

Cheshire West & Chester Council

# Strategic Housing & Spatial Planning



Business Plan  
2011-12



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Cheshire West  
and Chester

# Strategic Housing & Spatial Planning Business Plan 2011-12

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## 1. Vision

### Strategic Housing & Spatial Planning Service

**Our overall vision** is set out in the West Cheshire Sustainable Community Strategy 2010-26: *Together we can aim high*:

By 2026 West Cheshire will be even more prosperous and attractive: a really great place to live, work, learn and visit. The borough will play a full role in the sub-region and beyond, fulfilling our changing responsibilities and enabling our residents to benefit from the opportunities in the twenty first century.

**Our vision for Planning** is: By 2026, whatever your age, Cheshire West and Chester will provide you with a safe, clean, attractive environment where you will be able to live an active, healthy lifestyle. You will be in easy reach of facilities, allowing you access to employment, education and training, shops, leisure, sport and open spaces. You will be able to make real choices about the things that matter to you: where you live, how you travel, where you shop, how and where you work. You will live in a community which recognises and values the differences between us and provides for all sections of the community.

**Our vision for Housing** is: To create a strong, integrated housing and planning service that supports the creation of balanced, sustainable communities and the regeneration of the Borough's most deprived neighbourhoods through the delivery of new homes in both the affordable and market housing sectors; promote access to and more choice in the housing market; improve housing quality; and help vulnerable households to achieve and maintain independent lives in the community.

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## 2. Foreword by Alan Slater

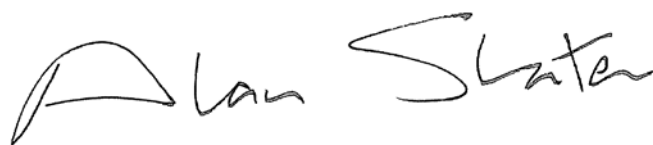
Welcome to Cheshire West and Chester's third Strategic Housing and Spatial Planning Business Plan. The plan sets out our business for the coming year – 2011-12, clearly illustrating the contribution that we will make to the delivery of departmental and corporate strategic aims.

In broad terms, it provides an overview of the service, its structure, roles and responsibilities, the vision that we seek to achieve, our priorities for 2011-12, the resources available to us and the environment in which we operate. Further to this, it illustrates the culture of the service area, demonstrating our progressive and forward thinking approach to cross-cutting issues such as improved customer focus, risk management, equality and diversity, service improvements and the drive for efficiency savings.

Having made substantial progress in the first two years of the new Unitary Authority, 2011-12 throws up new challenges from the Comprehensive Spending Review, spending cuts and the Localism Bill.

The last 12 months has seen significant developments in Cheshire and Warrington with the announcement of a Local Enterprise Partnership (LEP) for the area. As the strategic housing authority, we are committed to working sub-regionally to develop a complementary Local Investment Plan to ensure housing delivery meets the economic growth ambitions of the area and responds positively to challenges in the housing market.

We remain confident that we can rise to these challenges and contribute to the Authority's and sub-regional, housing, regeneration and economic development agendas to continue to improve the quality of lives for local residents.

A handwritten signature in black ink that reads "Alan Slater". The signature is written in a cursive, flowing style.

**Head of Strategic Housing and Spatial Planning**

### 3. Service Structure, Roles and Responsibilities

#### Service Structure and Overview

Strategic Housing and Spatial Planning is part of the Regeneration and Culture Directorate, sitting alongside the closely linked service areas of 'Regeneration', 'Culture and Recreation', 'Housing Management' and 'Communications'. From 1<sup>st</sup> April 2011, the Council's Communications and Marketing Team joined the Directorate. The Communications Team is developing and reflecting the Cheshire West and Chester brand to local and national audiences, underpinning the Council's vision and strategies in multiple ways.

#### Strategic Housing and Spatial Planning Service Structure



#### Our Strategic Objectives

- **Access** – ensuring access to good quality affordable housing
- **Quality** – improving standards in private housing and promoting high quality design standards in new housing
- **Choice** – providing a choice of affordable housing to meet the needs of residents
- **Support** – enabling the provision of housing related support for more vulnerable residents
- **Planning** – providing a robust planning framework to achieve strong, prosperous and sustainable communities

These key objectives reflect our vision and guide our behaviour in the exercise of our roles and responsibilities.

## Roles and Responsibilities

### Strategic Housing and Spatial Planning Service

#### Housing Strategy and Enabling

- Developing strategies, policies and action plans to meet identified needs
- Understanding housing markets, stock condition and housing need, vulnerable client groups and specialist issues such as rural housing
- Enabling the delivery of affordable housing, maximising funding to enable development
- Ensuring the needs of Gypsies and Travellers are met
- Collecting, collating and disseminating performance management and monitoring data on all aspects of housing

#### Housing Solutions

- Delivering housing advice and assistance to households threatened with homelessness or in housing need
- Carrying out the Council's statutory duties in relation to homelessness and the Housing Register
- Providing an enhanced holistic housing options service to all customers by tackling the root causes of homelessness through the delivery of money advice and access to employment and training
- Developing and delivering the Council's Homelessness Strategy

#### Supporting People

- Commissioning support services for vulnerable people that build independent living skills and promote security of tenure in their accommodation
- Researching customer need, demand, and supply of services across client groups
- Specifying services to meet service gaps
- Contract and performance management of current services to promote continuous improvement
- Ensuring that service users, elected members and other key stakeholders are involved

#### Spatial Planning

- Local Development Framework setting out development, investment and regeneration priorities for the next 15 years
- Infrastructure Planning and the implementation of the Community Infrastructure Levy
- Supporting and enabling the delivery of market-led housing schemes to increase housing supply
- Minerals and Waste Spatial Planning
- Providing support to local communities in developing and implementing Neighbourhood Plans
- Planning related studies and research
- Preparation of Annual Monitoring Report

#### Private Sector Housing

- Ensuring that private rented properties are in a good condition and are managed well
- Providing financial assistance to make properties decent
- Providing adaptations for people with disabilities
- Tackling fuel poverty through advice and assistance with energy efficiency measures
- Bringing empty homes back into use

## 4. Our Achievements 2010-11

### Housing Strategy and Enabling Team

#### Affordable Housing

- Enabled the delivery of 306 affordable homes, of which 30 were in rural areas
- Expanded the range of affordable housing products and support to access housing, including a Financial Advisors list and intermediate rent products
- Developed a prioritised, deliverable Affordable Housing Programme for the future
- Commissioned and developed a Rural Housing Strategy alongside stakeholders and partners
- Updated the Strategic Housing Market Assessment (SHMA)
- Delivered the Public Land Initiative sites survey jointly with the Growth Point Team
- Secured the delivery of the Northgate Extra Care housing scheme with Arena Housing.

#### Housing Strategy

- Adopted an Affordable Warmth Strategy
- Published 2 Housing Market Reports
- Procured over £200,000 worth of research to ensure a robust evidence base including the *Supply and Condition of Older Persons and Supported Housing; Movers Survey; Proposals for delivery of affordable housing; Cheshire and Warrington Local Investment Plan; Changing Places: Housing and the new Local Enterprise Partnership in CWAC, Cheshire East and Warrington*
- Developed and adopted a Service Improvement Plan
- Developed a Service-specific Safeguarding Policy Statement and Procedure guide for both children and vulnerable adults
- Adopted a Performance Management Framework for the Service
- Completed a benchmarking exercise utilising the Housing Quality Network framework
- Progressed the Housing Management Project, including tenant and staff consultation, and publication of an OJEU notice in order to begin a procurement process that will ultimately result in the appointment of an excellent external housing management service provider and strategic housing partner, who will work with the authority to secure future service improvements for tenants and leaseholders living in the Council's housing stock, and be a key player in the delivery of the regeneration objectives for Ellesmere Port and Neston
- Completed a Service Improvement Plan and monitoring of its implementation.

#### Gypsies and Travellers

- Delivered improvements to conditions on the 'accepted encampment' at Ellesmere Port
- Introduced welcome pack on private sites, including a 'good neighbour' code
- Delivered Member training.



### **Housing Solutions Team**

- Won the Council's 'Team of the Year' award.

#### **Operational Team**

- 1775 households prevented from becoming homeless in 2010-11
- Reduced the use of temporary accommodation from 166 households in 2004 to 24 households in March 2011
- Reduced rough sleeping from eight in 2008 to one in 2010
- Worked with 46 entrenched rough sleepers trailing a 'personalised' approach
- Successfully delivered year two of the National Enhanced Housing Options Programme
- Resettled 72 offenders into accommodation
- 299 customer engaged with the Employment Mentoring Service, assisting 101 customers into employment, and 117 into training
- 295 customers positively engaged with the Money Advice Service.

#### **Development Team**

- Hosted the Council's first Homeless Conference
- Undertook a high profile publicity campaign to raise awareness of the services delivered
- Developed a comprehensive information pack on the Housing Options available
- Developed a services users action plan
- Developed and delivered a short course for partners on the Housing Solutions Service
- Provided three jobs from the Future Jobs Fund within the Housing Solution Team
- Developed a business case to ensure the future funding of the Enhanced Housing Options Programme
- Set up a dedicated rough sleeper hotline for members of the public to report rough sleeping.

### **Private Sector Housing Team**

- Service leaflets produced and circulated around the Borough
- Held a series of publicity road-shows across the area
- Completed research into the Private Rented Sector
- Completed research into student housing
- Introduced IT mobile working.

#### **Housing Standards**

- 165 complaints dealt with and 96% responded to within 3 day target
- Repairs protocol established with Chester and District Housing Trust
- 3 Residential Property Tribunal appeals successfully defended
- All known licensable HMOs surveyed and remedial works actioned
- University owned and managed HMOs surveyed and remedial works actioned
- Cheshire Fire Safety Guide established
- Fire Safety Protocol adopted and agreed by Cheshire Fire Service and all Cheshire Local Authorities.

### **Home Assistance**

- Home Assistance Policy updated
- MOS roof replacement scheme completed in Little Sutton and Willaston
- Emergency Heating Scheme introduced
- Home Safety Grants introduced for urgent repairs
- Home Assistance Review commissioned
- Targeted assistance to rural areas
- Procedures aligned across CWAC
- Renewed Home Improvement Agency services across CWAC
- Disabled Facilities Grant management group established
- 81% of disabled facilities applicants assessed the service they received as very good
- 97% of disabled facilities applicants agreed that the adaptations provided had greatly improved their quality of life.

### **Energy Efficiency**

- Successful bid of £7.2M of European funding for renewable technology project (CARE) across Cheshire and Warrington
- Pilot project established for energy advice and referrals for measures to individual householders in Grange Farm, Ellesmere Port
- Funding provided for an energy efficiency demonstration house in Blacon
- Affordable Warmth Strategy launched and multi-agency Steering Group established
- Tendered for 'Cheshire Warm and Cosy' delivery agent for free/low cost energy efficiency measures and advice across CWAC
- 419 grants given for energy efficiency and renewable energy.

