

Environment and Regeneration Overview and Scrutiny Committee

Agenda

Date: Thursday, 16th November, 2017
Time: 2.00 pm
Venue: The Capesthorpe Room - Town Hall, Macclesfield SK10 1EA

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**
2. **Minutes of the Previous Meeting** (Pages 3 - 6)
To give consideration to the minutes of the meeting held on 23 October 2017
3. **Declarations of Interest**
To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.
4. **Whipping Declarations**
To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.
5. **Public Speaking/Open Session**

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A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Note: In order for officers to undertake any background research, it would be helpful if members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

6. **Civcance Ltd - Progress Update** (Pages 7 - 22)

To give consideration to the progress and performance of the ASDV of Civcance Ltd for the year 2016/17

7. **Cheshire East Housing Strategy 2018-2023** (Pages 23 - 90)

To receive a presentation (attached) and give consideration to the draft Housing Strategy 2018-2023.

8. **Forward Plan** (Pages 91 - 104)

To give consideration to the areas of the forward plan which fall within the remit of the Committee

9. **Work programme** (Pages 105 - 114)

To give consideration to the work programme

CHESHIRE EAST COUNCIL**Minutes of a meeting of the Environment and Regeneration Overview and Scrutiny Committee**

held on Monday, 23rd October, 2017 at The Capesthorne Room - Town Hall, Macclesfield SK10 1EA and Reconvened on 2 November 2017.

PRESENT

Councillor H Davenport (Chairman)

Councillors D Bailey, T Dean, O Hunter, B Roberts, C Browne, M Parsons, G M Walton, M J Weatherill, S Edgar and J Rhodes (23 October 2017)

Councillors D Bailey, T Dean, O Hunter, B Roberts, C Browne, M Parsons, G M Walton, M J Weatherill, S Edgar and J Rhodes (2 November 2017)

23 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M Hardy, N Mannion and H Wells-Bradshaw for the meeting held on 23 October 2017 and D Bailey and H Wells-Bradshaw on 2 November 2017

24 MINUTES OF THE PREVIOUS MEETING

Consideration was given to the minutes of the meeting held on 19 September 2017.

RESOLVED

That the minutes of the meeting be approved as a correct record and signed by the Chairman.

25 DECLARATIONS OF INTEREST

There were no declarations of interest.

26 WHIPPING DECLARATIONS

There were no whipping declarations.

27 PUBLIC SPEAKING/OPEN SESSION

Paula Eaton, Carol Jones, Parish Councillor S Helliwell, Howard Piltz, Sinead Wheeler and Hazel Faddes attended the meeting to speak in relation to minute 28 – Supported Bus Service Review – Proposals for Implementation. Concerns were raised regarding the need to promote bus use, a reduced service in particular evenings and to key destinations such as Leighton Hospital, the role of

the little bus, budget cut, adverse impact on residents and deprived areas and the possibility of implementing a 'Smart Ticket' system.

28 SUPPORTED LOCAL BUS SERVICE REVIEW - PROPOSALS FOR IMPLEMENTATION

Further to the last meeting of the Committee held on 19 September 2017, consideration was given to the final proposals following the Councils review of its local supported bus network to assess whether the services best met the needs of residents and represented value for money.

It was reported that a Monday to Friday daytime service to retain local bus services connecting Congleton, Alsager, Rode Heath, Scholar Green, Sandbach and Leighton Hospital with connections to Goostrey and town services within Sandbach (Route J), would be recommended to Cabinet, realising savings in excess of £1m and not £1.567m as stated in the Medium Term Financial Strategy.

The following comments were made by the Committee:

- That if there was an additional cost saving resulting from the tendering process, the funding should be used for the provision of evening and weekend services to the principal towns.
- The proposals did not take into consideration the long term costs to Council (e.g. additional road maintenance costs).
- If an evening service was not to be provided, there would be no evening public transport to or from Middlewich.
- The aspirations of the Council would not be achieved if access to the night time economy was not provided.
- The number 38 bus service should provide an evening service as a matter of priority.
- A further root and branch holistic transport review should take place in the future to investigate what services are required, including new, existing routes and extra services, be carried out.
- The possibility of providing a 'Smart Ticket' option should be investigated.

The Committee then agreed to adjourn the meeting to give consideration to financial information and resolved that the press and public be excluded from the rest of the meeting pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

The Committee reconvened on 2 November 2017 and made the following additional comments:

- That the bus operators be requested to provide a more direct bus service from Northwich to Middlewich to Crewe.
- Rural communities, particularly High Legh would become isolated due to the removal of services.
- The Council should consider options such as providing community buses and to mitigate the impacts.
- The Council should consider utilising financial contributions from developers and any government funding streams available.

- As an unintended consequence of the review, residents may become reliant taxis, therefore robust licensing enforcement should be in place.
- A clover leaf service linking Upton Priory, Weston and Moss Rose estates in Macclesfield should be considered as an alternative to the number 19 service.
- Manchester Airport be requested to provide financial contributions towards the number 200 service.
- Connectivity between the various modes of public transport should be optimised. Information on bus services should also be improved at railway stations.
- An update report be brought back to the Committee prior to any changes to the little bus service being made.

RESOLVED

That the comments highlighted above be submitted to Cabinet when considering the proposals for the new network of supported local bus services on 7 November 2017.

The meeting commenced at 2.00 pm and concluded at 4.32 pm

Councillor H Davenport (Chairman)

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CHESHIRE EAST COUNCIL

REPORT TO: Environment and Regeneration Overview and Scrutiny Committee

Date of Meeting: 16 November 2017
Report of: Director of Planning & Sustainable Development
Subject/Title: Civicance Ltd – Progress Update
Portfolio Holder: Councillor Arnold

1.0 Report Summary

1.1 This report provides Members of the Committee with an update on the progress and performance of the ASDV of Civicance Ltd for the year 2016/17

2.0 Recommendation

2.1 The Committee is requested to note the progress made by Civicance Ltd.

3.0 Reasons for Recommendation

3.1 As part of the Council's move towards being a "Commissioning Council" Civicance Ltd as one of the Council's new Alternative Service Delivery Vehicles (ASDVs) is key to the delivery of a range of services and "outcomes" for local residents. It is important to ensure that these are achieved through the ongoing monitoring of the Contract.

4.0 Wards Affected

4.1 N/A

5.0 Local Ward Members

5.1 N/A

6.0 Financial Implications

6.1 Civicance receives a Management Fee for the delivery of service to be renegotiated annually with the Council.

7.0 Legal implications (authorised by the Borough Solicitor)

7.1 Civicance has a 7 year contract with Cheshire East. The contract commenced on 1st April 2015.

8.0 Commentary

8.1 Civicance Ltd has now been operational for over 2 years, delivering the following services:

- Building Control
- Local Land Charges
- Planning Support, liaison and customer interface
- Street Naming and Numbering

8.2 Appendix 1 provides details of the performance from April 2016 to March 2017. This shows a continued busy period of activity across all the main service areas with some key operational achievements. This has included registration of over 6200 planning applications – and increase of 11% over the previous year; 2216 Building Regulation applications including those from partnership arrangements; responding to 133 dangerous structures and handling over 9000 land charge search requests.

8.3 Building Control remains a challenging competitive market with the focus on delivering a responsive service whilst also continuing to market the services they can offer. Work from Staffordshire Moorlands and High Peak Councils is now undertaken on a daily basis. Resourcing the Building Control team remains a concern while fees for some work is often higher than private sector bodies and they are not required to carry out statutory, non-fee earning work.

8.4 A number of business improvement changes have now also been made – particularly to improve the planning support service. The speed of application registration continues at very high levels and hitting identified targets with strong positive feedback from customers. In liaison with Development Management, a number of process improvements have been made to assist both efficiency and effectiveness for customers and planning staff. There is still more work to do and over the next few months the focus will be on the validation requirements and quality of application submissions.

8.5 Land Charge searches remain buoyant with an improvement in turnaround performance due to additional training which has enabled Civicance to take control of all the questions within the search.

8.6 Financially, Civicance had an income shortfall of 151K which was funded through company profits (which was mostly staffing efficiencies). This shortfall and the underlying pressures will need to be reviewed over the next 12 months.

9.0 Appendices

Appendix 1 – Performance Update Report 2016-17

10.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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Annual Performance Review

Financial Year: 2016 / 2017

Contract Client: Cheshire East Council

Date of Report: 18th May 2017

www.civicance.co.uk

Civicance Ltd is an agent for Cheshire East Council (CEC) and is owned and controlled by CEC
Registered Office: Westfields, Middlewich Road, Sandbach, Cheshire CW11 1HZ



1.0 Introduction

1.1 Civicance Ltd provides a number of statutory regulatory services on behalf of Cheshire East, some of which are chargeable functions and open to a competitive marketplace.

1.2 The services Civicance Ltd undertake currently include the following;

- Building Regulations fee earning
- Building Regulation non fee earning
- Response to report of Dangerous structures
- Monitoring of Demolitions
- Local land and property searches
- Street naming and numbering
- Planning administration and application registration
- Registrations of Initial Notices, and competent persons notifications
- Registration of planning enforcement complaints

1.3 All of the work undertaken by Civicance Ltd involves, at one stage or another, interactions with residents of Cheshire East on a daily basis. Services offered need to be responsive and prompt, whilst being efficient.

1.4 Through the year members of Civicance Ltd have focussed efforts significantly to achieve the requirements as set out within the agency agreement between Cheshire East Council and the company whilst also developing new services to compliment those already undertaken.

