

Cheshire West and Chester Council **Helping the Borough Thrive**

# Thriving Communities



*Good quality and affordable housing that meets the needs of our diverse communities*

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The following document summarises how the outcome outlined above will be achieved by 2020 in a context of significantly reduced resources. The plan provides a clear overview of the major transformational elements over the upcoming years to ensure that customers and communities experience the best possible outcomes.

Outcome Plan 2016-2020



Cheshire West  
and Chester

## Your Outcome

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## What is the problem we are trying to solve?

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Housing makes an important contribution to our local economy and the strength of our communities and neighbourhoods. Having a decent and affordable home is something that many of us take for granted and it is strongly linked to a high performing economy. However, more importantly, having a decent and affordable home is essential to a resident's quality of life, and there are still too many individuals and families that do not have access to affordable, good quality housing.

Housing of the right type, in the right place and of high quality, with a good choice of tenures and prices is crucial to help support our ambitious growth agenda. As the Strategic Housing Authority, the Council has a duty to ensure that the current and future housing needs of local people are met. Our aim is not just to deliver new homes to meet identified local need, but to increase the number of homes that contribute towards our wider economic and social goals.

Whilst there are undoubtedly some areas in the borough where house prices are more accessible, West Cheshire is a largely high value housing area and **affordability** has long been an acknowledged issue for residents across different tenures and socio-economic groups. This is illustrated by:

- The average property price in the borough is more than £207,000. The average price has increased by £6,000 in the past 12 months alone, proving that it is becoming increasingly difficult for first time buyers to buy the homes they need. This is higher than the average national property price of £184,000 and much higher than the North West average of £166,000.
- There are 3,000 applicants registered on our housing waiting list, showing the extent of local demand for social rented housing.
- The Strategic Housing Market Assessment (SHMA) tells us that there is a shortfall of over 700 affordable homes each year.

Affordable housing is for those households who are unable to access market housing due to a limited income; it includes social rented housing (e.g. council housing), affordable rented and intermediate housing including shared ownership.

It is also vital to encourage growth and regeneration through promoting the delivery of higher value and aspirational housing in appropriate locations, to draw in and retain a skilled workforce and graduates, helping to support new businesses and grow the local economy. We need to increase tenure choice by encouraging the provision of a high quality private rented sector offer and a range of intermediate forms of ownership.

**Housing quality** is inextricably linked to health; poor housing conditions can contribute to physical and mental health problems and people with no housing, experience some of the worst health

inequalities of all. A safe, warm and well-designed home helps to provide the best start in life for children, enables those leaving hospital to return home sooner and, with appropriate support, means that older and disabled people can continue to maintain their independence and stay in their own home for longer.

The borough's housing stock is in relatively good condition; only 20% of the borough's private homes do not meet the decent homes standard, compared to 25% of all private dwellings in England. However, there are still concerns about the quality of homes, as illustrated by:

- Rates of disrepair in the borough's private housing sector remain above the national average and, sadly, have increased since 2010.
- There are 25,000 non-decent private sector dwellings in the borough, with 7,000 vulnerable households known to be living in non-decent housing. Many of these are owner occupiers that cannot afford to carry out essential repairs and improvements. In the private rented sector there are more than 6,000 non-decent homes of which more than 2,000 have serious hazards, which are a potential threat to the health and safety of tenants.
- 1 in 6 private rented properties are deemed unsafe for tenants.
- There are approximately 4,000 empty homes in the borough, 1,800 of which have been empty for more than six months; these homes could be brought back into use.

Rates of non-decency, highest in the private rented sector, are most likely to be present in the homes of the poorer households, with the youngest and oldest households worst affected. Poor housing conditions are not evenly distributed across the borough; in the rural areas non-decency is around 22% and, in a small number of rural and urban wards, over 30% of homes are non-decent.

Fuel poverty is a distinct and national problem that can cause negative health impacts and considerable hardship. There is clear evidence that investing in actions that mitigate the risks of fuel poverty such as improving the energy efficiency of homes, will not only reduce the rate of fuel poverty, it can reduce carbon emissions, helping to meet the UK legally binding carbon reduction targets. It will also improve health and wellbeing, reduce cold related ill health and the risk of excess winter deaths and lower NHS and social care costs.

