for allocations	Housing Options / Homemove Team	Housing Operations and Strategy Manager	Short Term	By April 2026, share updated local housing needs data with all HAs and hold quarterly strategic planning meetings to align their development and re-letting strategies. Allocations reflect local need
Social Housing (with others)	Establish Tenants Forum (social, PRS, TA tenants)	Head of Housing / Tenants	Head of Housing	Medium Term	Forum established by September 2026.
Social Housing (with others)	Reinforce pre-emption protocol for HA tenants	Housing Options / HAs	Housing Operations and Strategy Manager	Short Term	100% of HA tenants served notice referred to HBC for advice and support by April 2026 to be produced as part of Housing Association Compact.
Social Housing (with others)	Identify training needs and opportunities for housing management staff.	Property Management Team	Homes Manager	Short Term	A strengths-based training needs assessment will be undertaken by the housing partnership to prepare for the new competence and conduct requirements.
Social Housing (with others)	Share learning from regulatory judgements to	Homes Manager	Homes Manager / East Sussex	Short term to set up and then ongoing	Learning from regulatory judgements shared through the housing partnership.

	inform management of council-owned housing stock.		Housing Partnership Lead		
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Priority 4 – Homes that support health, independence, and longer lives

Priority	Action	Lead Team / Partners	Lead Manager	Timescale	How will we measure this?
Support Health & Independence	Continue to deliver on Disabled Facilities Grants, raising awareness of them and utilising our Financial Assistance Policy to promote the use of Discretionary DFG spending to remove barriers and support an increase in applications	Housing Improvement and Compliance Team	Housing Improvement and Compliance Manager	Medium Term March to May 2026	Increase in DFG applications received year on year. Review our Financial Assistance Policy and the outcomes of our current discretionary options to inform further policy development
Support Health & Independence	Create Housing Solutions Officer role to support relocations	Housing Needs / Housing Improvement and Compliance Team / Housing Association Partners	Housing Operations and Strategy Manager / Housing Improvement and Compliance Team Manager	April – July 2026	Role successfully recruited to by July 2026 and jointly funded with Housing Associations partners A reduction in the average wait time for residents needing to move to a more suitable property that meets their housing needs.
Support Health & Independence	Review all Band A register applicants with mobility needs for direct nominations	Homemove Team / Occupational Therapy Team	Housing Operations and Strategy Manager	Short Term	Review all Band A applicants by March 2026 Direct nominations underway from April 2026
Support Health & Independence	Raise and evidence the severe need for accessible homes to be part of new	Housing Development Team / Planning Services	Homes Manager	Ongoing	Increase in accessible homes being developed as part of new housing developments.

	housing developments,				
Support Health & Independence (with others)	Joint research into older PRS residents' needs	Housing Development Team / Adult Social Care and VCS	Head of Housing	Short term	Research and action plan completed by September 2026
Support for Health & Independence (with others)	Complete trauma informed practice self-assessment of local homelessness services.	Housing Needs Service / Public Health / Changing Futures	East Sussex Housing Partnership Lead	Short term	Work with the Changing Futures programme to conduct a trauma informed practice self-assessment and opportunities to continue developing our approach.
Support Health & Independence (with others)	Work with Adult Social Care on review of services for older people.	Housing Options and Housing Improvement and Compliance Team	Housing Operations and Strategy Manager	Medium Term	Review to be completed during 2026/27. Housing outcomes will be included in local strategies and the partnership strategy action plan.
Support Health & Independence (with others)	Work with housing, health and care partners to develop a new supported housing strategy.	Housing Operations and Strategy Manager / Housing Improvement and Compliance Manager / Supported Accommodation providers	Housing Operations and Strategy Manager	Medium Term	Guidance on developing our new strategies is expected in early 2026, with strategies to be in place by mid-2027.
Support Health & Independence (with others)	Make housing core part of community health services	All housing services / NHS / VCS	Head of Housing	Medium Term and then ongoing	Housing integrated into Integrated Care Teams (ICTs) – and happening in practice by December 2026
Support Health & Independence (with others)	Co-produce new hospital discharge protocol	Housing Options / NHS / Adult Social Care	Housing Operations and Strategy Manager	Short term	Protocol co-produced agreed by September 2026

Support Health & Independence (with others)	Scope, develop and deliver refuge provision for victims of domestic abuse, in partnership with specialist domestic abuse services	Housing Options / Domestic Abuse Services	Housing Operations and Strategy Manager	Medium term	Refuge provision established by December 2026
Support Health & Independence (with others)	Work via Multiple Compound Needs Board to develop and embed multidisciplinary support and implement the recommendations from the recent multiple compound needs assessment.	Head of Housing / Multiple and Compound Needs Board	Head of Housing	Short term and then ongoing	Multi year commitment to Multiple Disciplinary Team confirmed from all statutory partners by April 2026.
Support Health & Independence (influence)	Lobby govt for funding for supported housing (revive Supporting People elements)	Head of Housing	Head of Housing	Short term and then ongoing	Evidenced lobbying submitted to Government by April 2026.