1.5 This report provides a summary of operational performance between 01st April 2016 and the 31st March 2017 against the requirements of the agency agreement.

2.0 Operational achievements

2.1 The company operates within a competitive marketplace particularly focused on the fee earning Building Regulation and Land Charges areas. This business activity relies on quality service provision and service user relationships. These two areas generate fee income for the Authority and form part of the financial performance criteria set out within Schedule 6 of the key contract. All other services offered do not form part of this calculation and it is therefore important to recognise that where service take up in those area increases, this will affect the income generating activity.

2.2 The greatest asset of the company remains its employees. Over the last year the company continues to experience difficulties with recruitment and retention. This is due to factors such as the level of remuneration currently offered and the requirement to balance expenditure with high income targets set by the Authority, principally under the Building Regulations.



2.3 In accordance with requirements under the contract the company has achieved appropriate quality accreditation under ISO:9001 2008, which has proved to be fortuitous as the Department of Communities and Local Government have recently published new “Building Control Performance” standards requiring ALL local Authorities to apply a formal documented quality management system. This has been done within current budgets removing any additional financial pressures on the Authority for this work.



2.4 Competitor activity remains fierce, with approx. 30 private sector building control bodies operating within the boundaries of Cheshire East. This has meant that the team continue to drive forward the services offered under the agency agreement, delivering a responsive service whilst continuing to market and promote their delivery.

2.5 The company has continued to drive customer engagement to be at the heart of everything it does. This has resulted in a number of social media marketing initiatives being developed including the provision of;

- Information booklets in the form of e-books
 - “Guide to renovating your home”
 - “Guide to converting your property”
- The development of a new dynamic website that strives to demonstrate the competencies of the teams, which is expected to build confidence.
- The development of animated advertisement promoting the role of the company as agent for the Authority.
- Continued to support local marketing events, such as the recent Nantwich Home Show, where over 600 of the above booklets were distributed to local residents.
- The company has achieved success, receiving a “Silver Award” at the 08th “Iese” innovation and improvement awards in April this year and has been confirmed as a “finalist” within the “Most Improved Council” category at this years MJ Award to be held on the 15th June 2017.
- The companies land charges team also achieved success winning the “Best Customer Experience” at this year Land Data Award in March 2017

2.6 The company continues to represent the Local Authority within the Local Authority Building Control (LABC) arena, promoting this year’s “Building Excellence Awards” and attending the LABC regional and national events as members of the North West Executive.



- 2.7 To ensure that the functions of the company remain fit for purpose Civicance Ltd has also driven forward a number of business improvement initiatives for Authority services, continuing to review and improve operational procedures including;
- i. The administrative process associated when dealing with Planning appeals.
 - ii. The commencement of a review of planning validation lists
 - iii. Provided a recommendation paper highlighting proposals to deal with incomplete Planning applications
 - iv. Provided recommendation relating to the issue of electronic decision and communications for planning applications
 - v. The development and implementation of “workflow” for Building Regulation applications
 - vi. The company continues to contact over 60% of applicants submitting planning applications within 5 working days to ensure they are satisfied with the service at this point which also provides an opportunity to further promote the Building Regulation services provided.

2.8 In addition, to those elements of operations included within the performance framework, as part of normal day to day operations under the contract the Company has undertaken the following tasks which are fee generating for the Authority;

- Registered 2216 Building Regulation applications, which includes 438 from partnership arrangements and 115 from neighbour Authorities.
- Registered 6235 Planning applications. An increase of 11.3% on the previous year
- Responded to approx. 9148 land charge search requests
- Undertaken 13,031 inspections of construction elements
- Undertaken 1889 inspection visits on behalf of the Staffordshire Moorlands and High Peak Alliance

And also undertaken the following work which does not attract a fee income but remains a statutory function;

- Responded to 133 dangerous structures, including a large demolition project within the centre of Congleton
- Registered 2003 initial notices
- Registered and inspected 75 notices of demolition
- Registered 21,882 competent persons notifications
- Continued to respond to request for Building Regulation site inspections the same day when requested before 10.00am.
- Undertaken 39 new street applications, 247 new property applications and 87 property renaming applications.
- Supported the “Big Mill” demolition project undertaken under Section 78 of the Building Act (Emergency powers for dangerous structures), taking a total of 74 Hours. (Some costs can be possibly be recovered through appropriate legal action).
- Responded to 1454 requests under the EIR Regulations
- Responded and investigated 19 reports of defective drainage
- Registered and responded to 1210 general enquiries



- Undertaken formal enforcement actions under the Building Act 1984 for contraventions at Aston Park House, Great Budworth, taking a total to date of 35 hours.

2.9 In addition the land charge team has provided support for changes to systems and process following legislative changes throughout the year relating to the new legal Con29 form and HMRC requirements. These include;

New Con29 questions introduced from July 2016

- Identification which departments had new responsibilities
- Assist departments to set up automated answering for questions via GIS technology where ever possible
- Link GIS data to Search responses

HMRC and VAT

- Set up and test Swift search systems to ensure compliance with HMRC requirements for Fee paying searches (Con29) for 31st March 2017
- Arrange the set up of separate reporting on accounts with Finance for VAT recording purpose



3.0 Performance Framework

3.1 A number of Key Performance Indicators have been included within the agency agreement that require the Company to monitor performance against. The following tables highlight the required performance expected of the Company as part of this agreement:

Action	Reason	Benefits to the Company	Benefits to the Customer
Monitor Performance of Planning Application Registration	As required under contract agreement. Monitor Performance levels to clearly indicate areas for improvement.	Data can be used to forecast future work trends, staffing requirements and to identify performance against agreement targets	Performance set against the contract and associated guidelines to achieve what the company sets out to achieve. Improve customer service delivery of planning applications

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement for the period
April 2016 – March 2017							
Valid Application registered within 10 working days	57%	100%	100%	Yes	Yes	No	99%
Valid Planning Applications registered within 5 working days	3%	80%	90%	Yes	Yes	Yes	96%
Registration of valid Householder applications registered within 2 working days	22%	90%	90%	Yes	Yes	No	99%
Registration of valid prior applications within 1 working day	29%	100%	100%	Yes	Yes	Yes	100%
Neighbours and consultees notified within 1 day of registration of applications		90%	100%	Yes	Yes	No	100%
Requests for additional information, amendments or corrections to invalid applications sent out within 5 working days of receipt		90%	90%	Yes	Yes	No	u/a
Issue Decision Notices within 1 day of Decision being produced		95%	95%	Yes	Yes	Yes	100%

Commentary: The company has experienced a significant increase in volume of registrations for planning applications compared to the previous year and continued to maintain high levels of performance. For 2015/2016 a total of 5603 applications were registered compared with 6235 this financial year. An increase of 11.3% at no additional cost to the Authority.

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Action	Reason	Benefits to the Company	Benefits to the Customer
Monitor Market activity together with performance relating to Fee Earning activity under the Building Regulations	<i>As required under contract agreement. The data can also be used to forecast future workload and staffing requirements. The number of applications reflects fee income</i>	Data can be used to forecast future work trends, staffing requirements and to identify marketing potential.	Performance set against the contract and associated guidelines to achieve what the company sets out to achieve.

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement for the period
<i>April 2016 - March 2017</i>							
Number of Fee Earning Applications received	1962	2200	2200	Yes	Yes	No	2216
Number of Initial Notices	1348	1400	1400	No	Yes	No	2003
Number of all LA Apps as a % of all notices received	59%	70%	70%	No	Yes	No	53%
Percentage of Full Plans checked within 15 working days	84%	94%	94%	Yes	Yes	Yes	90%
Percentage of inspections carried out the same day where requested before 10.00am	100%	98%	98%	Yes	Yes	No	100%
Percentage of Decisions issued within 2 months		98%	98%	Yes	Yes	No	99%

Commentary: The market position continues to move in the favour of private sector bodies in regards to fees set. Charges set are out of the control of the company and remain the responsibility of the Authority. It is apparent that fees set for smaller extension works are generally higher than those of locally based private sector bodies, whose professional employees do not undertake the statutory requirements of the role, and are not required to undertake non fee earning activity such as dangerous structures or corporate projects.

Whilst the efforts of the company to identify new income streams to support the volume of Building Control applications supports the level of market share, the market share within Cheshire, when comparing simple application volumes has declined. The above total figure includes applications received under the LABC partner scheme whereby the plan check element is undertaken on behalf of other local Authorities together with applications undertaken under the memorandum of understanding with Staffordshire Moorlands and High Peak. These applications combined represent 553 of the above quoted figure.

Performance against “Full Plans checked” etc continues to be influenced by resources available, and where resources are required to attend unforeseen emergencies such as “Dangerous Structures” this will affect this figure. It is clear that over the last 12 months the number of such reports has increased significantly compared to the same period last year, and the contribution to the “Big Mill” demolition has also impeded general progress.