It is vital that there is a supply of affordable homes to meet the needs of local residents and that we **support the most vulnerable groups to access and sustain their housing**. Our diverse communities include those unemployed and on low incomes, rural and urban communities, older people, care leavers and young people, Gypsies and Travellers, people who are homeless and those with ill-health including physical and learning disabilities and mental ill-health.

Accessing suitable accommodation can be difficult, particularly for people who are vulnerable or have complex needs. After years of decline, homelessness is on the rise. In England homelessness acceptances are up 43% (from 2010 to September 2015). In Cheshire West and Chester, there are increasing pressures on homelessness services:

- We have seen an increase from 65 households being accepted as homeless in 2013/14 to 105 in 2017/18. This has resulted in higher numbers in temporary accommodation and an increase in the average length of time spent in temporary accommodation.
- There is a need for additional specialist temporary accommodation for 16 and 17 year olds; whilst none have been placed in B&B since August 2015, alternative options need to be developed.

There is also demand from a range of customers including older people, young people, and refugees and asylum seekers.

There is a rapidly changing policy environment for welfare, housing, finance and planning: the Government is undertaking wholesale reform of housing policy, with a focus on boosting the level of home ownership by increasing the supply of new housing nationally, simplifying the planning process, and giving increased local powers. Other policy changes include the introduction of Local Housing Allowance caps to Housing Benefit, an annual 1% reduction in social rents, voluntary extension of discounted right to buy to Housing Association tenants, Pay to Stay for higher earning tenants, the end of lifetime tenancies for those in social and affordable housing (both measures compulsory for local authority tenants), restriction of housing benefit direct payments and under occupancy charges. These changes, together with a new HCA funding regime, will make it more challenging to deliver new affordable rented housing. The government's new house building and planning programme is focused on provision of new urban centres, starter homes for younger home owners and low cost market rent rather than affordable rent schemes. It is anticipated that future changes to the National Planning Policy Framework to extend the definition of "affordable housing" to cover these options, will make it increasingly difficult to delivering affordable rented accommodation.

## What are we good at?

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- Housing standards are good in both the Council and housing association stock. The total social and affordable housing stock of some 21,000 homes has benefited from substantial investment over the last 10 years to ensure it provides good quality and affordable homes for local residents via the West Cheshire Homes Housing Register.
- Housing standards are good in the Council's 5,500 homes; 98.5% meets the decent homes standard, reflecting the investment of £50 million in recent years. Despite this strong foundation, there will be around 500 homes each year which become non-decent, as fittings such as kitchens or bathrooms reach the end of their serviceable life. We are committed to continue to invest, to ensure that high levels of decency are maintained and develop a long term active asset management strategy to optimise the performance of the Housing stock and ensure best value for money services to all Council tenants.
- Tenant satisfaction is currently at 90%. Over the course of the Housing Management contract there has been sustained improvement across the range of key performance indicators and tenant satisfaction measures. This improvement was confirmed by the Housing Quality Network as part of a service wide audit at the end of 2014. These improvements have been achieved despite the challenging and ever changing national housing policy landscape. The 2014 audit concludes that the next challenge for the housing management service is to achieve service wide excellence.
- We proactively respond to demand from households with disabilities for adaptations to their homes to enable them to live independently for as long as possible. The ageing population is creating high levels of demand for major adaptations, although there is also a need from the families of children with disabilities. Each year there are over 250 referrals for major adaptations, many of which are funded through Disabled Facilities Grants. DFGs enable residents with disabilities to live independently and prevent accidents in the home, keeping vulnerable adults and children safe. The financial assistance provided by DFGs reduces the burden on the NHS and social care provision. A broken hip costs the public purse on average £28,000 in care costs. Since 2009, the Council has completed over 1,000 DFGs, which it is estimated could save the NHS up to £5m.