### **Empty Homes**

- Cheshire-wide Empty Homes group established
- CWAC Steering Group established to implement Empty Homes Strategy Action Plan
- 94 empty homes returned to use (target 55)
- 18 units of affordable housing provided through returning empty homes back into use
- Enforcement procedures established for Enforced Sale and Compulsory Purchase.

### **Landlord Accreditation**

- Cheshire Landlord Accreditation Scheme established in partnership with Cheshire East and Warrington and launched Cheshire-wide
- Student Stamp established in partnership with University of Chester
- Common standards and documentation agreed through consultation with landlords
- 50 landlords accredited in CWAC representing 228 properties
- 42 Student Stamps issued
- 27 landlords completed professional training course
- Consultation Panel of Private Sector Landlords established
- Two newsletters and two forums provided for landlords.

### **Supporting People Team**

- Successfully contract-managed 40 service providers delivering over 100 services to more than 6,000 vulnerable people in Cheshire West and Chester
- Managed and allocated a budget for housing-related support services of over £10 million
- Worked with the Department for Communities and Local Government and other Local Authorities to develop payment by results models for Supporting People services
- Improved the experience of customers and stakeholders through development of a single point of access to Supporting People services
- Comprehensive needs assessment completed covering all customer groups and broken down by local area
- Value for money and contract management framework developed with providers and rolled out across all services
- Profile of Supporting People raised within the Council and protection for the programme secured for three years
- Comprehensive assessment of safety completed for services across the whole programme
- Vision, values, principles and eligibility criteria for the programme established
- All services have a value for money self-assessment and service improvement plan in place
- Regular stakeholder newsletter established.

### **Spatial Planning Team**

#### **Local Development Framework (LDF)**

- Core Strategy Issues and Options consultation completed (in excess of 2000 comments received)
- Growth Options consultation commenced (Chester, Ellesmere Port, Northwich, Winsford, Rural)
- Significant number of evidence base studies completed or nearing completion, including Strategic Housing Land Availability Assessment, Cheshire Retail Study Update, Open Space Audit, Biodiversity Study, Ellesmere Port Transport Model and Chester Transport Model update
- Significant contribution made to key regeneration projects including Ellesmere Port Regeneration Strategy, Chester Business Quarter, Chester One City Plan, Northwich Vision, Northgate, Newbridge Road, Ellesmere Port and Rofton Works, Hooton
- Frodsham Town Design Statement adopted as a Supplementary Planning Document (July 2010)
- Progressed a number of strategic housing sites including Winnington, Wincham and Ledsham Road, Ellesmere Port.

#### **Growth Point**

- Progressed a number of proposals through the Homes and Communities Agency's Public Land Initiative
- Supported the construction of the new Riversdale Bridge in Northwich through Growth Funding (£300,000)
- Joint work with Tarporley Parish Council to secure new housing provision
- Infrastructure Delivery Plan progressed

- Achieved an allocation of £326,383 New Homes Bonus resources in its first year of delivery (2011-12 allocation).

**Minerals and Waste**

- Won an extended contract to provide the Technical Secretary to NW Regional Aggregates Working Party (NW RAWP) and prepared and published the NW RAWP 17th Annual Aggregate Supply Report
- Carried out a full mineral audit
- Ensured the policies of the Cheshire Replacement Waste Local Plan were 'saved' by the Secretary of State until such time as they are replaced by the future Development Plan Document policy
- Provided written internal guidance to policy and Development Management staff on interpretation and implementation of waste policies
- Worked with the Regional Technical Advisory Body (RTAB) and 4NW to produce the Annual Monitoring Report (AMR) and technical waste background documents for the sub-region.

## 5. Our Policy Challenges

Since the election of the Coalition Government in May 2010, there have been a wide range of policy and resource changes announced by Government which have a significant impact upon housing and planning and affect the way in which we work. Many of the changes were announced in the Comprehensive Spending Review in October 2010 and the Decentralisation and Localism Bill in December 2010. There have also been a number of specific consultation documents published, including 'Local Decisions: A fairer future for social housing', the New Homes Bonus and Planning for Traveller Sites.

The reduction in resources available for housing and planning has been significant – the Regional Housing Board annual allocation to Local Authorities has gone, resulting in a loss of £1.3 million for Cheshire West and Chester. There has been a 79% cut in new funds available from the Homes and Communities Agency to fund new affordable homes and the framework for investment in new affordable housing has radically changed. In planning terms, the Housing and Planning Delivery grant and Growth Point revenue grants have also gone and there will be no further capital funds available for the Growth Point programme. The reduction in resources will also impact upon individual residents living in the Borough through changes to Housing Benefit eligibility criteria.

This national picture sets the scene for the local challenges that we face as a Service which are outlined below.

### **Housing Strategy & Enabling**

**Gypsy and Traveller sites** – site provision is now a matter for local determination in accordance with local assessment of need and the priorities set by the Local Authority. Challenges remain due to the contentiousness of the issue and the need for strong leadership.

**Customer profiling** – we recognise the need to do more to understand the needs and aspirations of our customers. To achieve this we need to make better links with Access and Customer Care Group and work closely with our Research and Intelligence department in order to establish a baseline of information already available.

**New affordable homes** – there are challenges for the delivery of new affordable homes within the new HCA funding regime. The development of a policy framework is already in hand but there are likely to be low levels of delivery in 2012-13. The policy framework will include use of council owned land and New Homes Bonus resources for housing, the development of a Cheshire Consortium of Registered Providers and consideration of a Cheshire development company, all of which provide significant challenges to the Authority in terms of delivery.

## **Spatial Planning**

**Increasing housing supply** - there are significant challenges around housing delivery and there is a critical need to increase the supply of market and affordable homes. However, the property market remains weak and we are seeing a substantial reduction in public funding to support housing delivery, particularly affordable housing. There will be no further Housing and Planning Delivery Grant or Growth Point funding from Government. These are being replaced with new sources of finance such as the New Homes Bonus and Community Infrastructure Levy (CIL). The Council will need to be alive to these opportunities and continue to work proactively with developers. More innovative ways will be needed to secure more affordable housing provision.

**Planning reform** - the Government is implementing radical changes to the planning system through the Localism Bill. It includes the introduction of Neighbourhood Plans and the abolition of Regional Strategies. In addition, the current raft of national planning policy will be replaced by a single, consolidated National Policy Framework which is expected to be published in draft in March 2012. These changes have implications for the Core Strategy and other Local Development Framework documents. They may have to now include policy detail that will, in future, be absent at a national or regional level. In addition, the Core Strategy will need to reflect the emergence of neighbourhood planning. One issue is how necessary development which is viewed as undesirable by local communities, and development to serve the wider strategic needs of the Borough, will be planned for.

## **Housing Solutions**

**Increasing numbers of Service Users** - the current economic climate has led to an increase in the number of households approaching the Housing Solutions service. It is anticipated that both government policy changes and the impact of the economy on the housing market will lead to a further increase in the number of households requiring assistance from the Housing Solutions service.

**Social Housing Changes** - the changes to social housing detailed in the consultation paper 'Local Decisions: A fairer future for social housing' will have an impact on our allocation policies, Choice Based Lettings and strategic housing tenancy policy, impacting upon the work of the team and the supply of social housing.

## **Private Sector Housing**

**Making private sector homes decent** – a Private Sector Stock Condition Survey highlighted the number of non-decent houses occupied by vulnerable households across CWAC. The Private Sector Housing Team will actively target services to the areas where these numbers are greatest.

**Reducing the number of long term empty homes** – the Private Sector Housing Team will develop a proactive approach to reducing the number of long term empty homes in the borough to address the problems of nuisance and blight as well as making a positive contribution to the New Homes Bonus.

**Student housing** – there are challenges to manage the issues in relation to student housing in order to address the proliferation of student properties in Chester City centre and to work proactively with the University of Chester to manage the quality, quantity and location of student accommodation.

### **Supporting People**

**Mismatch between needs and resources** - Supporting People's hypothecated allocation within the Council's formula grant has fallen significantly and is no longer ring-fenced. Supporting People has to make the business case for housing-related support and position the programme effectively as a hub for the commissioning of preventative services for vulnerable people. Through strategic review, commissioning and contract management, the Supporting People team must ensure services are remodelled to target those most in need with effective and value for money services.

**Payment by results** - Supporting People has a value for money framework that takes account of performance, quality, satisfaction, and price. However, the Coalition Government policy is to encourage payment by results. Cheshire West and Chester will take part in a pilot of payment by results in the context of Supporting People. This will clearly demonstrate value for money and contract payments will be proportionate to service effectiveness.

## 6. Our Priorities 2011-12

Our Service priorities for 2011-12 are based upon the challenges set out in Section 5 above and aim to address the risks we have identified as a result of national policy changes; these risks are:

- A reduction in the numbers of new affordable homes built
- A reduction in the supply of new housing
- An increase in demand for housing for rent from the Council and Registered Providers
- An increase in demand for Housing Solutions services
- An increasing number of households living in unsuitable and unsettled accommodation
- An increase in the shortfall of affordable homes (currently 1300 homes per year)
- A reduction in the Council's ability to assist vulnerable households in non-decent accommodation, including the elderly and disabled and those on low incomes
- Failure to respond to the Government's changing policy agenda in terms of housing and planning reform.

### **Cross Cutting Priority Themes**

#### **Customer First**

- Develop customer profiling in order to better understand the needs and aspirations of our customers.

#### **Service Improvement**

- Ensure continuous improvements in service delivery through the active management and monitoring of the Service Improvement Plan

#### **Equality and Diversity**

- Progress delivery of the Service's contribution to delivery of the Council's corporate equality objectives as outlined in Appendix 2 of this document.

#### **Value For Money**

- Continue to benchmark our services, costs and outcomes against similar Local Authorities and investigate the most efficient ways of providing an excellent service
- Investigate further ICT applications to reduce our cost base and maintain and improve our services
- Contribute to corporate efficiency targets over the next three years by increasing fees and charges proportionately; reviewing our service delivery models where appropriate; and reviewing the overall efficiency and effectiveness of each of our five service areas.

#### **Housing Strategy & Enabling**

- Develop a Housing Delivery and Investment Strategy in order to address the supply of new market and affordable housing to meet needs and support economic growth. This will involve working across the Cheshire and Warrington sub-region, continuing to develop our evidence base, establishing



the Council's offer, aligning with RP programmes and resources and consideration of appropriate delivery mechanisms

- Work with RPs, developers, the HCA and other Council teams to ensure the delivery of new market and affordable housing schemes in the short-term
- Complete the second Local Investment Plan for Cheshire and Warrington in order to establish the housing 'offer' to support the economic ambitions of the Local Enterprise Partnership
- Undertake a robust review of the housing policy framework to ensure action plans are being delivered, identify gaps and demonstrate that we are making a difference
- Continue work to meet the accommodation needs of Gypsies and Travellers.