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Action	Reason	Benefits to the Company	Benefits to the Customer
Monitor Performance of processing correspondence and PD enquiries	As required under contract agreement. Monitor Performance levels to clearly indicate areas for improvement.	Identify performance against others.	Performance set against the contract and associated guidelines to achieve what the company sets out to achieve. Improve customer service delivery of planning applications

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement for the period
April 2016 – March 2017							
Response to Permitted Development enquiries issued within 21 days		95%	95%	Yes	No	No	93.7%
Acknowledgement of correspondence received sent out, scanned, indexed and filed in system within 2 working days		90%	90%	Yes	Yes	No	n/a



Action	Reason	Benefits to the Company	Benefits to the Customer
Monitor the turnaround of Local searches	As required under contract agreement. Monitor Performance levels to clearly indicate areas for improvement.	Identify performance against others.	Performance set against the contract and associated guidelines to achieve what the company sets out to achieve. Improve customer service delivery of planning applications

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement for the period
April to September 2016							
All Local searches turned around within 10 working days		100%	100%	Yes	Yes	No	100%
All Local searches turned around within 5 working days		95%	95%	Yes	Yes	Yes	99%
Expedited Searches turned around within 1 working day		100%	100%	Yes	Yes	Yes	100%
Standard Searches received (LLC1 and Con29)		5300	5300	Yes	No	No	5753
Non Standard Searches (LLC1, Con29R and Con29O)		1200	1200	Yes	No	No	1096
LLC1 Only		2200	Tbc	Yes	No	No	2299
Supplementary Questions		50	Tbc	Yes	No	No	u/a

Commentary: Improvements in this area, although small have been achieved by the company answering the “question 4’s Con29” previously undertaken by planning officers



Action	Reason	Benefits to the Company	Benefits to the Customer
Process requests for Street Names	Performance measures required under Agency agreement	Ensure satisfactory monitoring of performance.	Meet customer needs and expectations.

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement to end of month
Production of informal cabinet reports within 10 working days		100%	100%	Yes	No	No	100%

Commentary: None

4.0 Contractual Finance position

Core Building Regulation and Land Charge income is managed and collected by Civicance Ltd on behalf of Cheshire East Borough Council (CEBC) under the terms of contract. That income is retained by CEBC within its accounts and forms part of the contract, **providing demanding achievement targets** for the Company. Any subsequent under/over achievement forms part of the contract profit share arrangement. Table 7 shows the income recorded by CEBC.

Table 7: CEC Recorded Income 2016/17

	Budget 16-17 (£'000)	2016-17 Outturn (£'000)	Variance 16-17 (£'000)	2015-16 Outturn (£'000)
Total	1,756	1,605	(151)	1,645

4.1 In 2016-17 there was an income shortfall in the CEBC target of £151k, which Civicance funded from Company profits. This includes a provision of £22k for debts that are over 6 months old. Most of the provision relates to a debt with Comfortable Conservatories. The income shortfall has increased by £41k in 2016-17, from £110k in 2015-16. This is largely due to a reduction in land charge income in 2016-17.

4.2 An under-lying pressure on the CEBC income budget for Building Control is offset by a surplus on land charges, to arrive at £151k. External factors such as changes in the housing market may impact on future income streams. In addition, from the 1st April 2017, Land Charge fees are subject to VAT. A decision was taken by the client, that half of the additional cost of VAT will be absorbed within current fees. This may impact on the ability of Civicance to raise land charge fees. The CEBC income targets have remained static since the Company started trading. A joint review of the income targets should be undertaken by the Company and the Authority within 2017-18, to ensure that they are robust for the future.



5.0 Staffing

The company continues to operate with a number of vacancies. These will need to be managed accordingly throughout the year to coincide with the income figures expected by the Authority however this does place restrictions on the company's ability to develop new business areas, and also places greater pressures on existing members of the teams.

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Cheshire East Council

Report to: Environmental and Regeneration Overview and Scrutiny Committee

Date of Meeting:	22 November 2017
Report of:	Frank Jordan – Executive Director of Place
Subject/Title:	Cheshire East Council Housing Strategy 2018-2023 [Draft for consultation]

1. Report Summary

- 1.1 This report is to seek consideration of the attached draft Housing Strategy and Portfolio Holder Report, which is subject to final approval to publicly consult by Councillor Ainsley Arnold Housing, Planning and Regeneration Portfolio Holder.
- 1.2 The consultation period is scheduled to commence on 27 November 2017 until 08 January 2018, during which we positively welcome the Committee's direct involvement in informing and shaping the final Strategy.

2. Recommendation

- 2.1 It is recommended that the Environmental and Regeneration Overview and Scrutiny Committee:
 - Note the draft Housing Strategy 2018-2023 and Portfolio Holder Report
 - Make comments / observation as appropriate during the consultation period
 - That the committee note the timetable for the development of the final version of the Strategy

3. Reason for recommendation

- 3.1 Cheshire East is committed to meeting the needs of our local communities, providing the infrastructure, services and facilities required to create sustainable and stronger communities, with the right type of home in the right place. The new Housing Strategy reflects such ambitions, and is underpinned by our Local Plan, which will enable us to achieve our priorities for housing within the Borough.
- 3.2 The attached Housing Strategy is in draft, having been developed through working extensively with our key stakeholders. Following democratic approval to publicly consult, we now seek to formally engage with the Committee, to ensure we capture all aspects of associated environmental and regeneration themes that will influence the successful outcomes for the Strategy.

4. Wards Affected

4.1 All wards

5. Local Ward Members

5.1 All

6. Policy Implications

6.1 See attached Portfolio Holder Report.

7. Financial Implications

7.1 See attached Portfolio Holder Report.

8. Legal Implications

8.1 See attached Portfolio Holder Report.

9. Risk Management

9.1 See attached Portfolio Holder Report.

10. Background and Options

10.1 See attached Portfolio Holder Report.

11. Access to Information

11.1 Cheshire East Council Housing Strategy 2018-2023: Draft for consultation

11.2 Portfolio Holder Decision Report 16 November 2017

10. Contact Information

Contact details for this report are as follows:

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Designation: Housing Policy Officer

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Cheshire East Council

Portfolio Holder Decision

Date of Meeting:	16 November 2017
Report of:	Frank Jordan – Executive Director of Place
Subject/Title:	Cheshire East Council Housing Strategy 2018-2023: Approval to consult
Portfolio Holder:	Councillor Ainsley Arnold: Housing and Planning

1. Report Summary

- 1.1 The purpose of this report is to seek approval to formally consult externally for the Cheshire East Council Housing Strategy 2018-2023, the proposed consultation is for a 6 week period between 27 November 2017 and 08 January 2018.
- 1.2 Driven by the Cheshire East Local Plan, the Housing Strategy is a significant contributor to achieving the aims and objectives of the Corporate Plan and the resident focused outcomes. Our approach is based upon the continuation and building of strong relationships with our partners to further improve the quality, quantity and choice of housing within Cheshire East, enhancing place and wellbeing, through meeting the aspirations and needs of all our residents both now and in the future.
- 1.3 There can rarely have been a more important time to set out our distinctive vision for the future of homes in our Borough and outline the steps we are determined to take to achieve it. We strongly believe that housing is fundamentally about Place and People, not just bricks and mortar - housing is about homes, it is a foundation for a stable and successful life.
- 1.4 The development of the Housing Strategy is primarily informed and shaped by engagement with our partners and other stakeholders. Approval to formally consult will enable a wide ranging number of individuals and organisations to contribute to support our aims and objectives.

2. Recommendation

- 2.1 It is recommended that the Portfolio Holder for Housing and Planning:
 - Note the draft Housing Strategy
 - Authorise officers to publically consult on the draft strategy for a period of 6 weeks, before incorporating the responses into the finalised strategy
 - Note that following the consultation period the revised strategy will be presented to Cabinet for formal adoption

3. Other Options Considered

3.1 There are no alternative options considered. The existing Housing Strategy which ran from 2011-2016, now requires updating to align with the Council's aspirations as outlined in the key Communities Outcomes, the ambitions represented within the Local Plan and to enable us to keep up with the pace of change in the housing sector.

4. Reasons for Recommendation

4.1 Approval to formally consult on the Housing Strategy will be the catalyst enabling the Council to:

- Articulate the vision, aims and objectives of Cheshire East Council Housing Strategy 2018-2023
- Support the delivery of the right home in the right place across the Borough
- Allow us to focus on what matters to our communities and support the Council's vision of Putting Residents at the heart of everything we do
- Support the delivery of Cheshire East Council's Mid-Term Financial Strategy 2017-2020

5. Background / Chronology

5.1 Cheshire East is committed to meeting the needs of its local communities and providing the infrastructure, services and facilities required to create sustainable and stronger communities. Part of this is ensuring that we have the right housing offer to meet our ambitions for the Council's jobs-led economic growth, but also that they are of the right mix to meet the diverse housing needs across the Borough.

5.2 To support our ambitions, we have worked extensively to fully appreciate the challenges and opportunities recently experienced by the housing sector, to ensure we are prepared for the future direction of policy at a national level, shaping it at the local level to continue the Council's successful drive for excellence. As such, we have developed a draft Housing Strategy through informal engagement with a host of internal and external stakeholders, in preparation for approval to formally consult.

5.3 Since the publication of our previous Housing Strategy in 2011, there have been significant changes to the local and national political, policy and funding landscape. This new Strategy reflects these changes, and is underpinned by our Local Plan, supportive policies and strategies which will enable us to achieve our priorities for housing within the Borough.

5.4 The draft Housing Strategy has two themes;

Growth and quality of place Cheshire East has a strong ambition for jobs-led economic growth across all areas and housing is essential to support this continuous growth. If housing is considered in isolation to our planned investment and regeneration, then sustainable growth or successful outcomes are unlikely to be achieved. We know that ensuring new homes are delivered of the right type, in the right place and giving resident's choices and support are vital for Cheshire East. Where the market is not currently meeting housing need we will explore interventions to bring these forward.