- We have been effective in tackling housing conditions in the private sector. Poor quality housing is most frequently associated with vulnerable people particularly in the private rented sector; nationally, one in six private rented properties has category 1 hazards which are deemed unsafe for tenants. In Cheshire West and Chester, through a combination of advice, advocacy and enforcement action, we have achieved a significantly lower level, with the total number of properties within the private rented sector having Housing Health and Safety Rating System failures at 7.5% (9,313 properties).
- We have increased the supply of new and affordable homes. Over the 6 years from 2009-2015, on average 900 new homes a year were built, with 44% being affordable housing (393 units per annum). In 2015-16 a total of 1,816 (gross) new properties were completed. This is excellent progress, and the last three years have shown a marked increase in the number of units delivered as a result of growing market confidence in the opportunities Cheshire West has to offer, and the Council facilitating the completion of affordable homes.
- We have secured significant investment to increase the delivery of specialist accommodation for older people. 352 extra care properties have been completed and another 75 will be completed in 2016-17. There has been an estimated £35m worth of investment, with over £14m of grant secured for these properties.
- We have established clear housing pathways for Care leavers, including a new group home made up of six self-contained flats with on-site support to prepare and enable young people to sustain a future tenancy. Individual properties across the borough are also available, where care leavers can live independently with support and, once ready, the tenancy is made permanent.
- We are working collaboratively across the Council and with partners to ensure we recognise and strengthen the relationship between good quality housing and health and well-being. Work is underway to identify the housing needs of some of the most vulnerable groups in the borough, including people with learning disabilities, mental ill-health and Gypsies and Travellers, refugees and asylum seekers and students.
- We have a clear strategic framework to tackle housing issues, including a Housing Strategy, Homelessness Strategy and Empty Homes Strategy.
- We have a successful track record of implementing these Strategies, including delivery of new affordable homes and bringing empty homes back into use.
- Our Homelessness Strategy focuses on preventing homelessness, improving temporary accommodation and improving access to permanent housing and support. Since the Strategy was published in 2015, the service has been restructured and redesigned with new ICT which has improved the first point of contact for customers and the customer journey. Pressures on the homelessness service have increased over the last few years and there has been an increase in the number of households accepted as homeless. The prevention of homelessness is key to keeping homeless figures down, and this is where the team have achieved good outcomes for a number of years with over 4600 recorded cases of prevention since 2012. The team is well trained and has access to a range of prevention tools, including a bond scheme, prevention fund, mediation and debt advice, or finding alternative housing in the private

sector, supported housing or through choice based lettings. The team continues to work closely with housing providers and commissioners to improve temporary accommodation, as well as housing and support, for rough sleepers, young people, care leavers, people with mental health issues and other customers with complex needs.

- Adopting a collaborative approach to tackling fuel poverty. The Council set up the Cheshire West Affordable Warmth Steering Group in 2010; a partnership of public, private and third sector agencies established to ensure a strategic approach to tackling the complex issues surrounding fuel poverty within the Borough.

## **What areas do we need to improve on?**

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We need to continue to increase the supply of new market and affordable homes to meet local housing needs and economic growth aspirations. This will include increasing tenure choices by encouraging provision of a high quality private rented sector offer and a range of intermediate forms of ownership, as well as reducing the number of empty homes. In particular, we need to meet the needs of:

- Those on the Housing Register to access an affordable home
- Those wishing to purchase a home
- Those wishing to move to the area for employment
- Those wishing to step up or down in the housing market
- Customers who are vulnerable or have specific needs

We need to continue to work to improve and maintain housing standards, particularly:

- For vulnerable households who own their own home
- In the private rented sector
- In Council owned properties
- Ensure new and existing home are as energy efficient as possible

We need to support the most vulnerable to access and sustain their housing, including:

- Tackling homelessness
- Reducing the use of Bed and Breakfast accommodation
- Improving access to suitable accommodation for Gypsies and Travellers
- Improving accommodation options for care leavers and other single people, particularly those with complex needs
- Joining up support for individuals
- Identifying accommodation and support for refugees and asylum seekers

We also need to:

- Extend the use of research, intelligence and benchmarking to ensure we understand local needs and can compare and improve our performance

## What will good look like?

- We understand the housing needs of our diverse communities and ensure the housing stock meets these needs
- We increase the supply of good quality and affordable housing to meet local housing needs
- Have an up to date Local Plan supported by Neighbourhood Plans which will promote sustainable patterns of development and deliver high quality residential living standards
- A register of all brownfield land will support increased levels of development on under-used sites in the borough
- The quality of existing homes is improved, particularly amongst our most vulnerable residents in the private sector and in the Council's housing stock
- The thermal efficiency of new and existing stock is improved to provide more affordable warmth, particularly in the Council's own housing stock
- We reduce incidences of homelessness and rough sleeping
- We reduce the number of households and the length of stay in unsuitable temporary accommodation
- All customers can access our services to enable them to have a decent home that meets their needs
- Customers have a home that enables them to live independently for as long as possible
- High tenant satisfaction of housing management services in the Council's housing stock
- We will have identified the financial and partnership resources to deliver all the above.