### **Spatial Planning**

- Local Development Framework Core Strategy - Publication of preferred Options Paper March 2012
- New Approach to Major Planning Scheme Negotiations - Senior development team established by March 2012
- Enabling Delivery - (1) Growth Point funding committed (2) Major development schemes progressed to planning commitments (3) Gypsy and Traveller sites progressed to planning commitments (subject to member approval) (4) Ongoing planning advice and input to the four regeneration areas
- Planning Reform - Implementation locally of the Coalition Government's planning policy reforms. Progress Neighbourhood Planning including Front Runner with Tattenhall and District Parish Council.

### **Supporting People**

- Conduct a three year programme of strategic review and service remodelling in accordance with the priorities identified in the needs assessment and the commissioning plan
- Conduct a joint review of learning disability services with Adult Social Care colleagues
- Produce a five-year commissioning and budget plan for the consideration and approval of the Commissioning Body and the Council
- Raise the political, corporate, and public profile of Supporting People
- Implement a single point of access and referral for Supporting People services.

### **Housing Solutions**

- Redesign the Housing Solutions service following the recommendations from the options appraisal, ensuring consistent service delivery
- Implement changes introduced by the Localism Bill as indicated within the Local Decisions paper, including the introduction of a Strategic Tenancy Policy
- End rough sleeping by 2012
- Tackle the root causes of homelessness
- Prevent homelessness arising as a result of the current economic climate and changes to the welfare system
- Improve access to housing solutions service through the use of technology.

### **Private Sector Housing**

- Improve the efficiency and effectiveness of Home Assistance and Housing Standards activity through service reviews
- Provide a coordinated approach to energy efficiency measures and advice to residents across CWAC
- Commission a Home Improvement Agency service for CWAC from 2012 to assist in the delivery of Disabled Facilities Grants and the Decent Homes Programme
- Sustain the momentum and impact of the Cheshire Landlord Accreditation Scheme, improving incentives and benefits and increasing membership
- Maximise the return of long term empty homes back into use through proactive measures.

## 7. Our Approach to Performance Management

The Strategic Housing and Spatial Planning Service Management Team has improved its Performance Management Framework for 2011-12. The Framework is based on the principles of the plan-do-review-revise framework

- Plan – based on current performance, prioritise what needs to be done, identify actions that need to be taken and plan for improvement using appropriate measures and targets
- Do – make sure the proper systems and processes are in place to support improvement, take appropriate action, manage risk and help people to achieve better performance
- Review – understand the impact of our actions, review performance, speak to users and stakeholders about their experience of performance
- Revise – use the lessons learned from the review to change what we do so that future actions are more efficient and effective.

This framework emphasises that performance management should be embedded in everything that we do and that it is a continuous process.

In order to improve our performance management during 2011-12 we will **C**hallenge our performance against – **C**ustomer, **C**ost and **C**redibility. Our actions to achieve this are:

- to consult with stakeholders on targets
- to further investigate the results of the benchmarking exercise
- to make contact with similar good value for money Councils
- to improve Management Team liaison with the Performance Manager

The table below shows how performance is monitored:

<b>Performance Measure</b>	<b>Frequency</b>	<b>Meeting</b>
Corporate Plan monitoring	Annually through Corporate Policy Team	Corporate Management Team
Directorate Business Plan monitoring	Quarterly through Corporate Policy Team	Regeneration and Culture Management Team
Strategic Housing and Spatial Planning Business Plan monitoring	Half-yearly and at third quarter stage through Strategic Housing Team	Strategic Housing and Spatial Planning Management Team
Corporate Performance measures	Quarterly through Performance Manager, Performance Tracker	Regeneration and Culture Management Team  Strategic Housing and Spatial Planning Management Team
Local Performance Indicators (LPIs)	Monthly where possible, quarterly and annually	Regeneration and Culture Management

<b>Performance Measure</b>	<b>Frequency</b>	<b>Meeting</b>
monitoring	through Performance Manager, Performance Tracker	Team Strategic Housing and Spatial Planning Management Team
SH&SP Service Improvement Plan (SIP)	Quarterly	Strategic Housing and Spatial Planning Management Team
Sub-Regional Housing Strategy	Annual	Cheshire and Warrington Housing Alliance
Other key housing related strategies e.g. Affordable Warmth Strategy, Homelessness Strategy	Quarterly	Appropriate Stakeholder and partner Steering Groups
Individual performance	Bi-annually	Individual appraisal

The following tables show Strategic Housing and Spatial Planning's performance results for 2010-11 and give an explanation where there is under-performance.

**Strategic Housing & Spatial Planning National Performance Indicator Set Results 2010-11**

NI	Title	Baseline 2008-09	Result 2009-10	Target 2010-11	Result 2010-11
141	Percentage of vulnerable people achieving independent living	Not available – County Council could not split data East and West	77.2% ✓	73%	71.5% ✗
142	Percentage of vulnerable people who are supported to maintain independent living	Not available – County Council could not split data East and West	98.88% ✓	98.7%	98.7% ✓
154	Net additional homes provided	723	733 ✓	674	654 ✗
155	Number of affordable homes delivered (gross)	215	385 ✓	330	306 ✗
156	Number of households living in temporary accommodation	26	22 ✓	49	24 ✓
158	Percentage of non decent Council homes	28.34%	28.06% ✓	35%	35% (provisional) ✓
159	Supply of ready to develop housing sites	100.09%	92% ✗	102%	Result due Summer 2011
187	Tackling fuel poverty - percentage of people receiving income based benefits living in homes with a low and high energy efficiency rating	Baseline to be established 2009 -10	Baseline established 2009 -10 SAP < 35 = 6.13% SAP > 65 = 38.45%	0.25% reduction in SAP < 35 and 2.00% increase in SAP > 65	Not collected due to deletion of NI

**Strategic Housing & Spatial Planning Local  
Indicator Set – Results 2010-11**

Local PIs	Title	Baseline 2008-09	Result 2009-10	Target 2010-11	Result 2010-11
<b>Private Sector Housing</b>					
LPI 1	Housing – Number of empty properties brought back into use	67	44 ✗	55	94 ✓
LPI 2	Housing – Number of non-decent private sector properties made decent	762	113 ✗	150	194 ✓
<b>Housing Solutions</b>					
LPI 3	Total number of households placed in Bed & Breakfast	31	6 ✓	12	59 ✗
LPI 4	The average number of people sleeping rough on a single night using the number of rough sleepers found on hotspot counts divided by the number of hotspot counts completed during the month	5	a) 1 b) 2 ✓	3	0.4 ✓
LPI 5	Number of households who considered themselves homeless, who approached the local housing authority's housing service(s), and for whom housing advice casework intervention resolved the situation, according to the P1E definition	957	1181 ✓	1200	1775 ✓
<b>Supporting People</b>					
LPI 6	The percentage correlation between the ethnicity of service users and the ethnicity of the local population	Data not available	0.29% Baseline established	Targets not set	2.40%
LPI 7	The percentage of people who remain in short term services beyond the date agreed and scheduled for them to move into rented accommodation.	Data not available	33.4% Baseline established	Targets not set	8.67%
LPI 8	The percentage of places available for users requiring multiple support (to capture those with complex needs)	Data not available	20.56% Baseline established	Targets not set	48.25%

Local PIs	Title	Baseline 2008-09	Result 2009-10	Target 2010-11	Result 2010-11
<b>Housing Strategy &amp; Enabling</b>					
LPI 9  Indicator definition amended for 2010-11	Public subsidy spent on the provision of new affordable housing (includes NAHP, RCGF, Kickstart and Local Authority funding)	£10million	£8.8million grant spent plus PFI credits with capital value in excess of £6.6m ✓	£15million	£9.197million ✗
LPI 10	Delivery of affordable housing in rural areas and market towns	17	Delivered 4 no. units Strategy not delivered ✗	Develop rural strategy and programme and deliver 15 units	30 units delivered ✓
LPI 11	Number of Gypsy and Traveller pitches (45 additional pitches by 2016)	Existing Provision 59	Work commenced but not completed ✗	12 pitches	0 pitches ✗

## Underperforming National and Local Indicators 2010-11

### NI 141- Percentage of vulnerable people achieving independent living

Investigations are undertaken by the Contract and Review team from the exceptions report each quarter to clarify reasons for the departures of the unplanned moves. The Quarter 3 performance indicator result was 66.67% due to an abnormal number of departures - 1 death, 5 taken into custody, 19 evicted due to breach of terms of their contract and 17 abandoned their tenancies. If Quarter 3 results are omitted the average results of the other three quarters would have resulted in reaching the target of 73%.

### NI 154 - Net additional homes provided

The underperformance of this target reflects the state of the economy and, particularly, continued difficult property market conditions. A key issue is access to finance for developers and purchasers. The position locally is not unique and reflects the fall in house building within the region and nationally. The Council is working proactively to bring new housing development forward.

### NI 155 - Number of affordable homes delivered (gross)

The target is set at the start of the financial year and the Housing Strategy and Enabling team has quarterly liaison meetings with the Registered Providers to ensure progress is within the expected timescales and to ensure we are kept up-to-date with the scheme developments. Unfortunately a scheme of 46 units failed to complete in March 2011 as planned. If these had completed it would have taken the Housing Strategy Team 22 units over target. These 46 units will complete in April/May 2011 and will show in the 2011-12 completion figures.

**LPI 3 - Total number of households placed in Bed & Breakfast**

The economic climate has contributed to a significant increase in demand on the service and the number of customers needing emergency accommodation. There is a lack of direct access accommodation across the borough and many of the customers needing emergency accommodation have complex needs and are unsuitable for the limited provision that is available. However, the length of stay for most customers is very short before moving on to alternative accommodation.

**LPI 9 - Public subsidy spent on the provision of new affordable housing (includes NAHP, RCGF, Kickstart and Local Authority funding)**

The target has not been met largely due to the withdrawal of Round 5 PFI credits through the Comprehensive Spending Review, which were estimated to have been worth £27million for Cheshire West and Chester. There was also a delay in the completion of a scheme of 46 units amounting to the sum of £180,000 which will be completed and spent in 2011-12.

**LPI 11 - Number of Gypsy and Traveller pitches (45 additional pitches by 2016)**

The substantial policy and resource changes introduced by the Coalition Government since May 2010 have impacted upon the delivery of pitches. The Council will consider the implications of the Government's consultation paper 'Planning for Traveller Sites', launched in April 2011 before determining the most appropriate way forward for provision at the local level.