Health, wellbeing and quality of life A key goal of our Housing Strategy is to guarantee Cheshire East residents have a place to live which supports their health, wellbeing and contributes to the quality of life. Good quality, safe and affordable housing is essential to meeting this goal. Therefore, this strategy details how we link our policy decision making with outcomes that support the health and wellbeing of all Cheshire East residents.

5.5 Central to making this Housing Strategy a success is to ensure we effectively plan, measure and monitor how we will deliver the priorities detailed within this document, which will be achieved through an agreed Delivery Plan, a tool to help us deliver our strategy. The Delivery Plan will be subject to annual reviews during the lifetime of the Strategy, ensuring the priorities remains relevant and their delivery is continually monitored.

6. Wards Affected and Local Ward Members

6.1 All wards and local ward Members.

7. Implications of Recommendation

7.1 Policy Implications

7.1.1 The Housing Strategy is a key deliverable to support the overarching achieving Council's objectives of delivering the right type of housing in the right place and regenerating our towns and villages as well as supporting the health and wellbeing of our residents.

7.1.2 Through directly supporting both the Corporate Plan and the Mid-Term Financial Strategy, the Housing Strategy clearly demonstrates that there is a clear role to play in supporting the delivery of the community aims and objectives, directly through the opportunities presented to achieve the key community outcomes for residents and to continue to provide excellent customer service and value for money.

- 7.1.3 Moreover, the Housing Strategy has an important contribution to the continued jobs-led economic growth of Cheshire East and the wider sub-region. Through our support for the work of the Cheshire and Warrington Local Enterprise Partnership, we fully acknowledge the importance of the recently reviewed Strategic Economic Plan, which clearly sets out the role of housing in future economic development and replicates our ambition to increase supply and ensure that affordability issues across the authority are addressed.

7.2 Legal Implications

- 7.2.1 In accordance with the Local Government Act 2003 Section 87, the Council published a Housing Strategy in 2011, which set out its vision for housing in the borough. While the Deregulation Act 2015 abolished the statutory requirement for English authorities to produce a housing strategy as previously required, the aim of the new Housing Strategy 2018-2023 is to support the priorities for housing in Cheshire East over the next five years, across all tenures to meet housing need. It will contribute to the Council's overarching strategic objectives.

7.3 Financial Implications

- 7.3.1 The eventual implication of the Housing Strategy does not envisage that there will be a major financial investment required by Cheshire East, however if funding was required for individual projects, a full business case would be compiled which would consider all financing options (both internal and external) and any potential risks to the Council. Such business cases will follow the established route for ratification including gateway approvals at the appropriate points in accordance with the Council's project management protocols.

7.4 Equality Implications

- 7.4.1 An Equality Impact Assessment has been carried out for the development of the draft Housing Strategy. It has been determined that there are no groups who will be negatively impacted by the Strategy. It was assessed that a full Impact Assessment was not required. A further update of the Equality Impact Assessment will be undertaken during the consultation period and involve our partners and other stakeholders.

7.5 Rural Community Implications

- 7.5.1 Rural communities will positively benefit from the introduction of the Strategy, as it aims to address how we can provide access to affordable housing of mix tenures in all neighbourhoods of Cheshire East.

7.6 Human Resources Implications

7.6.1 There are no direct Human Resources implications.

7.7 Public Health Implications

7.7.1 There are no specific implications for Public Health with the exception of anticipation that a collaborative and supportive relationship is maintained in delivering the Strategy priorities through the Delivery Plan. However, this Housing Strategy has clear health benefits which will contribute towards the Council's agenda – Outcome 5, People live well and for longer.

7.8 Implications for Children and Young People

7.8.1 It is envisaged that there are positive impact of the provision of services for children and young people as care leavers, as there are specific reference to improving pathways between services as well as ensuring that young people are supported in accessing a breadth of accommodation and support to enable them to live independently.

7.9 Other Implications (Please Specify)

7.9.1 There are no further implications.

8. Risk Management

8.1 While the assessment, mitigation and management of risk is overseen through the Council's governance arrangements associated with residential growth, as with any strategy, there is a risk that strategic direction does not translate into action on the ground. This has been mitigated by the creation of a comprehensive Delivery Plan for each priority and will be monitored annually.

9. Access to Information / Bibliography

9.1 Cheshire East Council Housing Strategy 2018-2023: Draft for consultation

9.2 Cheshire East Council Housing Strategy 2018-2023 Draft for consultation: Equality Impact Assessment

10. Contact Information

Contact details for this report are as follows:

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Housing Strategy 2018-2023
[Draft for consultation]

Growth and quality of place
Health, wellbeing and quality of life

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Front cover:

Thorntree Lower Withington
[Peaks and Plains Housing Trust]

Consultation

Cheshire East Council would like to produce a new Housing Strategy for the period 2018 to 2023, the Strategy sets out how the council's plan to increase and improve housing within the Borough.

The consultation runs for 6 weeks from 27 November 2017 with a deadline for response by 5pm on 08 January 2018.

You can participate in the consultation through an on-line survey, please visit;

Online Survey:

www.cheshireeast.gov.uk/housingstrategyconsultation

Email us:

housingpolicy@cheshireeast.gov.uk

Foreword

Welcome to Cheshire East Housing Strategy 2018 to 2023. The Strategy has two central themes:



Growth and quality of place

Cheshire East has a strong ambition for jobs-led economic growth across all areas and housing is essential to support this continuous growth. If housing is considered in isolation to our planned investment and regeneration, then sustainable growth or successful outcomes are unlikely to be achieved. We know that ensuring new homes delivered are of the right type, in the right place and giving resident’s choices and support are vital for Cheshire East. Where the market is not currently meeting housing need we will explore interventions to bring these forward.

Health, wellbeing and quality of life

A key goal of our Housing Strategy is to guarantee Cheshire East residents have a place to live that supports their health, wellbeing and contributes to the quality of life. Good quality, safe and affordable housing is essential to meeting this goal. Therefore, this Strategy details how we link our policy decision making with outcomes that support the health and wellbeing of all Cheshire East residents.

These themes allow us to focus on what matters to our communities and support the Council’s vision of **Putting Residents at the heart of everything we do**, these will be delivered through our key Community Outcomes¹:



¹ Cheshire East Council: Corporate Plan 2017-2020

Since the publication of our previous Housing Strategy in 2011, there have been significant changes to the local and national political, policy and funding landscape.

This new Strategy reflects these changes, and is underpinned by our Local Plan, supportive policies and strategies which will enable us to achieve our priorities for housing in the Borough.

We have been extremely busy since the publication of the previous Strategy, and in the past 3 years we have successfully worked with our partners to deliver almost 1400 affordable homes and brought 243 empty homes back into use. We have increased resident's opportunities for homes through our Housing Options Team by providing homes for 5,400 people and families, preventing over 2,000 individuals and families becoming homeless.

We have increased our relationships with private rented landlords and provided direct support for our most vulnerable residents, for example we have completed almost 6,000 adaptations at a cost over £4 million, to enable some of our vulnerable residents to live independently.

But there is still more work to be done - which is developed throughout this new Strategy; a strategy to support Cheshire East for the future.

Councillor Ainsley Arnold
Cabinet Member for Housing and Planning

Introduction

All residents in Cheshire East are able to access affordable, appropriate and decent accommodation

Cheshire East is a great place to live, work, study and visit, it is well placed for the continued opportunities that our thriving job-based economic growth are providing across all areas of the Borough. The Housing Strategy support's the Council to achieve aims and objectives for housing in the Borough, working to improve the quality, choice and supply of housing for current and future residents. With a population of 376,700² and estimated to grow to 427,100 by 2030³ [13.4% increase], housing of the right type and in the right place is an important part of supporting sustainable growth.

Such growth is being shaped and informed by our **Local Plan** and major regeneration projects, working towards a sustainable economy, supporting and encouraging growth and prosperity in all parts of the Borough. The Council's success in attracting investment for the creation of new jobs and business growth has created increased demand for housing, whether to rent or buy.

In the process of achieving the successful outcomes, it is acknowledged that the Strategy will have a key role to play in contributing to the continued economic development of our Borough, sustaining our unique character and identity and protecting our important environmental assets and heritage. As we work towards supporting Cheshire East Council's key Community Outcomes through Putting Residents at the heart of everything we do, it remains clear that housing is a key priority for all of us to make sure we deliver successful outcomes for our residents.

Housing plays a significant role in people's quality of life; their health and wellbeing; access to work, training and educational attainment, and leisure activities are all influenced by where they live. The quality of housing, its costs and location is of primary importance to ensure everyone can participate in their community.

² 2016 Mid-year population estimates, Office for National Statistics, NOMIS, Crown Copyright

³ Population forecasts produced by Opinion Research Services for the 2015 Cheshire East Housing Development Study

Cheshire East shares the same fundamental aspirations set out in the Government's White paper 'Fixing our broken housing market', which articulates how they intend to increase housing supply, accelerate delivery and explore the use of modern methods of construction. Where the market is not delivering the type of housing provision needed across Cheshire East, there is a case for intervention, as long as the risks are measured and do not distort or restrict the market.

Why do we need a Housing Strategy and who is it for?