## Resources and Partners that will help us to get there:

The Key Council services or functions and Partners that will support the delivery of this outcome are:

Key Functions in scope	Partners
<ul style="list-style-type: none"> <li>• West Cheshire Homes               <ul style="list-style-type: none"> <li>○ Homelessness prevention</li> <li>○ Homeless statutory duties</li> <li>○ Housing Register</li> <li>○ Access to Private rented sector</li> </ul> </li> <li>• Housing Policy and Strategy               <ul style="list-style-type: none"> <li>○ Evidence base</li> <li>○ Housing Strategy</li> <li>○ Homelessness Strategy</li> <li>○ Empty Homes Strategy</li> <li>○ Vulnerable and Older Persons Strategy</li> <li>○ Home Assistance policy</li> <li>○ Housing Delivery Plan</li> <li>○ All other housing related strategies and policies</li> </ul> </li> <li>• Council housing landlord and client functions</li> <li>• Housing management contract monitoring</li> <li>• Home Improvement Agency client function and contract monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Weaver Vale Housing Trust</li> <li>• Plus Dane Housing</li> <li>• Sanctuary Housing</li> <li>• Other Registered Providers</li> <li>• Homes and Communities Agency</li> <li>• Housing Related Support Providers</li> <li>• Housing Partnership</li> <li>• Home Improvement Agency: Home Assistance Hub</li> </ul>

<ul style="list-style-type: none"> <li>• Gypsy and Traveller sites</li> <li>• Inspection and enforcement of standards in private sector housing</li> <li>• Investment and Delivery <ul style="list-style-type: none"> <li>○ Delivery of new affordable housing programme</li> </ul> </li> <li>• Energy and Carbon Reduction</li> <li>• Planning Policy, development management and transport</li> <li>• Planning future housing delivery <ul style="list-style-type: none"> <li>○ Sub-regional Housing Strategy</li> <li>○ Local Plan</li> </ul> </li> <li>• Commissioning</li> <li>• Housing Solutions</li> <li>• Regulatory services</li> <li>• Community Safety</li> <li>• Asset Management and Development</li> <li>• Strategic Transport and Planning</li> <li>• Commissioning</li> <li>• Early Years Support/Children’s and Families</li> <li>• Adult Services</li> </ul>	<p>(Liverpool Mutual Homes)</p> <ul style="list-style-type: none"> <li>• Private Sector Landlords</li> <li>• Developers</li> <li>• Voluntary and Community Sector support</li> <li>• Other Local Authorities</li> <li>• Local Enterprise Partnership</li> <li>• Health</li> <li>• Police</li> <li>• Affordable Warmth Steering Group</li> </ul>
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**By 2020 we are planning to spend £1.4 million a year on this priority; we will also invest £52.2 million into capital schemes that support this priority.**

## What have we already achieved?

Since this Outcome Plan was first agreed in 2016 we have already achieved a number of key actions through the work of all of our partners. These key achievements include:

<p><b>Housing Land Lease Partnership model now in place</b></p>	<p><b>Priority areas for working with private sector landlords agreed.</b></p>	<p><b>A new Housing Management contract with ForViva is in place.</b></p>
<p><b>The Self-Build Register has been embedded, reviewed and has informed Local Plan (Part 2).</b></p>	<p><b>The Empty Homes Strategy has been adopted and action plan is being delivered.</b></p>	<p><b>The Cheshire Landlord Accreditation Scheme &amp; Student Stamp have been reviewed.</b></p>
<p><b>A new Housing Support Service contract is in place prioritising homeless households.</b></p>	<p><b>A programme is in place of regular communication and engagement with landlords.</b></p>	<p><b>Work has been undertaken with Homes England to develop a local starter homes offer.</b></p>
<p><b>Affordable warmth has been agreed as a key priority in the Energy &amp; Carbon Reduction Strategy.</b></p>	<p><b>Partnership work with Registered Providers is improving the availability of properties.</b></p>	<p><b>West Cheshire Homes service rolled out to ensure those in the greatest need can access good quality, affordable housing.</b></p>



Older and Vulnerable Persons Accommodation Strategy developed and adopted.