**The Future for Performance Monitoring**

The new Coalition Government has abolished the NI set however, the Council recognises the need to continue to monitor its key priorities and each Service Area has identified its own key indicators – these can be National Indicators, BVPIs, or local/operational indicators. The new Council Key Indicators have been finalised through the Challenge Sessions where Service priorities have been established. The Service will also keep an additional suite of local indicators.



The table below shows Strategic Housing and Spatial Planning's 2011-12 Suite of Indicators agreed as Corporate priorities:

**Strategic Housing and Spatial Planning Suite of Indicators 2011-12**

<b>Directorate Priority</b>	<b>Area of Focus</b>	<b>Measure of Performance</b>	<b>Target 2011-12</b>
Increase housing choice and improve access to new and affordable homes	Housing Provision	Net Additional Homes provided	663
Increase housing choice and improve access to new and affordable homes	Affordable Housing	Number of affordable homes provided	330
Increase housing choice and improve access to new and affordable homes	Private sector Housing	Number of non decent private sector properties made decent	180
Increase housing choice and improve access to new and affordable homes	Private sector Housing	Number of non decent private sector homes occupied by vulnerable households made decent	60
Maintain the independence in the community of vulnerable people preventing homelessness	Homelessness Prevention	The number of households prevented from becoming homeless due to Housing Solutions casework intervention	1300
Maintain the independence in the community of vulnerable people preventing homelessness	Homelessness Prevention	Percentage of vulnerable people achieving independent living / are supported to maintain independent living	73% and 98.55%

## 8. Our Approach to Risk Management

Strategic Housing and Spatial Planning has adopted its own Risk Management Framework which follows the principles of the Corporate Risk Strategy. We will risk assess progress against our objectives and Performance Indicators on a quarterly basis through the Directorate Risk Register.

Individual Services and Projects will report any objectives that are high risk, despite mitigating actions being in place, to their Managers or Steering Groups, at a regular frequency – at least bi-monthly.

### Risk Assessment Roles and Responsibilities

Responsibility	Role
<b>Head of Service</b>	Implementation and monitoring of the Risk Management Policy and Strategy. Identify and lead the management of corporate risks that may threaten the vision and objectives of the Service. Be the link with Directorate Management Team to elevate any Service Risks that may threaten the objectives of the Service, Directorate or the Council. Ensure the principles of risk management are adopted into service planning and performance reviews.
<b>Senior Managers</b>	Identify, evaluate and manage risks within their Service in accordance with the Corporate Risk Management Policy and Strategy. Ensure any risks within their Sections that may threaten the objectives of the Service are elevated to Service Management Team and the Head of Service is made aware of them.
<b>Project Managers</b>	Project Manager should have a risk register for individual projects. If the risk of the Project failing to achieve its objective is high it should be elevated into the Service Plan Risk Register.
<b>All Officers</b>	Identify, evaluate and manage risk in the performance of their day-to-day duties. All Officers should know the risks and mitigation relating to the objectives they are working towards. All Officers should know to alert their Senior Manager if a situation occurs where the risk mitigation method is not averting the risk and the Objective is in danger of not being achieved. Where the risks are elevated into the Departmental Service Plan each risk has a named Officer who owns this risk.

Business Plan controls have been established for monitoring the Service Improvement Plan (SIP). SIPs have been developed following SMART principles:

- Specific
- Measurable
- Achievable
- Resourced
- Time bound

These principles are always used as a guide to plan development, applying these elements so plans are clear, distinct and easy to understand. It is the responsibility of each Senior Manager/owner of SIP actions to establish strict monthly monitoring of SIP Actions. There will be an annual review of actions completed prior to the development of any new actions or plans. This will allow a strategic overview of progress, assess where there are barriers to completion and allow for incomplete actions to be reassessed for resources and/or additional time. An annual review will inform departmental and corporate colleagues of delivery and progress and assist in developing and allocating resources for the next financial year. A Year End report to SH&SP Management Team looks at each teams' top three SIP challenges and how barriers can be overcome.

## 9. The Resources Available to Us

### Budget and Staffing

The Strategic Housing and Spatial Planning Service has a total net revenue budget of £3.383 million for 2011-12. There is a total of 89 Full Time Equivalent staff in the service.

Services Provided	Net Budget £000
Private Sector Housing	560
Housing Strategy	132
Housing Solutions	1,404
Supporting People	410
Spatial Planning	877
<b>Total</b>	<b>£3,383</b>

### Housing Investment Programme

The Service manages a significant investment programme to deliver affordable housing, improve housing standards, provide adaptation for people with disabilities, support the Housing Delivery/Growth Point programme, commission research and improve services.

Service Area	Budgetary Responsibility
Housing Strategy and Enabling Team	HCA's Affordable Housing Programme (AHP) Local Affordable Housing Programme Local Housing Capital Programme Kickstart DoH Extra Care Housing Grant Other specialist HCA programmes including for example, Empty Homes and Traveller Pitch funding as appropriate to the Authority
Housing Solutions	CLG Homelessness Grant
Private Sector Housing	Disabled Facilities Grant allocation Private Sector Housing Investment Programme including Energy Saving and Warm Front Plus Grants /Decent Homes Loans/Empty Property and Conversion Grants/Group Repair and Loan Projects
Supporting People	Supporting People Allocation Home Improvement Agency Funding
Spatial Planning	Growth Point

## Housing Capital Programme 2011-12

Programme/Project	2011-12
Disabled Facilities Grants	£1.1m
Council funded Housing Capital Programme	£2.5m
Growth Point	£2.0m
Northgate Extra Care	£2.2m
Public Land Initiative	TBC
European Regional Development Fund (ERDF)	£0.5 m
New Homes Bonus	Policy subject to Executive report and approval
Affordable Housing Programme *, of which Affordable Housing Pot (S106 and capital receipts)                      £ 1.7 m Kickstart funding                      £ 0.486m HCA Funding                      £ 6.0m	£29.7M
CLG Homelessness Grant	£0.453m
Supporting People Grant	£10.4m
<b>TOTAL</b>	<b>£48.853m</b>

\* NOTE: The statutory responsibility for the Affordable Housing Programme rests with the Housing Strategy and Enabling Team and is managed through a dedicated affordable housing team who proactively support delivery of schemes through our partner RPs, delivering 306 new affordable homes during 2010-11. We estimate the total value of our affordable housing programme in 2011-12 to be in the region of £29.7million (based on an average of £90k a unit and assuming we achieve the target of 330 units). The team has also helped to secure KickStart grant funding of £486,034 to private developers to enable them to re-start stalled developments.

Whilst we are ambitious for 2011-12, in the medium term due to reductions in external resources available to the Authority, it is becoming increasingly difficult to deliver our priorities. We are therefore considering how best the Council can deploy its assets and improve partnership working to ensure we maximise the use of scarce resources.

## Appendix A – Key Priorities (2010-11 Progress and 2011-12 Priorities)

**Table 1 – Progress against our Key Priorities 2010-11**

Priority	Progress and Date Achieved
<b>Housing Strategy &amp; Enabling</b>	
<p><b>Increase the number and choice of new affordable homes</b>            Increase the number of new affordable homes to 330 (at least 15 rural homes) and increase choice through intermediate products</p> <p>Launch Intermediate Market Products funded by the Affordable Housing Pot</p>	<p>306 affordable homes delivered April 2010 – April 2011 including 30 rural homes</p> <p>Funding of £500k awarded to support and promote the launch of Intermediate Housing products. Following an external tender process, this funding was secured by Chester &amp; District Housing Trust who will provide a range of up to 42 new rental and affordable ownership products over the next 2 years</p>
<p><b>Increase Site Provision for Gypsy and Travellers</b>            Identify site for Gypsy and Travellers and submit planning application by January 2011</p> <p>Complete a site identification exercise for potential Gypsy and Traveller sites</p>	<p>Not achieved</p> <p>Due for completion 2011-12</p>
<p><b>Improve Ellesmere Port and Neston Housing Stock</b>            Secure improvements to the condition and management of the EP &amp; N Housing Stock. Establish short to medium term option to achieve service improvements</p>	<p>Decent Homes funding secured £ 8.5M 2011-2015. OJEU notice issued to tender the Housing Management Service</p>
<p><b>Ensure a robust evidence base is in place</b>            Review and update the research programme for the Housing Service to ensure a strong evidence base for policy development and delivery</p>	<p>Research Programme reviewed</p>
<p><b>Adopt Affordable Warmth Strategy</b>            Complete and adopt the Affordable Warmth Strategy. Manage European Regional Development Fund (ERDF) Project</p>	<p>Affordable Warmth Strategy adopted September 2010. ERDF Project started November 2010</p>
<p><b>Endorse Performance Management Framework</b>            Endorse performance monitoring and management framework for the Housing Service. Embed monitoring, develop Service Improvement Plan (SIP)</p>	<p>Performance Monitoring Framework adopted January 2011 and quarterly monitoring to Management Team in place. SIP agreed October 2010</p>
<p><b>Registered Provider Partnering</b>            Review and strengthen Registered Provider partnering</p>	<p>Target changed due to national policy changes, in particular HCA investment framework</p>

Priority	Progress and Date Achieved
<p><b>Supported Housing Provision</b>            Carry out research into supply and condition of Supported Housing</p> <p>Adopt action plan to increase quality and choice of housing for older people and improve advice and support services and secure delivery of Northgate Extra Care</p>	<p>Research undertaken, final report due May 2011</p> <p>Northgate Extra Care delivery secured</p>
<b>Supporting People</b>	
<p><b>Make use of available resources</b></p> <ul style="list-style-type: none"> <li>• Deliver revenue budget</li> <li>• Deliver administration budget</li> </ul>	<p>£9.8m outturn</p> <p>£640k administration budget outturn</p> <p>3-year funding protection secured through the budget setting process</p>
<p><b>Deliver robust governance</b>            Development and embedding of a best practice Governance Structure:</p> <ul style="list-style-type: none"> <li>• Robust evidence-based decisions</li> <li>• Clear accountability</li> <li>• Clear vision and values</li> <li>• Clear work programme and direction</li> </ul> <p>Support the decision-making of the Commissioning Body and Core Strategy Group with robust management information</p>	<p>Commissioning Body, Core Strategy and Provider Forum established</p> <p>Terms of reference for groups</p> <p>Vision and values established</p> <p>Performance reports established</p> <p>Health involvement secured</p>
<p><b>Deliver the right services, in the right places, for the right people</b></p> <ul style="list-style-type: none"> <li>• Establish the business development and research function in the team</li> <li>• Design and commission needs research and analysis (including a legacy methodology for repeating the process) to support the production of a five year commissioning plan</li> <li>• Develop a commissioning framework</li> <li>• Produce and implement a five-year commissioning plan</li> <li>• Design and implement a single point of access and referral for the Supporting People programme</li> <li>• Develop and embed a Service Users Reference Forum (SURF)</li> <li>• Identify obvious gaps in services that would benefit from investment when funding becomes available; e.g. resettlement floating support, 24/7 provision in hostels and domestic violence support services</li> </ul>	<p>Team fully recruited April 2010</p> <p>Commissioning framework developed</p> <p>Needs research project specified, tendered, and appointed – May 2010</p> <p>Service User Involvement Officer recruited – April 2010</p> <p>Needs assessment research completed</p> <p>Commissioning plan being developed</p> <p>Strategic reviews under way</p>