<i>Ourselves</i>	To make sure housing makes a key contribution to the delivery of the Local Plan ambition, protecting and enhancing the 'Quality of Place'
<i>Our partners</i>	In supporting the delivery, we will make the most of opportunities that are available to work with our partners in seeking new and imaginative ways to inform and influence successful outcomes
<i>Our residents</i>	We will continue to facilitate opportunities for a mixed tenure of affordable housing and support people with identified need

Our priorities



Challenges and opportunities

We have achieved a great deal since our previous Housing Strategy, helping shape and inform the quality, quantity and choice of housing in Cheshire East. As we now work to support and inform the continued growth, we acknowledge that there are challenges and opportunities, with some challenges emerging from national policy and legislation and some from our unique and diverse local housing market, including;

- Increasing the number of quality, mixed tenure, smaller type family homes available within the Borough to meet the needs of existing families and those moving into Cheshire East to take up employment opportunities
- Maintaining a housing delivery enabling role in the economic regeneration of our town centres, villages and our neighbourhoods
- Working with our partners in the provision of accommodation for 18 -35 years olds who are on low incomes and / or in receipt of benefits
- Improving the housing offer for an ageing population. Provision of smaller homes for older people to meet changes in household types; help those with special needs; dementia friendly; making existing homes suitable for independent living and provide a mix of housing on larger developments, including single storey accommodation as a choice
- Moreover, through improving the housing offer for an ageing population, support people who want to downsize by providing a greater choice of housing
- Intervention where the market is unable to meet housing needs including the stimulation of growth in the private rented sector

It is clear that Cheshire East has a need for more homes at different stages of our resident's lives. In shaping our response, housing research including the Cheshire East Housing Development Study 2015⁴

⁴ Opinion Research Services 2015

identifies the Objectively Assessed Need for housing in Cheshire East and the Council's Local Plan identifies sites to meet this need and housing requirement.

While there is a need for new homes to support our successful economy, there is also a need to address the challenges in the existing stock. The condition of existing stock improves each year but there is also still much to be done particularly in the growth and improvement of the private rented sector; the increasing contribution and challenges Houses in Multiple Occupation is bringing to the market; promoting affordable warmth and working with our partners as our neighbourhoods go through periods of regeneration and housing renewal.

Previously, a substantial number of Local Authorities took the decision to transfer their housing stock to external organisations to manage and to also develop further affordable housing. However, we are now seeing a number of authorities taking the decision to start to develop in their own right, utilising different mechanisms to achieve this including the establishment of Housing Development Companies, Joint Ventures and the utilisation of land assets. Local Authorities are also taking the decision to intervene in the housing market to bring

forward additional affordable housing, bringing in vital revenue streams.

Cheshire East has the opportunity to utilise their land assets to meet housing needs, which are not

fully being met by the market. Disposal of land assets will also providing much needed revenue to the Council.



Therefore, this Housing Strategy comes at a time of great change and reform. It is evident that recent changes in legislation and national policy have created challenges and opportunities for all areas of Cheshire

East, resulting in a need for the Council to think more innovatively about how we deliver quality services with fewer resources. Welfare reform and austerity measures have resulted in reductions of available income to spend on housing for residents and registered housing providers

This Strategy will explore our challenges in more detail and provide potential solutions, and in turn highlight opportunities available for all residents of Cheshire East.

How the strategy links



Housing in Cheshire East

Key Facts

Supply...

- 1,398 affordable housing units completed in last 3 years, which is 40% above our delivery target of 1,000 units
- Of which, 979 are social / affordable rent
- Through provision of Cheshire Homechoice, we have facilitated on average 1,196 social rent housing lets per year

Affordability...

- Average property price £214,000
- Median household income at settlement level ranges from £24,800 in Crewe to £56,700 in Prestbury

Land Registry May 2017 / Paycheck 2014

Demand...

- Cheshire Homechoice maintained an average of 6,427 individuals and households registrations over the past 3 years
- 355 new affordable homes needed each year during the lifetime of this Strategy

Tenure...

- Of the 166,236 dwellings in Cheshire East;
- 76% owner occupation
 - 13% Private Rented Sector
 - 11% Social housing

Census 2011

Health...

- Last year, we reduced costs in the local health economy by over £2million by helping 173 vulnerable residents with heating problems
- For every £1 we invest in heating there is a cost benefit of £18.51 to the health and care system

Housing Repairs and Adaptations for Vulnerable People Policy 2017

Occupiers...

- Between 2010 and 2030 we will see a 65% increase in people of retirement age, with the number of older people [85+] increasing by around 134%
- 7.9% of Cheshire East residents have a long term health condition or disability that causes their day to day activities to be limited a lot, comparable nationally at 8.3%

Cheshire East Local Plan 2017
Census 2011

Local economy... Cheshire East provides

- Around 195,000 jobs within the Borough
- The economic output [Gross Value Added] of 8% of the North West GVA
- 7.4% of the region's businesses

BRES 2016 survey, ONS
Regional GVA data, ONS, Dec 2016 / Business Demography – 2015 - ONS

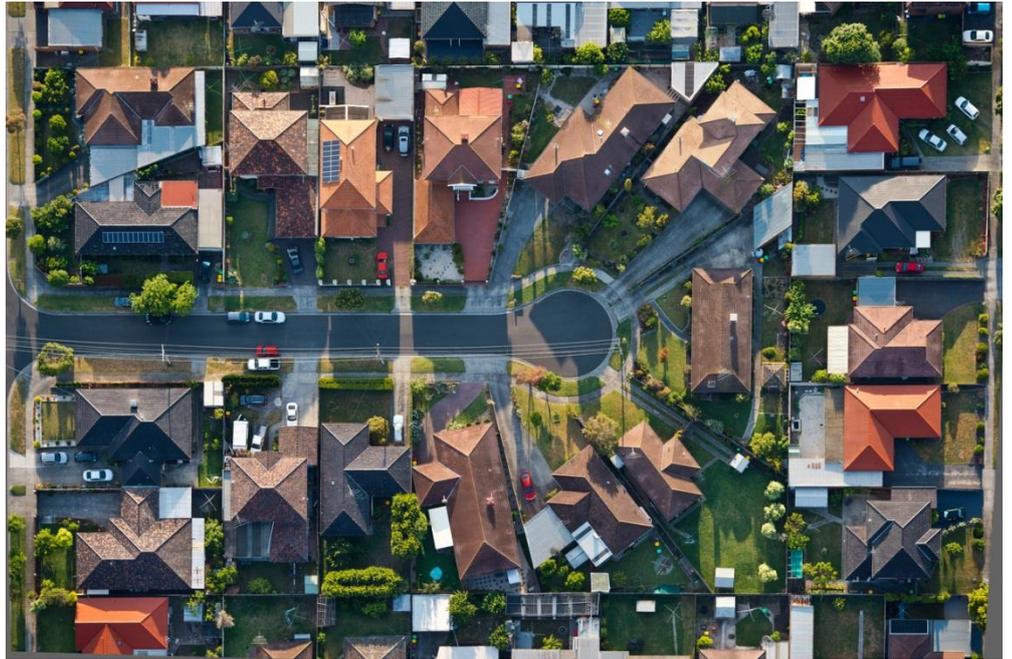
Housing costs...

- Required household income to purchase lower quartile housing [x3.5 times income] - £38,571
- Required income to rent lower quartile housing [third of monthly earnings] – £1,440

Land Registry July 2017

Growth and quality of place

Cheshire East is a popular place to live, work, study and visit, and through our effective drive to be the **Best in the North West**, we have been enormously successful in attracting investment for the creation of new jobs and business growth, and this has led to increased demand for housing, whether to rent or buy. As a gateway to the Northern Powerhouse, Cheshire East is enjoying the benefits of targeted major regeneration programmes and Masterplans from the investment in a high-speed rail connection [HS2] and its significance for Crewe and the wider sub-regional area, through to direct development for Macclesfield.



Our new Housing Strategy comes at a time of funding challenges faced by the council, the wider public sector, registered housing providers and the third sector. In addition, individuals and households are experiencing higher costs of living, including spending on accommodation and heating costs, all of which means we must seek to achieve our strategic objectives by making the best use of the resources available and promoting fresh, innovative, and new ideas.

To meet this demand, Cheshire East Council, along with our key stakeholders, acknowledge that our Strategic Housing role must link decisions for homes with economic growth throughout the Borough, to make sure that the **Right Homes** are in the **Right Place**, seek to ensure that all new housing is located with good access to employment, healthcare, schools, retail and other facilities, so enabling low car use, sustainable travel and greater quality of life.

Housing is far more than bricks and mortar - it's about having an inclusive role to play in the investment of new homes; health and wellbeing of residents and makes a major contribution to the economic growth of an area. It is essential that the range of new homes are built and provided in the right places to provide housing options equally for all residents, to support new jobs, with good public transport links, and access to appropriate local facilities, so that communities can grow and thrive.

We explore such aspects within the theme of **Growth and quality of place**, set out our priorities and what we intend to do at the end of the section through a Delivery Plan.