The supply of good quality temporary accommodation has been increased.

£800,000 secured to provide energy efficiency measures to vulnerable households.

Changes to the Housing Options Service implemented following the Homeless Reduction Act.

Completion of 120 of the planned 230 new Council homes being built.

## How will we measure our impact on the outcome:

KPI	Measure	Baseline	2018/19 Target	2019/20 Target
KPI	Number of empty homes that are brought back into use (as at July 2015 there were 1,795 homes empty 6 months or more; target to achieve 720 in total by 19/20)	123	190	190
KPI	Number of new affordable homes delivered per annum	221	250	200
-	Number of new homes delivered (net dwellings per annum)	1,769	1,100	1,100
-	Number of private sector properties achieving Decent Homes Standard (through grant or loan provision)	19	20	20
KPI	Number of households in temporary accommodation per quarter (snapshot)	42	45 or less in TA and B&B per quarter	
KPI	Number of households in B&B accommodation per quarter (snapshot)	19		
KPI	Average length of stay in temporary accommodation (weeks)	8.23	9 weeks or less	10 weeks or less
KPI	Average length of stay in B&B accommodation (weeks)	4.98	4 weeks or less	4 weeks or less
KPI	Number of homeless preventions (data collection changed during 2016/17)	1,433	2,350	2,400
-	Number of homeless relief cases	89	90	90
-	Rough sleeping estimate (annual snapshot of the number of individuals sleeping rough on a given night)	5	5	5
KPI	Number of vulnerable residents able to remain in their own homes (through grant provision, DFGs)	175	175	175

KPI	Measure	Baseline	2018/19 Target	2019/20 Target
-	Proportion of Council tenants satisfied with housing management services	89%	89%	89%
-	The percentage of dwellings where Category 1 Hazards have been resolved within 6 months of HHSRS inspection	-	80%	80%
-	The proportion of households living in fuel poverty (target % reduction against 2014 baseline, 10% of households living in fuel poverty in CWAC, 14,461 households, BEIS Statistics 2014)	14,461 households	-3%	-4%

## How we will deliver our outcomes:

Strategic Theme	Key initiatives		
<b>1. Deploy a range of tools to increase the overall supply of housing</b>	<ul style="list-style-type: none"> <li>Map the supply and demand for housing to provide a <b>richer evidence base</b> to target further development</li> <li>Implementation of the Housing Delivery Plan and development of a toolkit of mechanisms to deliver new mixed tenure housing</li> <li>Deliver <b>230 homes for affordable rent</b> using the flexibilities in the Housing Revenue Account</li> <li>Promote and enable <b>community self-build</b></li> <li>Identify and assess the viability of a <b>social investment partner</b> to bring new sources of finance for affordable housing</li> <li>Work closely with the HCA to rollout a new approach to <b>developing starter homes</b></li> <li>Implement a strategy to ensure the rural housing offer is affordable and appropriate</li> <li>Develop and implement a <b>Housing and Employment Investment Fund</b> to allow asset values to be captured and reinvested into housing growth through to 2040</li> <li>Establish a <b>Land Commission</b> and Public Sector Assets Board for Cheshire and Warrington to enable surplus public land to be brought forward for development</li> <li>Deliver the <b>Empty Homes Strategy</b> with a focus on providing advice, financial assistance, and use of enforcement action including compulsory purchase powers where necessary</li> <li>Work with the Private Rented Sector to encourage and develop new housing initiatives for example house share and move on accommodation</li> <li><b>Monitor the delivery of the Local Plan</b> to ensure housing needs are being met and review as required</li> </ul>		
<b>Key actions:</b>	<b>Action Deadline</b>	<b>Action Owners</b>	
A.5.1.1 - Update housing need evidence base and identify issues	March 2019	Senior Manager Strategic Housing and	