Priority	Progress and Date Achieved
<p><b>Deliver excellence in the business administration and delivery of the programme</b></p> <ul style="list-style-type: none"> <li>• Support the decision-making of the Commissioning Body and Core Strategy Group with robust management information</li> <li>• New licence and hardware for IT system (SPOCC) and disaggregation of shared data, data cleansing and population/data migration of new software</li> <li>• Establish vision, values, and principles for the programme</li> <li>• Review and update all Supporting People policies <ul style="list-style-type: none"> <li>○ Service standards</li> <li>○ Eligibility criteria</li> <li>○ Leaseholders Commissioning framework</li> <li>○ Fairer charging</li> <li>○ Information sharing</li> <li>○ Comments, complements, and complaints</li> <li>○ Service user and stakeholder involvement</li> <li>○ Contract management and value for money</li> <li>○ Safeguarding</li> <li>○ Lone working</li> <li>○ Appeals</li> </ul> </li> <li>• Review and update all Supporting People strategies <ul style="list-style-type: none"> <li>○ Communication</li> <li>○ ICT</li> <li>○ Service user and stakeholder involvement</li> <li>○ Equality and diversity (inc EqIA)</li> <li>○ Work force development</li> <li>○ Data integrity and quality management</li> </ul> </li> <li>• Review and update business and risk management plans for the programme</li> <li>• Develop robust benchmarking data for both revenue and administration spends</li> </ul>	<p>SPOCC successfully disaggregated between West and East Cheshire – March 2010</p> <p>Eligibility criteria drafted – March 2010</p> <p>Value for money policy and methodology developed – March 2010</p> <p>Vision, values and principles developed – March 2010</p> <p>CWAC joined established benchmarking group in West Midlands – March 2010</p> <p>Management information significantly improved and reports developed for Commissioning Body and Core Strategy Group</p> <p>Service standards and eligibility criteria in place</p> <p>Communication strategy in place</p> <p>Service user involvement policy and strategy in development</p>
<p><b>Raise the profile of the Supporting People programme across all stakeholders</b></p> <ul style="list-style-type: none"> <li>• Delivery of a conference for all stakeholders (politicians, CWAC, Health/PCT, Probation and providers)</li> <li>• Deliver an awards event for the outstanding achievement of customers and providers</li> <li>• Implement the communication strategy</li> <li>• Embed Supporting People services within high profile projects such as Total Place and Family Intervention Project</li> <li>• Involve key stakeholders in the programme</li> </ul>	<p>Conference delivered – December 2009</p> <p>Regeneration Policy Development Board study visit with service providers – April 2010</p> <p>Presentation to the health and wellbeing sub-group – February 2010</p> <p>Regular Supporting People newsletter established</p> <p>Regular communication with providers established</p> <p>Communication strategy being implemented</p>



Priority	Progress and Date Achieved
<b>Housing Solutions</b>	
<p><b>Tackle Overcrowding</b>            Develop an action plan to ensure that overcrowding is reduced across CWAC.</p>	<p>Delayed due to staff capacity</p>
<p><b>Preventing Homelessness</b>            To pro-actively prevent homelessness arising, and to provide a range of sustainable solutions for those households who do become homeless. To sustain the current reduced levels of households in temporary accommodation (NI 156).</p>	<p>Action plan implemented resulting in an increase in the number of preventions</p>
<p><b>Ending Rough Sleeping</b>            To end rough sleeping across Cheshire West and where people do sleep rough ensure that an effective outreach service enables them to move off of the streets promptly. Undertake a strategic review of rough sleeping and develop an associated strategy and implement the recommendations.</p>	<p>Strategic Review of RS completed December 2009</p> <p>Action plan agreed March 2010</p> <p>Delivery of action plan on track</p> <p>Reduction in the number of rough sleepers</p>
<p><b>Preventing Repossessions</b>            To ensure that the Housing Solutions service prevents homelessness due to mortgage and rent arrears. Develop a range of initiatives to prevent mortgage and rent possessions.</p>	<p>Mortgage Arrears Adviser in post October 2009</p> <p>Launched the Mortgage Rescue Scheme April 2009 with nine completed cases</p>
<p><b>Improving access to housing</b>            Continue to develop a range of housing solutions, including access to low cost homeownership. Implement accessible and outreach services.</p>	<p>Common allocations policy implemented October 2009</p> <p>Opening hours extended but stopped due to low take up of the service</p> <p>Increased use of technology including use of laptops and improved website</p>
<p><b>Develop and adopt the Homelessness Review and Strategy</b>            Carry out a thorough review of homelessness across Cheshire West and Chester. Develop and adopt the new Homelessness Strategy.</p>	<p>Review completed September 2009</p> <p>Strategy completed and agreed March 2010</p>
<p><b>Ensure consistent and excellent operational performance across all three locations</b>            Ensure consistency of service across CWAC, implement new procedures and service standards. Ensure effective performance management arrangements.</p>	<p>Developed service standards</p> <p>Developed an induction and annual training programme</p> <p>Developed performance monitoring framework</p>

Priority	Progress and Date Achieved
<p><b>Implement Enhanced Housing Options Programme</b>                      Implement the Enhanced Housing Options Action Plan</p>	<p>Implemented action plan</p> <p>Recruited specialist members of staff - Employment Mentors, Resettlement Officer and Money Advisers</p> <p>Digital TV not progressed following initial research highlighted limitations and unlikely to deliver the required outcomes. Video kiosks being considered as an alternative</p> <p>Detailed report completed to demonstrate outcomes and cost benefit analysis. Programme to continue 2011-12</p>
<p><b>Proactive response to the recession</b>                      Ensure that the Housing Solutions service effectively raises its profile, proactively targeting its services at households facing redundancy and experiencing difficulty meeting rent and mortgage repayments. Develop a partnership action plan to prevent homelessness during the recession</p>	<p>Action plan agreed March 2010</p> <p>Action plan implemented including high profile publicity campaign to raise awareness of the service</p> <p>Held a Homelessness Conference for key stakeholders</p>
<p><b>Implement Choice Based Lettings</b>                      Implement CBL across Cheshire West and Chester. Develop and adopt a common allocations policy</p>	<p>Common Allocations Policy adopted October 2009</p> <p>CBL live in Vale Royal September 2009 and Ellesmere Port April 2010</p>
<p><b>Implement Service Review Project</b></p>	<p>Options appraisal completed</p>
<b>Private Sector Housing</b>	
<p><b>Capital Programme Budgets</b>                      Commitment / spend of</p> <ul style="list-style-type: none"> <li>a) Private DFG budget - £1,400,000</li> <li>b) Equity Loan / Renovation budget - £700,000</li> <li>c) Energy efficiency budget - £100,000</li> <li>d) Projects (Group repair, empty homes, Works In Default) - £650,000</li> </ul>	<p>100% of 2010-11 budget for Private Sector Housing Project spend or committed</p>

Priority	Progress and Date Achieved
<p><b>Service Standards</b>                      Adopt Home Assistance and Enforcement Protocol service standards</p> <p>Work in partnership with HIA to meet SLA service standards</p> <p>Improve website / advertising / guidance publications including on-line applications for licences and payments</p> <p>Revise fees and charges structure for enforcement action</p> <p>Implement recommendations from review of Disabled Facilities Grant service</p> <p>Review and update Home Assistance Policy</p>	<p>Service standards adopted and integrated into performance monitoring</p> <p>HIA agreement extended to April 2012</p> <p>Private Sector Housing web pages updated. HMO licensing application form developed and available on-line</p> <p>Fees and Charges reviewed – to be incorporated into updated Housing Standards Policy 2011-12</p> <p>DFG review incomplete</p> <p>Home Assistance Policy revised and updated to cover 2011-14</p>
<p><b>Landlord Accreditation</b>                      Develop a sub-regional Landlord Accreditation Scheme in partnership with Warrington and Cheshire East Councils</p>	<p>Cheshire Landlord Accreditation Scheme developed and launched in September 2010</p>
<p><b>Housing Standards</b>                      Private Sector Stock Condition Survey – Tender / work on site by October / Report by 31<sup>st</sup> January 2010</p> <p>Programme of HHSRS inspections for Licensable HMOs</p> <p>Develop and implement Northgate database mobile solution</p> <p>Commission and complete private rented sector research project</p> <p>Sign up to sub-regional Fire Safety Protocol</p> <p>Risk assessment and prioritisation inspection programme for HMOs in accordance with enforcement policy</p>	<p>Private Sector Stock Condition Survey completed July 2010</p> <p>Inspection of all known licensable HMOs completed</p> <p>Mobile Solution developed</p> <p>Private Rented Sector research completed</p> <p>Cheshire Fire Safety protocol adopted and implemented</p> <p>Inspection and risk assessment of all known licensable HMOs completed</p>
<p><b>Empty Homes</b>                      Draft and Implement Empty Property Strategy</p>	<p>Empty Homes Strategy drafted and adopted</p>
<p><b>Energy Efficiency</b>                      Develop an area based approach to Energy Efficiency in Cheshire West and Chester</p>	<p>Area based approach to Energy Efficiency tendered.</p>

Priority	Progress and Date Achieved
<b>Spatial Planning</b>	
<b>LDF Core Strategy</b> <ul style="list-style-type: none"> <li>• Regulation 25 consultation</li> <li>• Preferred Options</li> <li>• Publication</li> <li>• Associated supporting documents – Sustainability Appraisal, Health Impact Assessment, Habitat Regulations Assessment, Equality Impact Assessment, Rural Proofing</li> <li>• Strategic sites – detailed delivery evidence</li> </ul>	Topic Papers and Issues and Option paper and associated Sustainability Appraisal consulted upon
<b>Review of Local Development Scheme</b>	Review of LDS commenced. Report to LDF Panel June 2010
<b>Evidence base work</b> <ul style="list-style-type: none"> <li>• Ensure a robust evidence base is in place</li> </ul>	Strategic Housing Market Assessment (SHMA) completed Strategic Housing Land Availability Assessment (SHLAA) completed Employment Land Study completed Water Cycle Study underway Surface Water Management Plan not commenced Green Infrastructure Strategy completed West Cheshire Integrated Transport Study completed Retail Study completed
<b>Monitoring</b> <ul style="list-style-type: none"> <li>• Annual Monitoring Report</li> <li>• Housing, employment, town centres (incl. health checks)</li> </ul>	Annual Monitoring Report (AMR) Dec 2009 Housing Land Monitoring (HLM) May 2010
<b>Spatial planning advice</b> <ul style="list-style-type: none"> <li>• Development Management</li> <li>• Developers, landowners, etc.</li> <li>• Corporate regeneration/development teams e.g. Cathedral Quarter, Chester Zoo, Northwich Vision, Winning Winsford</li> </ul>	Significant spatial planning input delivered
<b>Growth Point</b> <ul style="list-style-type: none"> <li>• Governance arrangements</li> <li>• Infrastructure Delivery Plan (IDP)</li> <li>• Capital spend</li> <li>• Growth Point Programme review</li> </ul>	Governance arrangements in place, through Growth Point Implementation Group (GPIG) IDP work commenced to track Core Strategy development Capital spend targeted to Weaver Towns Programme reviewed
<b>Development Briefs</b> <ul style="list-style-type: none"> <li>• Winsford Waterfront (plus Winsford Transportation Study)</li> <li>• Ellesmere Port Waterfront</li> </ul>	Winsford Waterfront Development Brief (WWDB) completed