Housing need

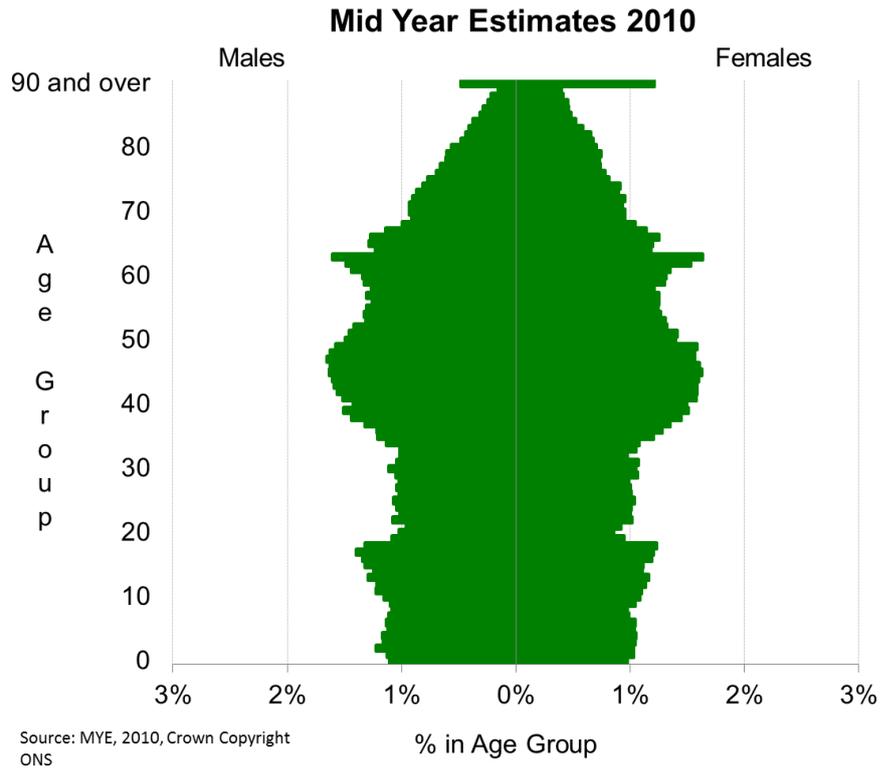
Housing needs evidence informs the overall strategic direction. Due to Cheshire East's projected population increase, we will expect the number of households to increase by 20% from the 2011 population of 159,441 to 191,000 by 2030. In addition, as the Local Plan outlines, through economic growth, it is projected that 31,400 jobs will be created over the 20 year period [2010 – 2030].

Increasing life expectancy means it is crucial we continue to respond to the changing needs of our older population and specific population groups through new developments, refurbishment works to existing homes and improved access to and range of housing options.

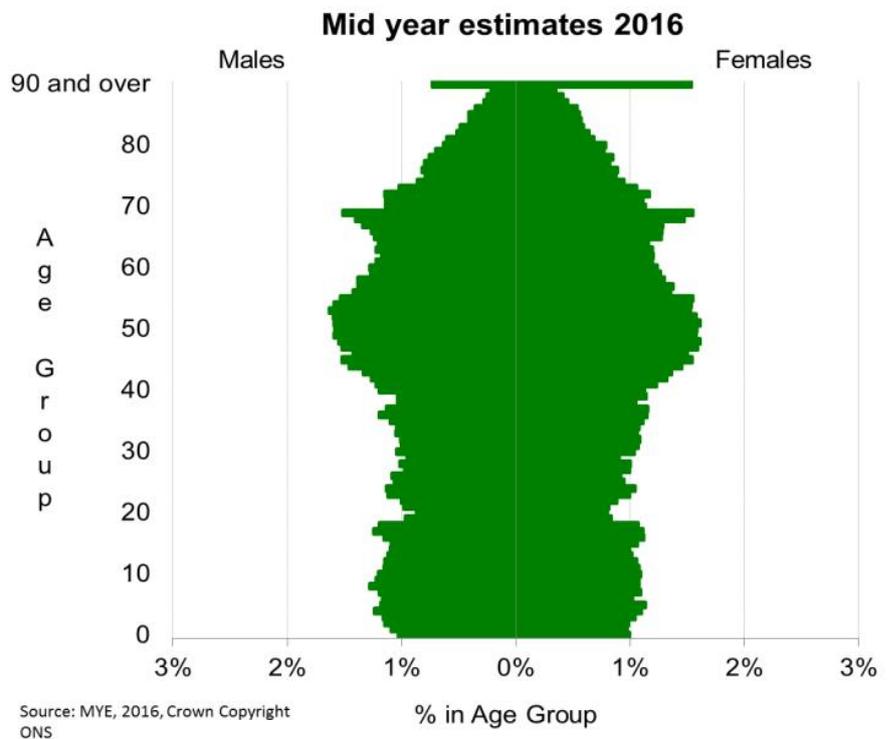
The Local Plan states that Cheshire East will have a 65% increase in the population aged 65 and above, and a 134% increase in the population aged 85 and above over the plan period. Moreover, with the older population predicted to rise, there will also be a growing number of households that include a member with a disability along with people living with long-term health conditions.

Demographic change

Between 2010 and 2016, the population of Cheshire East is estimated to have increased by 7,600 residents or 2.1%, which is an average annual increase of around 0.3%.



Between this period, the general trend was for the age groups aged 40+ to increase and for those under 40 to decrease. The largest relative change was in the 90+ age group, an increase of 36.3% from 3,200 to 4,300 residents. This increase was driven in part due to the increase of males aged 90+.



The two orange charts indicate what the future demographic profile of Cheshire East may look in 2030. The projections in the first chart take recent demographic trends and project them forward. The

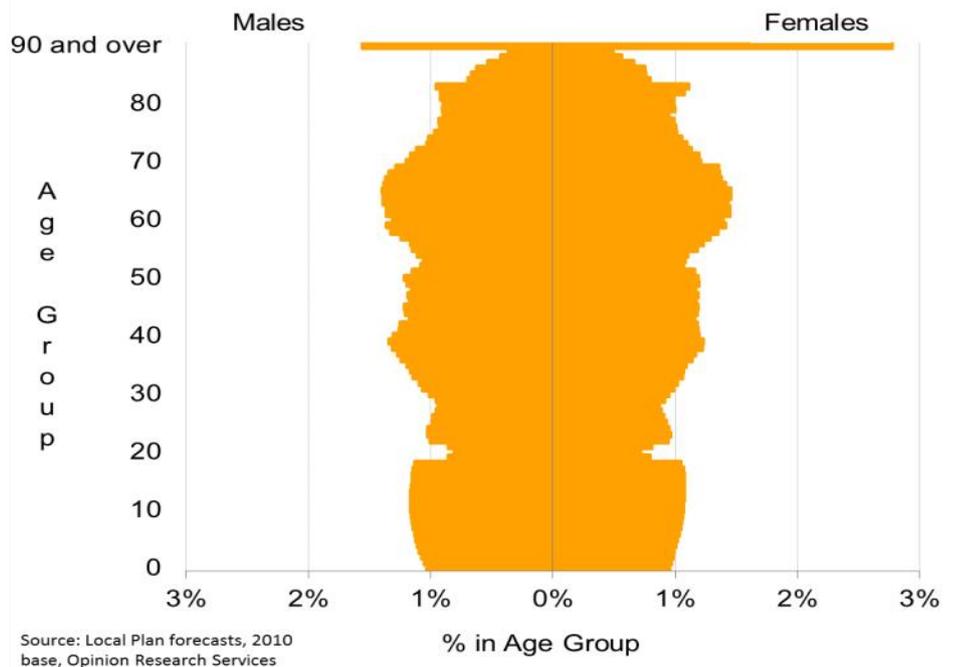
forecasts in the second chart use similar trends, built also account for the anticipated housing and economic development and the level of jobs growth set out in the Cheshire East Local Plan

Projections to 2030



Between 2016 and 2030, the projections show a possible increase of 20,200 residents or a 0.4% average annual increase. The forecasts show a possible increase of 50,400 or an average annual percentage increase that is nearly double that of the projections at 0.9%.

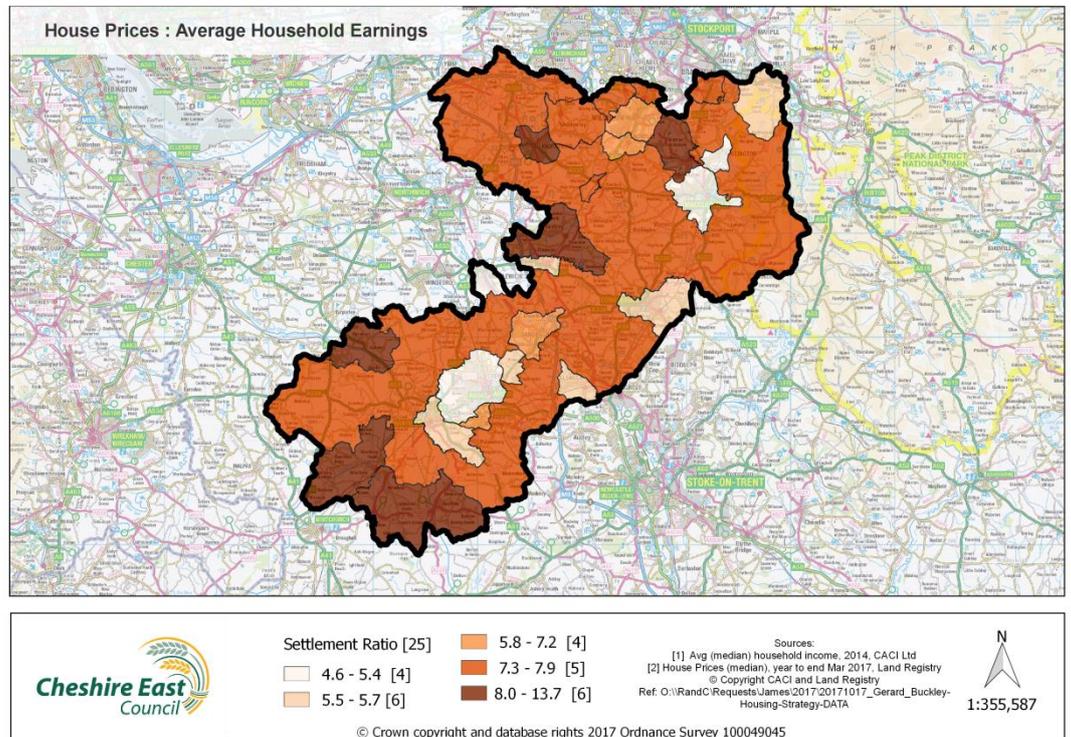
Forecasts to 2030



Affordability

Housing is expensive in Cheshire East, the average house price⁵ of £214,000 [mean] is currently 9.8% below the England & Wales average [£238,000], but exceed the regional average [£157,000] by 36.2%.