		Commissioning
A.5.1.2 – Implement eligibility criteria and new monitoring arrangements for self-build register; identify suitable sites for Custom & Self-build Act duties.	December 2018	Senior Manager Strategic Housing and Commissioning  Rural Regeneration Board
A.5.1.3 – Implement the Housing Lease Scheme, Housing Investment Model and HRA new build for development on council land	March 2020	Senior Manager Strategic Housing and Commissioning  Property Investment and Development Manager
A.5.1.4 - Working with Warrington and Cheshire East to implement the SEP – Cheshire and Warrington Matters and Sub-regional Housing Strategy	December 2020	Senior Manager Strategic Housing and Commissioning  Property Investment and Development Manager Senior Manager- Planning and Strategic Transport
A.5.1.5 - Develop and implement priorities and plans to enhance working with private sector landlords	March 2020	Senior Manager Strategic Housing and Commissioning
A.5.1.7 - Work with Homes England to accelerate the delivery of new homes, including starter homes offer, Housing Investment Fund Project and specialised housing schemes	March 2020	
A.5.1.8 - Continue to use Compulsory Purchase Powers to buy back empty homes	April 2020	
A.5.1.9 - Contribute to the development of the work streams underpinning the delivery of the Constellation Partnership Growth Strategy	December 2018	Senior Manager- Planning and Strategic Transport
A.5.1.10 – Develop supplementary Planning Guidance Documents for rural exception sites/affordable housing	December 2019	Senior Manager- Planning and Strategic Transport
A.5.1.11 - Contribute to development of Investment Fund, Land Commission and Asset Management Plan	March 2019	Senior Manager Strategic Housing and Commissioning

Strategic Theme	Key initiatives
<b>2. Ensure good quality housing is available</b>	<ul style="list-style-type: none"> <li>Procure a <b>new housing management contract</b> for the Council's housing stock with a specific focus on maintaining decent homes standards, improving tenant satisfaction and supporting safe and</li> </ul>

	<p>pleasant environments</p> <ul style="list-style-type: none"> <li>• Support the reduction in the number of non-decent homes across the private rented sector</li> <li>• Reduce the number of private rented sector homes in disrepair</li> <li>• Encourage more energy efficient homes particularly amongst vulnerable households.</li> <li>• Deliver the objectives in the Affordable Warmth Action Plan.</li> <li>• Work with the private rented sector and improve housing management standards via landlord training, forum, access to NLA advice and support portal Gateway Service</li> </ul>	
Key actions:	Action Deadline	Action Owners
A.5.2.2 - Develop and implement an Asset Management Strategy for the Council's housing stock to ensure it is fit for purpose, meets housing needs and is sustainable	March 2019	Senior Manager Strategic Housing and Commissioning
A.5.2.3 - Carry out targeted inspections within the private rented sector to address non-decent homes and disrepair	Ongoing	
A.5.2.4 – Launch a 'Better Renting' campaign	March 2019	
A.5.2.5 - Engage and communicate with landlords/letting agents to promote good quality housing across the private rented sector.	Ongoing	
A.5.2.6 - Review Home Assistance policies to ensure resources are better targeted to improve the quality of private rented sector accommodation	October 2019	

Strategic Theme	Key Initiatives
<b>3. Improve access to housing and support for vulnerable residents</b>	<ul style="list-style-type: none"> <li>• Fully establish the <b>sub-regional Gypsy and Traveller</b> unit to ensure a fair and consistent approach to unauthorised encampment and to support services</li> <li>• Improve access to <b>suitable site provision, both permanent and transit</b>, for Gypsy and Traveller communities</li> <li>• Rollout the <b>West Cheshire Homes Service</b> to ensure that residents can make informed choices relating to their housing needs</li> <li>• Deliver the new West Cheshire Homes "Private Landlord Service" to encourage landlords to work more closely with us via a menu of involvement that offers a premium service offer to accredited landlords</li> <li>• Improve the integration of key services to <b>tackle homelessness</b> particularly by forging stronger links with housing providers and joining up services that support individuals with multiple needs in relation to debt, addiction, mental health and offending</li> <li>• Increase the supply of <b>good quality temporary accommodation</b> to avoid the use of bed and breakfast</li> <li>• Explore the case for <b>Extra Care Housing</b> for adults with complex</li> </ul>