<b>Priority</b>	<b>Progress and Date Achieved</b>
<b>Other</b> <ul style="list-style-type: none"><li>• Gypsy and Traveller site identification study</li><li>• RSS and Single Regional Strategy input</li><li>• Village Design Statements and Parish Plans</li></ul>	Study progressed Regional Strategies being withdrawn/ abolished Support given to various Parish Plans and Village Design Statements

**Table 2 – Our Key Priorities 2011-12**

Priority	Target 2011-12
<b>Housing Strategy &amp; Enabling</b>	
<p><b>Increase the number and choice of new affordable homes</b>            Increase the number of new affordable homes by 330 (at least 15 rural homes) and increase choice through intermediate products</p>	<p>Continue to work with RPs to deliver the existing programme            Work with RPs, neighbouring LAs and the HCA to maximise the resources available for new affordable homes            Pursue the concept of a Cheshire RP consortium            Adopt LIP2            Develop a housing delivery and investment strategy in order to incentivise housing growth</p>
<p><b>Increase site provision for Gypsy and Travellers</b>            Identify site for Gypsy and Travellers and submit planning application</p>	<p>To progress this priority subject to Council approval</p>
<p><b>Improve Ellesmere Port and Neston Housing Stock</b>            Secure improvements to the condition and management of the EP &amp; N Housing Stock. Establish short to medium term option to achieve service improvements</p>	<p>Complete negotiations and enter into a management contract with a high performing provider</p>
<p><b>Ensure a robust Evidence Base is in place</b>            Review and update the research programme for the Housing Service to ensure a strong evidence base for policy development and delivery</p>	<p>Annual review and update of the research programme</p>
<p><b>Implement Affordable Warmth Strategy</b>            Implement and monitor the adopted Affordable Warmth Strategy. Manage ERDF Project</p>	<p>Ensure sub-groups continue to meet and implement actions</p>
<p><b>Embed Performance Monitoring</b>            Implement the performance monitoring and management framework for the Housing Service</p>	<p>Embed monitoring and review progress of the Service Improvement Plan to ensure continuous improvement and value for money</p>
<p><b>Review Housing Policy Framework</b>            Ensure a robust housing policy framework by adopting new and reviewing existing policies and strategies, ensure action plans are being delivered, identify gaps and demonstrate we are making a difference</p>	<p>Review to be completed and recommendations made            Respond effectively to Government policy changes including Strategic Tenancy Policy and Affordable Rents            Adopt and implement Rural Housing Strategy            Improve Health and Housing links</p>

Priority	Target 2011-12
<p><b>Supported Housing Provision</b>            Carry out research into supply and condition of Supported Housing.</p> <p>Adopt action plan to increase quality and choice of housing for older people and improve advice and support services and secure delivery of Northgate Extra Care</p>	<p>Complete the research and implement findings in conjunction with Supporting People Team</p> <p>Implement action plan and secure planning permission for Northgate Extra Care scheme</p>
<p><b>Delivery of Equality and Diversity Objectives</b>            Progress delivery of Equality and Diversity objectives</p>	<p>Develop customer profiling to better understand the needs and aspirations of our customers</p>
<b>Supporting People</b>	
<p><b>Make best use of available resources</b></p> <ul style="list-style-type: none"> <li>• Within budget</li> </ul>	<p>Produce a financially based commissioning plan for the programme approved by the Commissioning Body and the Council that is based on the outcome of the needs assessment</p> <p>Maximise the resources available to the programme within the corporate policy of efficiency savings</p>
<p><b>Deliver robust governance</b>            Make evidence-based decisions            Have transparency of decision-making</p>	<p>Establish a steering group for the programme involving the CEO, Leader, and key portfolio holders to meet twice per year with the first meeting in Autumn 2011</p> <p>Develop clear work programmes for the Commissioning Body and Core Strategy Group</p>
<p><b>Deliver value for money</b></p> <ul style="list-style-type: none"> <li>• Economy</li> <li>• Efficiency</li> <li>• Effectiveness</li> <li>• Equality</li> <li>• Excellence</li> </ul>	<p>Roll out validation visits for the Value for Money self-assessments and improvement plans making appropriate recommendations and reporting exceptions</p> <p>Benchmark services against similar services</p> <p>Clawback funding where quality or performance standards are consistently not met</p> <p>Implement the single point of access to ensure that the most in need are targeted for services</p>

Priority	Target 2011-12
<p><b>Deliver the right services, in the right places, for the right people</b></p> <ul style="list-style-type: none"> <li>• Produce and implement a five-year commissioning plan</li> <li>• Design and implement a single point of access and referral for the Supporting People programme</li> <li>• Development and embedding of a Service Users Reference Forum (SURF)</li> <li>• Conduct a three year programme of strategic review covering all Supporting People services</li> </ul>	<p>Produce a financially based commissioning plan for the programme approved by the Commissioning Body and the Council that is based on the outcome of the needs assessment</p> <p>Implement the single point of access electronically following the paper-based pilot in May 2011</p> <p>Conduct a strategic review of learning disability services with adult social care colleagues</p> <p>Improve the market information available to the team through the single point of access</p>
<p><b>Deliver excellence in the business administration and delivery of the programme</b></p> <ul style="list-style-type: none"> <li>• Support the decision-making of the Commissioning Body and Core Strategy Group with robust management information</li> <li>• Review and update business and risk management plans for the programme</li> <li>• Develop robust benchmarking data for both revenue and administration spends</li> </ul>	<p>Make best use of all the functions available in the SPOCC system for contract management, business information and reporting</p> <p>Perform a self-assessment against the KLOE (Key Lines of Enquiry) standards for Supporting People and benchmark the value for money of the team against similar services</p> <p>Develop a dashboard or report to support providers in benchmarking their services</p>
<p><b>Raise the profile of the Supporting People programme across all stakeholders</b></p> <ul style="list-style-type: none"> <li>• Implement the communication strategy</li> <li>• Involve key stakeholders in the programme</li> </ul>	<p>Establish a steering group for the programme involving the CEO, Leader, and key portfolio holders to meet twice per year with the first meeting in Autumn 2011</p> <p>Take the Commissioning Body on study visits to key services</p> <p>Widen the audience for the newsletter to include elected members and senior officers</p>



Priority	Target 2011-12
<b>Housing Solutions</b>	
<p><b>Implement the recommendations of the options appraisal</b>            Bring the service delivered in Chester back in-house to ensure a consistent and excellent service is delivered across the borough</p>	<p>Implement the project plan including</p> <ul style="list-style-type: none"> <li>• Set up a working group</li> <li>• Regular communication with staff, partners, Members</li> <li>• Service redesign</li> <li>• Office space and equipment in place for new staff</li> <li>• Employ service users to do mystery shopping</li> </ul> <p>New service to be delivered from 1st October 2011</p>
<p><b>Implement the changes introduced by the Localism bill</b>            Introduction of a strategic tenancy policy</p>	<p>Develop a strategic tenancy policy for Cheshire West and Chester</p>
<p><b>Improve the accessibility of the service</b>            Ensure the service is accessible across the borough including within the rural communities and advice is delivered in a range of formats through the increased use of technology</p>	<p>Develop interactive web pages on Housing Solutions including video clips on the main areas of advice</p> <p>Ensure advice on Housing Solutions is available on the advice hubs across the borough</p> <p>Housing advice available via video kiosks</p>
<p><b>Proactive response to the economic climate and changes to welfare benefits</b>            Ensure that the Housing Solutions service effectively targets services at households experiencing difficulty meeting rent and mortgage repayments</p>	<p>Work closely with Housing Benefit (HB) to ensure households affected by the HB changes are given housing advice to prevent homelessness</p> <p>Create an additional post in the team to focus on those households effected by changes to the Local Housing Allowance (LHA)</p> <p>Work with HB to make joint decisions on Discretionary Housing Payments (DHP)</p>
<p><b>Ending Rough Sleeping</b>            To end rough sleeping across Cheshire West and Chester</p>	<p>Ensure the outreach service enables rough sleepers to move off of the streets promptly through regular monitoring</p> <p>Implement the Severe Weather Emergency Provision (SWEP)</p>
<p><b>Tackle Overcrowding</b>            Ensure that overcrowding and under occupation is reduced across CWAC</p>	<p>Review the situation across the borough</p> <p>Develop an action plan to address the issues identified</p>

Priority	Target 2011-12
<p><b>Preventing Homelessness</b>            To pro-actively prevent homelessness arising, and to provide a range of sustainable solutions for those households who do become homeless. To sustain the current reduced levels of households in temporary accommodation (NI 156)</p>	Develop protocols with key partners including : Children's Services Domestic Abuse services Youth Offending Service Hospital discharge protocol
<p><b>Develop Local Lettings Scheme</b>            Research local lettings models and undertake a feasibility study to implement locally</p>	Research good practice  Develop action plan to implement locally
<b>Private Sector Housing</b>	
<p><b>Improving Housing Standards</b>            Implement findings of Private Rented Sector and Student Housing research projects</p> <p>Mobile working incorporated across Private Sector Housing Team</p> <p>Review Housing Standards/Enforcement Policy</p> <p>Promote Housing Standards service to tenants across CWAC</p> <p>Develop partnership with Public Health through West Cheshire Healthy Homes Initiatives</p> <p>Establish a partnership with all Regional Partners regarding repairs</p> <p>Information on HMO guidance and procedures rolled out to customers and partners</p>	Multi-agency Steering Group established and recommendations implemented  Increased efficiency of inspections  Updated Housing Standards Policy  Increased number of service requests  Healthy Homes initiative explored  Clear procedures in place agreed by Regional Partners  Customers and partners aware of standards
<p><b>Home Assistance</b>            Implement findings of Home Assistance Review</p> <p>Promotion of financial assistance to vulnerable households</p> <p>Re-commission HIA service</p> <p>Agree adaptations protocol with Regional Partners</p>	Recommendations incorporated into practices and procedures  Increased take up of financial assistance by vulnerable households  HIA service commissioned and in place  Service Level Agreements in place with Regional Partners