Notably, over the last two decades the Cheshire East average housing price has declined significantly in comparison to the England & Wales average. In July 1995, the average Cheshire East property price was 9.7% above the England & Wales figure.



Among the Borough's towns⁶, Crewe has the lowest median house price [£125,000], followed by Middlewich [£153,000], Macclesfield [£166,000], Congleton [£173,000] and Alsager [£175,000]; median prices in Nantwich and Sandbach are close to the Cheshire East average but still below it. In contrast, median prices are far above the Cheshire East median in Wilmslow [£342,000], Knutsford [£330,000] and Poynton [£275,000] and to a lesser extent in Handforth [£225,000]. For smaller settlements, median prices range from under £185,000 in Haslington and Shavington to over £400,000 in Bunbury, Prestbury and Wrenbury. Outside the 24 main settlements, where the population tends to be more sparsely distributed, the median price is well above the Borough median, at £295,000.

⁵ Land Registry July 2017 [Published September 2017]

⁶ Land Registry for the year ending March 2017

As can be seen, we have seen slight reductions in house prices within the area, residents experience considerable disparity in the average purchase prices within the borough, between the north of the Borough [with its strong link with south Manchester] to Crewe in the south of the borough. In addition, evidence highlights disparities between affordability within smaller market towns and traditional rural, with Prestbury in the north area experiencing 9.4; Goostrey

in the central area with 7.1 and Wrenbury in the south with 10.8.⁷

Nationally, around 1 in 5 adults aged 31 to 44, who don't already have children, are delaying starting a family because of concerns about housing.⁸

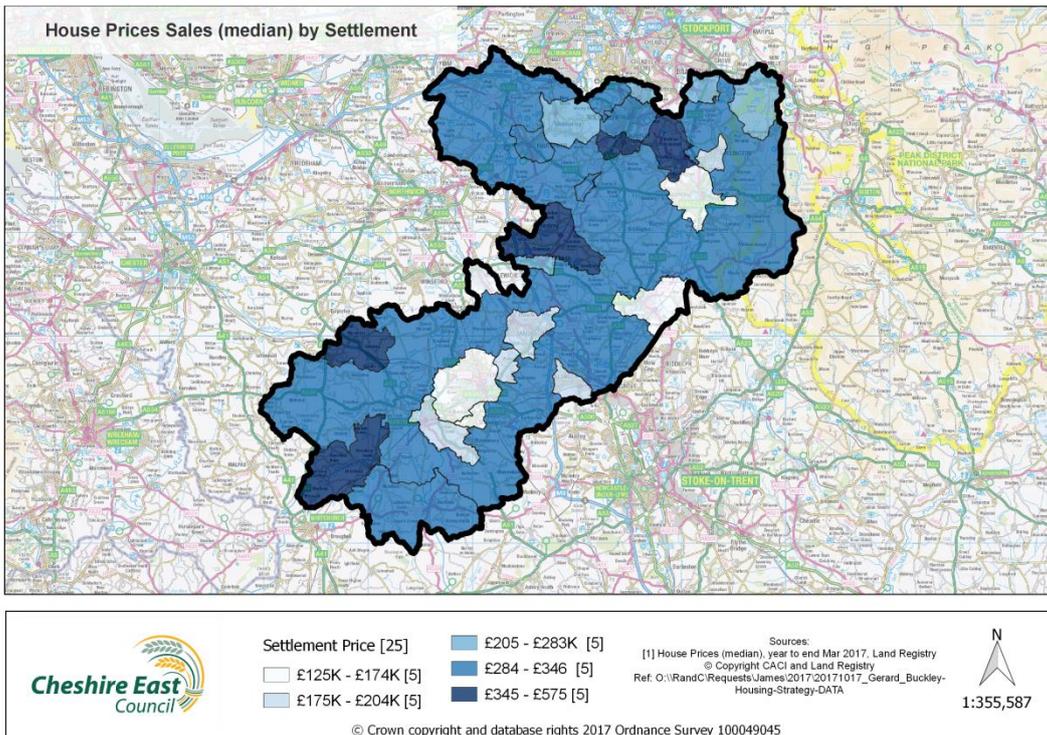
Young people, especially those in vulnerable groups such as

people leaving care and people with complex needs are finding it particularly difficult to find a suitable home.

In addition, as the Cheshire East Local Plan outlines, it is projected that the total number of jobs will grow by 7,700 [an average of about 1,500 per year] over the lifespan of this Strategy. Demand for housing is high and it remains important that we are prepared for such challenges. In doing so, we continually gather information in accordance with affordability for the residents in the borough and work with stakeholders to make sure we have accurate information to reflect housing need and aspirations.

⁷ Measured in terms of settlement. Average [median] household income is from PayCheck 2014, ©Copyright CACI Limited. This Report shall be used for academic, personal and /or non-commercial purposes. Housing price data produced by Land Registry [c] Crown copyright 2014. Obtained from the Land Registry website on 22/12/14.

⁸ Council for Mortgage Lenders October 2016



Land supply

The ability for us to achieve our vision, aims, objectives and aspirations for Cheshire East are affected by the lack of affordable homes to both purchase and rent. Whilst we seek to develop a programme of increasing housing supply, there are insufficient development opportunities in the right places, to build the homes we need.

The Local Plan Strategy highlights we need to work further to ensure the continued supply of available land to meet both current and future housing need, working with residents and strategic partners to help us identify sites for housing.

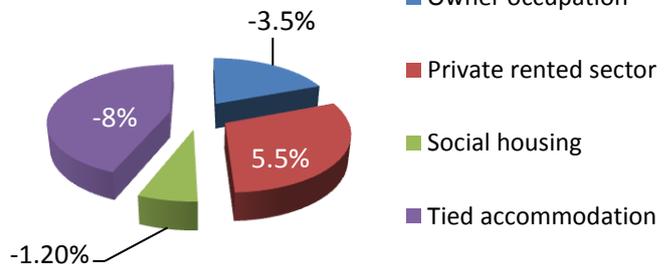
Private Rented Sector

The private rented sector [PRS] makes an important contribution to the housing offer and offers tremendous flexibility to directly support our continued job-led growth for existing and incoming labour force.

Traditionally, the sector has not been the tenure of choice, mainly due to concerns of security of tenure and property conditions.

The private rented sector has seen rapid growth and is now the second largest tenure behind home ownership; owner-occupations 119,581; private rented 19,930; social housing 18,176, which equates to a 5.5% increase over a ten year period.⁹

Cheshire East: Housing tenure change 2001 -2011 [Census]



Cheshire East fully supports a well managed and flexible PRS, in which it will offer opportunities in all areas of the Borough for further housing solutions. Moreover, the major regeneration of our town centres in Crewe and the area in and around Macclesfield offer unique possibilities for higher-end PRS flats and family size accommodation, to attract younger people and further support the ambitions of jobs-led growth within the Borough. The Council has carried out a study into the PRS in Cheshire East and has found there is a need for new development in all towns in Cheshire but particularly in Crewe and Macclesfield

⁹ Census 2011

Additionally through legislation, the sector now enables our Homelessness Service to support homeless or at risk of homelessness individuals or families with an immediate solution. As such we will work to increase the supply of good quality and well managed private rented accommodation available to manage demand and offer a flexible, quick housing option. Since 2010, consecutive central Governments' have highlighted the increased capacity of the PRS as a tenure of choice, to which we are now seeking to explore our role in successfully enabling direct invention into further growth of the sector,

Market Housing

A neighbourhood with a mix of housing tenures, types and sizes will be more able to meet the changing needs and aspirations of its residents, through changing life stages, household shapes and sizes or changes in income. Providing greater housing choice increases the opportunities for households to remain within their communities and promotes social equality and inclusion by easing geographical constraints on the search for appropriate homes.

The Local Plan sets out the requirements for new residential development by stating that developments should maintain provision of and contribute to a mix of housing tenures, types and sizes to help support the creation of mixed, balanced and inclusive communities. This includes meeting the needs of an ageing population, smaller properties and opportunities for self build.

Affordable Housing

For those whose housing needs cannot be met through market provision - Affordable housing is; social rented, affordable rented and intermediate housing,¹⁰ provided to eligible households whose needs are not met by the market. Eligibility is determined by local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.