	<p>needs under age 55</p> <ul style="list-style-type: none"> <li>• Review our <b>housing related support</b> contracts to ensure they are targeting the right individuals and delivering value for money</li> <li>• Work closely with agencies to place migrants and asylum seekers in <b>appropriate accommodation</b></li> <li>• Provide targeted support to tenants impacted by <b>national welfare changes</b> and contribute to the universal support package underpinning the implementation of universal credit</li> <li>• Manage the implementation of new <b>national policy agendas</b> including Pay to Stay, 1% rent reduction, right to buy, housing benefit changes and phasing out of lifetime tenancies</li> </ul>	
<b>Key actions:</b>	<b>Action Deadline</b>	<b>Action Owners</b>
A.5.3.1 - Implement the Vulnerable and Older Persons Accommodation Strategy	March 2020	Senior Manager Strategic Housing and Commissioning
A.5.3.2 - Ensure the accommodation needs of Gypsies and Travellers are identified to provide a robust evidence base for the Local Plan (Part 2) policies.	March 19	Cheshire and Warrington Traveller Team and Partners
A.5.3.3 – Develop the support and accommodation contract to ensure that homeless households receive the support and accommodation they need, particularly those with multiple and complex needs.	March 2019	Senior Manager Strategic Housing and Commissioning
A.5.3.6 - Ensure services are available to prevent rough sleeping or to support rough sleepers to obtain suitable accommodation	April 2019	
A.5.3.7 - Identify ways of tackling the links between poor health and homelessness	Ongoing	
A.5.3.8 - Develop new ways of working to ensure young people can access appropriate accommodation	March 2019	
A.5.3.9 - Work with the DCLG and homelessness services to improve rough sleeper data	April 2019	
A.5.3.10 - Reduce the number of households in bed and breakfast	March 2020	
A.5.3.12 - Review temporary and supported accommodation to increase provision.	March 2019	
A.5.3.14 - Ensure services are linked with emerging public sector hubs across the borough.	March 2019	
A.5.3.15 - Work with housing association partners to understand the impact of national policy changes	Ongoing	Senior Manager Strategic Housing and Commissioning
A.5.3.16 - implement the recommendations of the Scrutiny Review on care leavers to ensure suitable accommodation is available for young	March 2020	

people in care.		
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## Risks

<b>Risk</b>	<b>Mitigation</b>	<b>Owner</b>
Strategic direction: changes to local housing context or national policy, making current objectives inappropriate or difficult to achieve	Regular review of housing market conditions through quarterly housing market bulletin and performance monitoring of Housing Strategy objectives/ outcomes.	Senior Manager Strategic Housing and Commissioning
Securing land to achieve long term housing growth plans	Review of Local Plan and delivery	Senior Manager- Planning and Strategic Transport
Economic down-turn leads to reduction in housing delivery and increase in homelessness	Regular review of housing market conditions through quarterly housing market bulletin and performance monitoring of Housing Strategy objectives/ outcomes. Ensure flexible contract in place to adapt to changes in needs.	Senior Manager Strategic Housing and Commissioning
Delivery: lack of engagement/ involvement from partners; failure to achieve objectives	Regular communication and engagement through Strategic Housing Partnership; encourage participation in specific programmes and projects	Senior Manager Strategic Housing and Commissioning
Delivery: lack of resources/ funding for new homes	Maximise public sector grant funding available; work with partners to identify opportunities for joint/ collaborative delivery; maximise private sector leverage facilitated through the Housing Capital Programme; pilot new and innovative investment models and funding packages to deliver and enable new housing	Senior Manager Strategic Housing and Commissioning

## Interdependencies

<b>Programme / Project / Activity</b>	<b>Describe the dependency</b>
<b>Vulnerable adults and children feel safe and are protected</b>	Being supported in one's own home is important to ensure people retain independence
<b>Cleanest, safest and most sustainable neighbourhoods</b>	Housing is reliant on neighbourhoods also being safe and clean so that people feel safe and secure in their environments.
<b>Vibrant and healthy communities with inclusive leisure, heritage and culture</b>	Having access to a wide range of activities leads to sustainable communities and better living environments.
<b>A great place to do business</b>	It is important that people have access to jobs and employment where they live to keep the local economy vibrant.
<b>A well connected and accessible borough</b>	Having access to a variety of modes of transport is important to housing and allowing accessibility to other amenities. In addition most homes now require access to broadband to ensure they can access services via the internet
<b>Well educated and earning a decent living</b>	Being in employment is important to ensuring that people are able to afford their housing costs and can move into different housing as their circumstances change.