Priority	Target 2011-12
<p><b>Improving Energy Efficiency</b>            Roll out and management of European funded CARE project</p> <p>Establish and promote 'Cheshire Warm and Cosy' delivery agent across CWAC</p> <p>Investigate partnership with a utility company for Green Deal opportunities</p>	<p>Partnership agreements approved and claims accepted by NWDA</p> <p>'Cheshire Warm and Cosy' brand to be widely promoted and recognised by residents</p> <p>Partnership with utility company established if appropriate</p>
<p><b>Tackling Empty Homes</b>            Develop and implement a strategy to address long term empty homes within the &gt;6months &lt;2 years band range for the purpose of New Homes Bonus statistics</p> <p>Develop a prioritisation system for assessing action of all long term empty homes</p>	<p>Positive impact on New Homes Bonus</p> <p>Robust procedures in place for a proactive approach to empty homes</p>
<p><b>Engaging Positively with Private Sector Landlords</b>            Raise awareness of the Cheshire Landlord Accreditation Scheme (CLAS) and Student Stamp with tenants</p> <p>Develop incentives to attract more landlords to join CLAS</p> <p>Develop accreditation scheme for managing agents</p> <p>Link CLAS to all Council promoted schemes and initiatives</p>	<p>Increased tenant awareness</p> <p>Increased membership of CLAS</p> <p>Increased membership of CLAS</p> <p>Raised awareness and improved referral procedures</p>
<b>Spatial Planning</b>	
<p><b>LDF Core Strategy</b></p> <ul style="list-style-type: none"> <li>• Regulation 25 consultation</li> <li>• Preferred Options</li> <li>• Publication</li> <li>• Associated supporting documents – Sustainability Appraisal, Health Impact Assessment, Habitat Regulations Assessment, Equality Impact Assessment, Rural Proofing</li> <li>• Strategic sites – detailed delivery evidence</li> </ul>	<p>To meet the Council's published timetable</p>
<p><b>Review of Local Development Scheme</b></p>	<p>The requirement for Local Development Schemes will be removed when the Localism Bill gains Royal Assent</p>

Priority	Target 2011-12
<b>Evidence base work</b>	SHMA annual update SHLAA annual update Surface Water Management Plan Green Infrastructure Action Plans Chester Transport Model Update Northwich Transport Model Update  Biodiversity Study Chester Historic Characterisation Study Phase 2 Chester Green Belt Study (possible) Settlement Assessment
<b>Monitoring</b> <ul style="list-style-type: none"> <li>• Annual Monitoring Report</li> <li>• Housing, employment, town centres (incl. health checks)</li> </ul>	Annual Monitoring Report (AMR) Dec 2011 Housing Land Monitoring (HLM) May 2011
<b>Spatial planning advice</b> <ul style="list-style-type: none"> <li>• Development Management</li> <li>• Developers, landowners, etc.</li> <li>• Corporate regeneration/development teams e.g. Cathedral Quarter, Chester Zoo, Northwich Vision, Winning Winsford</li> </ul>	Continued close involvement
<b>Growth Point</b> <ul style="list-style-type: none"> <li>• Governance arrangements</li> <li>• Infrastructure Delivery Plan (IDP)</li> <li>• Capital spend</li> <li>• Growth Point Programme review</li> </ul>	Publish CIL Preliminary Draft Charging Schedule March 2012 Capital spend to be committed to actual schemes
<b>Development Briefs</b> <ul style="list-style-type: none"> <li>• Winsford Waterfront (plus Winsford Transportation Study)</li> <li>• Ellesmere Port Waterfront</li> </ul>	Winsford Regeneration Framework
<b>Other</b> <ul style="list-style-type: none"> <li>• Gypsy and Traveller site identification study</li> <li>• Village Design Statements (VDS) and Parish Plans (PP)</li> </ul>	Complete July 2011 Support for PPs and VDSs – focus will change to Neighbourhood Plans

## **Appendix B – Strategic Housing & Spatial Planning Equality & Diversity Plan**

### **Equality and Diversity Statement**

The Council, recognising its responsibilities as a provider of major services within the community, will ensure that its services, including the ones carried out in partnership with or on behalf of the Council, are equally available to all, regardless of race, colour, nationality, ethnic origins, gender, gender reassignment, marital status, sexual orientation, disability, age, religion or belief, social or economic status or political beliefs, making sure that no one is disadvantaged by conditions or requirements which cannot be justified.

The Equality and Diversity statement is Cheshire West and Chester Council's formal commitment to delivering fairness and "removing the barriers that limit what people can do and can be". It is a promise that the Council will work hard to respond to local challenges, to tackle prejudice and improve the life chances and opportunities of those who face discrimination and disadvantage.

### **The Council's Equality Pledges**

- We will ensure that the design, delivery and commissioning of services are fair, equitable and accessible
- We will enhance cohesive communities and promote equal life chances for all

### **Progress April 2010 – March 2011**

Following work in the first year to build a sound base to enable equality and diversity outcomes to be delivered, 2010-11 has been about embedding equality and diversity into the Service's everyday activities.

Strategic Housing and Spatial Planning set up an Equality and Diversity Officer Group to take forward the key Equality and Diversity priorities for the teams, and progress was regularly reported to the Service Management Team.

During 2010-11 we have strengthened the close links already established with community groups in Cheshire West and Chester and have been actively working with our partner organisations, mainly in the arena of consultation, involvement and exchanging examples of good practice. A specific example in our service area involves the Gypsy and Traveller community, where the following initiatives have been taken place:

- A rolling programme of Member training has been embedded with specific training for Executive Members and Planning Boards in partnership with the HCA and across the partnership at a sub-regional level
- Call Centre staff are now the first point of contact for comments and complaints, this system is embedded and is working very efficiently

- Awareness sessions in junior schools have taken place in partnership with Ethnic Minority and Traveller Achievement Services (EMTAS) and Chester University
- Weekly Drop-in sessions established for Travellers with Irish Community Care Merseyside. Built on regular meetings with internal and external partners working with Gypsy and Traveller communities across Cheshire West
- Proactively working with Council Tax department to ensure that sites have Council Tax bills and benefits support where appropriate
- As a temporary measure, an accepted encampment was established and CWAC has improved the standard of facilities including access to portable toilets, drinking water and a temporary lighting system. Regular residents meetings have been set up and we have facilitated Travellers linking into the most appropriate services
- Regeneration and Culture Director hosts and chairs a Strategic Gypsy and Traveller Partnership across the sub-region.

Further examples of good practice in Strategic Housing and Spatial Planning include:

- Members receive training on the Supporting People programme. This includes visits to services, giving Members greater understanding of the issues around homelessness, vulnerable adults, disability and how Supporting People Services assist.
- A single point of access hub (SPA) is currently being trialled in Chester. This means all referrals to Supporting People Services come through one office, staffed by a cross section of Service Provider Staff. This has the benefit of providing enhanced checks and balances and a more consistent and transparent approach to access to services. This will be rolled out across all of West Cheshire after lessons have been learnt from the trial.
- A SURF group (Service User Reference Forum) has been established. This enables Service Users to influence Supporting People business development, evaluating current services and assisting with communications such as newsletters and websites. Membership of SURF is open to all current service users with support given to enable anyone regardless disability, ethnicity, language age to join. Clients who are deaf are supported with British Sign Language staff from the Deafness Support Network.
- The Private Sector Housing team carried out road shows and distributed leaflets about the services they offer to improve accommodation in those areas highlighted as having the poorest conditions.
- A Private Landlords Consultation Group was established to better target services to the private rented sector.

- An Affordable Warmth Steering Group was established with Benefits and Health agencies staff to target vulnerable households who have difficulty in keeping their homes warm.

### **Corporate Equality and Diversity Priorities**

Based on the equality objectives and the related evidence, the Council has committed to focus on improving outcomes for residents and employees over the next four years in the following key areas:

- CEDP 1 To improve customers' satisfaction by understanding their needs and providing accessible services and information
- CEDP 2 To improve participation of under-represented groups in the community life and in the democratic process
- CEDP 3 To achieve equality and diversity improvements through effective procurement, commissioning process and partnership working
- CEDP 4 To enhance older peoples' independence, raising awareness of their needs and aspirations
- CEDP 5 To support rural communities to access key services such as healthcare, better transport links, jobs and training
- CEDP 6 To reduce the impact of poverty and deprivation in the community and narrow the health inequalities gap
- CEDP 7 To ensure that relevant equality monitoring and evidence gathering activities undertaken across the Council are effective in improving service delivery
- CEDP 8 To work in partnership to increase community confidence to report hate incidents, domestic abuse and anti-social behaviour
- CEDP 9 To increase the diversity of the workforce and gain the reputation of an equal opportunities employer

### **2011-12 Strategic Housing & Spatial Planning Equality and Diversity Objectives**

Based on research, consultation and engagement and the Equality Impact Assessment process, the Council decided to adopt a set of very specific equality and diversity objectives, which will enable the organisation to target the most persistent areas of inequalities faced by both employees and residents.

The main drivers behind our objectives are:

- a) Compliance with the public sector equality duty
- b) Improving the Council's performance against the Equality Framework
- c) Ensuring that the Council's Equality Pledges become reality

Equality objectives have been developed at a service level and form an integral part of the business planning process and although the objectives are set for 4 years, the actions and milestones will be reviewed annually in line with the business planning cycle to ensure they remain challenging and reflective of current developments and circumstances.