Priority 5 – Reduce carbon emissions from housing and future-proof homes

Priority	Action	Lead Team / Partners	Lead Manager	Timescale	Deliverables / Milestones
Reduce Carbon Emissions	Review housing service with new Climate Change Officer	Homes Team and Climate Change Officer	Homes Manager	Short term	By July 2026, work with the new Climate Change Officer to complete a full review of the housing service's environmental impact and identify at least three external funding opportunities to support decarbonisation and climate resilience in housing. Submit at least one funding application by June 2026.

Reduce Carbon Emissions	Take fabric-first approach in future council-led developments	Housing Delivery / Planning	Homes Manager	Ongoing	All new Council built Homes delivered to EPC A rating.
Reduce Carbon Emissions	Ensure at least EPC C+ for all homes within council portfolio	Housing / Sustainability	Homes Manager	By December 2026	All homes acquired by HBC through the acquisition programme to be at least EPC level C or above.
Reduce Carbon Emissions	Target the lowest EPC rated homes in Hastings for proactive offers of support, advice and grant funding	Housing Service / Climate Change Officer	Head of Housing	Ongoing	By August 2026, identify and proactively contact at least 100 households in Hastings with the lowest EPC ratings, offering tailored support, energy efficiency advice, and access to available grant funding, with the aim of securing improvement works for at least 25% of those properties.
Reduce Carbon Emissions	Promote Warm Home Check Service for households struggling or affected by fuel poverty through referral and signposting	All Housing Teams who engage with residents who may benefit from this service	Fuel Poverty Coordinator	Ongoing	By December 2026, promote Warm Home Checks and fuel poverty advice to all eligible households through targeted outreach, including events, social media campaigns, and direct mail, aiming for a 20% increase in referrals received compared to the previous winter.
Reduce Carbon Emissions (with others)	Support East Sussex Retrofit Strategy delivery	All housing services / East Sussex Housing Partnership	Head of Housing	Medium term	Retrofit milestones delivered from East Sussex Retrofit Strategy
Reduce Carbon Emissions (with others)	Work with Employment & Skills to build retrofit workforce	All housing services / ESCC / Skills providers	Head of Housing	Ongoing	Gaps in retrofit knowledge filled and expanded skilled workforce.
Reduce Carbon Emissions (with others)	Support the delivery of the Warm Homes	East Sussex Fuel Poverty Coordinator /	Housing Improvement and	Grant Delivery Timeframe is 3 years between	100% Grant allocated to Hastings Borough Council delivered by March 2028.

	Local Grant Programme	Lewes District Council / Warm Home Check Service / Retrofit Works	Compliance Team Manager	25/26 and 27/28	
Reduce Carbon Emissions (influence)	Lobby for long term govt funding for retrofits, prioritising coastal towns	Head of Housing	Head of Housing	Ongoing	Evidenced lobbying submitted by April 2026

General Equality Impact Assessment - Actions

Priority	Action	Lead Team / Partners	Lead Manager	Timescale	Deliverables / Milestones
All	Review and, where necessary, enhance the collection and analysis of equalities data across the Housing service (Recommendation 1)	Housing	Head of Housing	Medium – Long Term	Full audit of current equalities data by December 2026. Implement at least two improvements—such as updated data categories or new reporting tools—to enhance the accuracy and usefulness of equalities monitoring by April 2027.
All	In implementing the strategy particular consideration should be given to impacts on protected characteristics and intersecting characteristics.	Housing	Head of Housing	Ongoing	Ensure that EIAs are conducted on strategy implementation plans for the strategy—explicitly considers both protected and intersecting characteristics by Dec 2026.
All	A commitment to joint working to address Gypsy, Roma and Traveller household land supply.	Housing / Local Planning Authorities in ES / ESCC	Head of Housing	Ongoing	Joint working group Commission assessment of need by April 2026

Deliver the Homes we need	Future housing needs assessments to consider ethnicity, 'Race', ethnic heritage & its intersections	Housing / Planning Policy	Homes Manager	Medium- Long Term	Assessment report by 2027.
All	The needs of people with multiple, compound needs are explicitly considered in the strategy implementation	HBC / ESCC	Head of Housing / East Sussex Housing Partnership Lead	Ongoing	By August 2026, ensure that all housing strategy implementation plans include a section explicitly addressing the needs of people with multiple and intersecting disadvantages.
All	Risk of exploitation and harm is explicitly considered in the strategy implementation and in development of services for people at higher risk due to specific or intersecting characteristics.	HBC / ESCC	Head of Housing	Ongoing	By September 2026, ensure that all strategy implementation plans include a documented risk assessment process that explicitly considers the risk of exploitation and harm for individuals with specific or intersecting characteristics. Plan to train 90% of relevant staff on identifying and mitigating these risks by December 2026.

Overall Measures of Success

Priority	Action	Lead Team/ Partners	Lead Manager	Timescale	Deliverables / Milestones
All	Undertake annual residents survey to determine the following	Housing and Communications Team	Head of Housing	Ongoing	Annual survey with proportional increase on each question

	<p>% of residents who feel their housing costs are manageable</p> <p>% of residents who agree that their home meets their needs</p> <p>% of residents who feel that their housing situation is negatively impacting their mental health</p> <p>% of residents who feel that their housing situation is negatively impacting their physical health</p>				
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