The table below shows Strategic Housing and Spatial Planning's Equality and Diversity objectives

<b>Objective</b>	<b>Action</b>	<b>Measurement</b>	<b>Deadline</b>	<b>Lead Officer</b>
Embed sound principles of equality and diversity into the commissioning process (CEDP3)	Equality and Diversity clauses (in line with the Single Equality Act 2010 requirements and the level 3 Equality Framework for Local Government requirements) are agreed and adhered to in Service Level Agreements when work is delivered by other parties	Forms part of the Supporting People Quality Assessment Framework (QAF). All Providers have to meet minimum level C out of A-D (A highest)	QAF completed at least annually. For higher risk services every six months. Over next four years aim for all Providers to increase grade from C to A.	David Holman
Reduce homelessness in Cheshire West (CEDP6)	Commission services to prevent homelessness among vulnerable groups	Services in place: 1) Outreach for rough sleepers 2) FIRM foundations – mediation and support for young people 3) Sanctuary Scheme for victims of domestic abuse	July 2011	Joanne Walters
	Develop protocols to improve partnership working for vulnerable groups	Protocols in place 1) Between Housing Solutions and Children's services 2) Housing Solutions and domestic abuse services	June 2011	
Increase site provision (both socially rented and private pitches) for Gypsies and Travellers to meet the need established in the Gypsy and Traveller Accommodation Assessment	<ul style="list-style-type: none"> <li>• Consultant employed and study undertaken looking at all available land across CWAC which would be, suitable, deliverable and sustainable for Gypsy and Traveller sites;</li> </ul>	<ul style="list-style-type: none"> <li>• Suitable land is identified and three planning applications are put forward to meet the local need for socially rented pitches</li> </ul>	November 2011	Dawn Taylor Phil Bamford/ Jeremy Owens
		<ul style="list-style-type: none"> <li>• Reduction in the number of</li> </ul>	April 2012	



Objective	Action	Measurement	Deadline	Lead Officer
(GTAA) (CEDP 1 & 6)  Raise awareness of Gypsy and Traveller issues (CEDP 7)	<p>two permanent and one transit. There needs to be a mix of socially rented sites and small private family sites</p> <ul style="list-style-type: none"> <li>• Proactively engage with Gypsy and Traveller families looking for land for private sites and support them through the planning process</li> <li>• Introduce Welcome Packs for all new private sites clearly balancing rights and responsibilities for example council tax bills, waste collection details</li> </ul>	<p>retrospective planning applications.</p> <ul style="list-style-type: none"> <li>• Reduction in the number of complaints/FOIs from the settled community in relation to unauthorised developments.</li> <li>• Increase in the number of Gypsies and Travellers approaching the council for planning support</li> <li>• Increased number of people accessing the training events and web pages. Awareness sessions on the members training agenda each year</li> </ul>	<p>June 2011</p> <p>March 2012</p>	
Ensure BME accommodation needs are assessed (CEDP7)		<ul style="list-style-type: none"> <li>• Increase in BME customer satisfaction</li> </ul>	Ongoing	
Ensure all new policies and strategies comply with Equality and Diversity principles. (CEDP7)	<ul style="list-style-type: none"> <li>• Training/ awareness sessions for all elected members across Cheshire West and Chester (ward and parish), local residents groups, schools, internal and external partners. Update the</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed by Equality and Diversity Scrutiny Group</li> </ul>		

Objective	Action	Measurement	Deadline	Lead Officer
	<p>information on the web pages with myth- busting information and FAQ for both the public and the Gypsy/Traveller communities</p> <ul style="list-style-type: none"> <li>• Development of a BME Strategy/Position statement- updating the information from the legacy authorities</li> </ul>			
	All to undergo the EqlA process and are monitored by the service equality and diversity group			
Enable access to good quality housing (CEDP 1 & 6)	<p>Promote the service to all residents in Cheshire West and Chester, particularly difficult to reach geographical areas and minority groups</p> <ul style="list-style-type: none"> <li>• Profile existing service users and identify gaps</li> <li>• Provide information in a range of formats to achieve accessibility to all</li> </ul>	<p>Monitor the number of residents accessing the service</p> <p>Monitor by use of customer profile information and the reduction in non decent homes in the authority</p>	March 12	Rachel Rens, Richard Wood & Colin Hargreaves
Embed sound principles of Equality and Diversity into planning policies for CWAC. (CEDP 7)	Prepare full EqlAs on all planning policies as they are prepared, thereby ensuring that Equality and Diversity principles are addressed prior to policy adoption.	Monitored through the Service Equality and Diversity group, Equality and Diversity Scrutiny Group and the Annual Monitoring Report for the Local Development Framework	Dec 2013 (Core Strategy)	Phil Bamford

## Appendix C – Glossary of Terms

<b>Glossary of Terms</b>		
ABG	Area Based Grant	Government grant awarded to Local Authority, forming part of the local area agreement, managing the 35 strategic priority indicators and the targets attached to them
Capital Receipts		Receipts received by the Council for the sale of land or assets
CBL	Choice Based Lettings	Choice Based Lettings is a national scheme that has replaced traditional allocations schemes for social housing. The principle of Choice Based Lettings is that all social housing will be advertised and applicants will bid for properties as opposed to being allocated the property by the Council from a traditional Housing Register. The bidding household in the greatest need will usually be awarded the property. Choice Based Lettings makes the allocation of social housing more transparent and assists in making neighbourhoods sustainable, as residents will have made the choice to live there.
CWHA	Cheshire & Warrington Housing Alliance	CWHA is a well established sub-regional partnership of Local Authorities and RPs
CIL	Community Infrastructure Levy	The Community Infrastructure Levy (CIL) is a new levy that local authorities can choose to charge on new developments in their area. The money can be used to support development by funding infrastructure that the council, local community and neighbourhoods want.
DCLG (or CLG)	Department of Communities and Local Government (sometimes known as the CLG – Communities and Local Government)	Government Department

<b>Glossary of Terms</b>		
DFG	Disabled Facilities Grant	A means tested grant given for physical adaptations to properties to enable the occupier to remain in their home – for example for stair lifts, level access shower. All tenures.
DoH	Department of Health	Government Department
EqlA	Equality and Diversity Impact Assessment	Policies and procedures are equality impact assessed to ensure they meet the needs of all the community (assessing against the strands of age, sexual orientation, religious belief, race, gender, disability) any gaps are identified and action plans to address these are put into place
HCA	Homes and Communities Agency	A government funded agency which provides funds to support regeneration and affordable housing at a local level
HHSRS	Housing Health and Safety Rating System	A risk assessment approach defined by Part 1, Housing Act 2004 which enables risks from hazards to health and safety in dwellings to be identified.
HIA	Home and Improvement Agency	Locally based not-for-profit organisations that help older, disabled and vulnerable homeowners or private tenants to repair, improve, maintain or adapt their homes.
HMO	Houses in Multiple Occupation	A property defined by Section 254 Housing Act 2004. Essentially any property occupied by more than two unrelated people sharing all or some amenities.
KSG	Kick-Start Grant	Grants and loans given by the HCA to private developers to enable them to kick start stalled developments.
LA	Local Authority	
LDF	Local Development Framework	This is a folder of documents containing the Council's planning policies for the borough. It will replace the County Structure Plan and District Local Plans. Planning applications are determined against the policies in the LDF.

<b>Glossary of Terms</b>		
LEP	Local Enterprise Partnership	A LEP is private sector led, bringing together of all the resources locally in that physical geography, including private local businesses and local government to enable them to bring greater prosperity to an area.
LIP	Local Investment Plan	The purpose of a Local Investment Plan is to set the long-term housing priorities for a sub-region and join up decision-making across the range of housing and regeneration activities.
LPI	Local Performance Indicator	An indicator of performance that the Service Area has chosen to adopt to monitor its performance – LPIs are not normally published.
M&W	Minerals & Waste	The Council deals with planning issues in relation to minerals and waste management developments, including the preparation of policies to guide decisions on planning applications.
MOS	Ministry of Supply properties	Properties built during the second World War that are in need of upgrading
NAHP or AHP	National Affordable Housing Programme or Affordable Housing Programme	The National Affordable Housing Programme is an ambitious and complex programme of investment. It is the route by which the HCA will deliver a significantly increased supply of affordable homes by provision of grants to RPs.
NP	Neighbourhood Plans	One of the principal objectives of neighbourhood planning is to increase the rate of growth of housing and economic development in England. Neighbourhood planning will achieve this by enabling neighbourhood communities to exercise real power in respect of the design and precise location of the development that takes place in the neighbourhood area.

<b>Glossary of Terms</b>		
OJEU	Official Journal of the European Union	Councils are required to publish an official notice of services they wish to procure at a value above a set threshold level. Notices published in OJEU are bound by strict European Union rules and regulations and any organisation in the EU is entitled to express an interest in the services advertised. Following the procedure ensures fairness and transparency in procurement.
PFI	Private Finance Initiative	PFI credits are a measure of the private sector investment which will be supported by central government sponsoring departments
PLI	Public Land initiative	The Public Land Initiative is an HCA funded scheme designed to get homes built on land owned by public bodies.
PSSCS	Private Sector Stock Condition Survey	There is a legal obligation for local authorities to undertake an assessment of their private sector housing stock every five years. This survey provides a vital evidence base in the development of local housing and regeneration strategies across the local authority area and supports bids made to Government for resources to address poor housing conditions.
RHS	Regional Housing Strategy	The North West Regional Housing Strategy identifies the housing priorities of the North West and aligns housing with other key strategies on the economy, planning, health, environment and transport. At a sub-regional and local level, the Strategy provides direction and a framework to ensure consistency of purpose and clarity of expected roles.
RSS	Regional Spatial Strategy	Sets out strategic planning policies for the whole of the northwest region. RSS is likely to be abolished in the Localism Bill

<b>Glossary of Terms</b>		
RTAB	Regional Technical Advisory Body	Supports and advises on waste management options and strategies. Also develops regional targets and objectives for waste management.
RP	Registered Providers	Formerly known as Registered Social Landlords (RSLs). A Registered Provider is an independent not for profit body that provides low-cost social housing for people in housing need. Any trading surplus is used to maintain existing homes and to help finance new ones. Registered Providers are now the major providers of new homes for rent, while many also run shared ownership schemes to help people who cannot afford to buy their own homes outright.
S106	Section 106	This is the legal clause through which the Council can receive financial contributions for community benefits from developers as part of granting planning permission. These financial contributions could include money towards affordable housing provision instead of affordable homes being built by the developer on their site.
SCI	Statement of Community Involvement	This is a document that says how the Council will consult and engage with the public and organisations on its planning policies and also planning applications.
SHMA	Strategic Housing Market Assessment	This assesses future housing need and demand to inform housing, planning and other policies.
SLA	Service Level Agreement	An agreement put in place between Services or Partners to provide a prescribed level of service.
SIP	Service Improvement Plan	A Plan for the Service to make measurable improvements within a set timescale.
SP	Supporting People	The name of the funding attached to delivering housing related support administrated by each local authority since 2003.

<b>Glossary of Terms</b>		
SRHS	Sub-Regional Housing Strategy	The Cheshire Sub-Regional Housing Strategy 2009-12 provides a framework for the future of housing in Cheshire, it identifies sub-regional priorities, shows the crucial roles played by partnerships in delivering and improving housing and housing services in the sub-region and illustrates the links between the SRHS and other key national and regional policies and strategies.
SURG	Service Users Reference Group	A group made up exclusively of people receiving housing related support. This group would be consulted for issues relating to Supporting People services.
SPOCC	Supporting People Oxford Computer Consultancy	The brand name of the IT system used to manage Supporting People information
SURF	Service User Reference Forum	An alternative name for a service user reference group (SURG). May include a wider variety of client group representation.
VFM	Value for Money	Services have to provide evidence that they are providing value for money to ensure the work they do cannot be procured in a more efficient manner.