¹⁰ Intermediate housing is described by The National Planning Policy Framework as homes for sale and rent below market level, such as shared ownership and equity loans, other low cost homes for sale and intermediate rent, but not affordable rented housing

Cheshire East Council and its partners have continued to be successful in attracting funding from Homes England to develop new affordable housing, in which registered housing providers have benefited from over £10 million of funding during the period 2016 to 2021 to fund the delivery of a further 334 affordable homes.

However, more affordable homes are needed to meet an increasing demand and need to be in the right location. Housing needs work undertaken for the Local Plan estimated that the objectively assessed need for affordable housing was a minimum of 7,100 dwellings, which equates to an average of 355 per annum over the lifetime of the Local Plan.¹¹ Planning Policy details that in residential developments affordable housing will be provided as follows:

- In developments of 15 or more dwellings [or 0.4 hectares] in the Principal Towns and Key Service Centres at least 30% of all units are to be affordable
- In developments of 11 or more dwellings [or have a maximum combined gross floorspace of more than 1,000 sqm] in Local Service Centres and all other locations at least 30% of all units are to be affordable

We continually review the approaches we are using to increase the provision of affordable housing. However, we must acknowledge that the affordable housing sector has experienced rapid change because of tighter budgets, development viability and recent changes in Government policy for more investment.

Empty Homes

Empty homes are recognised as a wasted resource, depriving people of a much-needed home and contributing to the need for more housing. Properties will become empty at some point as part of the normal operation of the housing market, usually during the rental or buying process. It is only when properties stay empty longer than six months without any obvious signs of renovation or rental that they become 'true' empty homes. When left empty, they have the potential to cause blight to local communities, prevent

¹¹ Cheshire East Housing Development Study 2015, ORS, June 2015

investment and regeneration, devalue surrounding properties and attract anti-social behaviour.

We have been successful in reducing empty homes by 53% during the lifetime of the previous housing strategy through direct intervention, information and advice, enforcement, and policy changes around Council Tax. Our approach through this strategy is to work with the owners of empty homes, to support and encourage voluntary action to bring these homes back into use. Where co-operation fails, we will determine the extent to which the empty home impacts on its neighbours and the wider community, which in turn will inform our decision whether to intervene using our enforcement powers.

Our priorities.

Priority: Stimulate the housing market

As clearly identified within the Local Plan, our aim is to improve the supply of homes in Cheshire East; affordable, market and homes to rent. In supporting the Government's housing policy approach, we will work to improve the housing offer through a package of measures to stimulating the investment in our housing market to support our continued economic growth.

Demand for homes in Cheshire East is being shaped by our growth, with the creation of newly formed households who are unable to access the market housing and seek options to access affordable housing. Moreover, we are experiencing demand for smaller size homes of mixed tenure to meet the need of older residents looking to downsize and single person households. As demand from those who are struggling to find a home increases in conjunction with increases in household numbers. The Council and its partners will have to be creative and flexible in securing the levels of affordable housing that the Borough needs for the future. This will involve consideration of innovative forms of affordable housing within the context of emerging Government policy, including affordable home ownership.

Priority: *Support regeneration to support quality of place*

Quality of place contributes to both the economic sustainability and the well-being of an area and its residents. As we seek to further support the corporate aims and objectives that promote our future prosperity - we must ensure that housing focuses on quality of design and appropriate development as outlined within the Council's Design Guide Supplementary Planning Document, which can help increase return on economic and social value to our communities. At the same time we need to ensure that there is the right mix of housing available to meet the needs of residents.

To this end, we will maintain our commitment to ensure the supply of housing continues to be central to regeneration and renewal of our neighbourhoods, working directly with our partners in areas of housing need through facilitating and encouraging sustainable development of affordable homes.

Priority: *Improve the housing offer for an ageing population*

It is essential that a housing offer is available to our residents at all stages of their lives, to enable them to live in a good quality affordable home. With the proven forecast of an ageing population within Cheshire East, it is crucial that we have a clear vision and support the shaping of a housing market for older people that is responsive to their changing need.

While we will continue to support older people who choose to continue to live in their home by the further integration of housing, care and health, there must be an opportunity for older people to seek to 'rightsize' [downsize] and access a choice of affordable housing of mixed tenure and type and where practical, a well designed home that is 'care-ready' for their future need. Therefore, we will continue to promote the need for age friendly housing design in identified areas of need.

Priority: *Develop a housing offer to support jobs-led growth*

Cheshire East is part of the Cheshire and Warrington Local Enterprise Partnership [LEP], who's vision is to make Cheshire and Warrington the best performing economy outside of the South East. The recently reviewed Strategic Economic Plan sets out the role of housing in future economic development and replicates our ambition to increase supply and to make sure that affordability issues across the authority are addressed. Working in collaboration can bring forward opportunities for Cheshire East including the sharing of best practice and a collective approach to delivery.

As detailed in the LEP, the Constellation Partnership [formerly referred to as the Northern Gateway Partnership] is a boundary breaking partnership between two Local Enterprise Partnerships and seven Local Authorities, with a unified fast-track approach to ambitious, plan-led economic development, bringing further opportunities for housing growth. The Partners share a common vision: a single economic footprint creating a coherent investment market, boosted by the international investment magnet of High Speed Rail [HS2] connectivity, producing attractive growth opportunities for investors across the Growth Zone area including Stoke and North Staffordshire, with a potential of creating over 100,000 jobs and over 100,000 homes.

To deliver this scale of growth, partners have to ensure that the growth proposed considers connectivity, markets, sectoral options and skills but will also improve quality of life and create access to improved, sustainable services and facilities. This includes sustainable local housing growth that drives footfall to sustain and develop existing town centres that may otherwise continue to struggle, and by offering high quality design and innovative build opportunities to attract new professionals and families and retain graduates in urban centres.

Priority: *Support the Medium Term Financial Growth Strategy*¹²

The Medium Term Financial Strategy [MTFS] is a rolling three year strategy which is devised to support

Cheshire East Council Corporate Plan [2017-2020] and to ensure that the financial resources, both revenue and capital, are available to deliver the plan, generating financial stability for the delivery of services.

Housing has a clear role to play in supporting the delivery of the MTFS, directly through the opportunities presented to achieve the key community outcomes for residents and to continue to provide excellent customer service

¹² Cheshire East Council Medium Term Financial Strategy 2017-2020

Delivery Plan: Growth and quality of life

Priority Stimulate the housing market					
Ref:	How we will we do this?	Who will help us to achieve this?	Outcomes	Measure	When by
[a]	[b]	[c]	[d]	[e]	[f]
HS01	<ol style="list-style-type: none"> 1. Facilitate the delivery of 355 affordable homes per year 2. Explore development of Joint Venture 3. Use of surplus Council assets 4. Implement our Brownfields First across Cheshire East 5. Planning Policy 6. Self build and custom build 7. Attract investors in the Multihousing Sector 8. Funding opportunities 9. Support the development of the Garden village 	<ul style="list-style-type: none"> ▪ Cheshire landlord accreditation scheme ▪ Elected Members ▪ Engine of the North ▪ Homes England ▪ Housing developers ▪ Housing Options Team ▪ Private Sector Housing ▪ Regeneration ▪ Registered Housing Providers ▪ Residents ▪ Spatial Planning ▪ Strategic Housing and Development 	<ol style="list-style-type: none"> 1. A mix of small and family sized homes to meet housing needs, including overcrowded families and people who are looking to downsize 2. Development of mix of housing provision and opportunities for increased revenue 3. Residential opportunities in unused Council buildings 4. Successful implementation 5. Facilitate acquisitions 6. Continue to maintain register and link with Spatial Planning 7. Increased opportunities for investors 8. Further opportunities to attract funding 9. Support the delivery of a mix tenure of Affordable and Starter Homes 	<ol style="list-style-type: none"> 1. Quarterly report on the number, tenure, type, size, and funding of affordable homes 2. Project Plan updates 3. Quarterly reviews 4. Project Plan updates 5. Quarterly report on the number, tenure, type and size 6. Maintain register / guidance from Spatial Planning 7. Policy implementation 8. Direct involvement in emerging Masterplan 	<ol style="list-style-type: none"> 1. March 2019 2. March 2019 3. Strategy lifespan 4. Strategy lifespan 5. Annual review 6. Strategy lifespan 7. March 2019 8. 2019/20

Priority Support regeneration to support quality of place					
Ref:	How we will we do this?	Who will help us to achieve this?	Outcomes	Measure	When by
[a]	[b]	[c]	[d]	[e]	[f]
HS02	<ol style="list-style-type: none"> 1. Work with partners on programmes of regeneration and renewal within the Borough 2. Support the Private Rented Sector housing offer 3. Work with housing provider and developers to increase market and intermediate product sales 4. Facilitate the delivery of affordable housing in rural areas with identified need 5. Explore collaborative opportunities 6. Support providers in funding application for Estate Regeneration 7. Maintain strategic links with providers as they seek to diversify their business culture 	<ul style="list-style-type: none"> ▪ Cheshire landlord accreditation scheme ▪ Elected Members ▪ Engine of the North ▪ Homes England ▪ Housing developers ▪ Housing Options Team ▪ Private Sector Housing ▪ Regeneration ▪ Registered Housing Providers ▪ Residents ▪ Spatial Planning ▪ Strategic Housing and Development 	<ol style="list-style-type: none"> 1. Ensure the importance of the housing offer remains principal in jobs-led economic growth 2. Maintain the suitability and attractiveness of the Private Rented Sector offer 3. Improved choice of affordable housing options to meet diversify of need 4. Meeting rural housing need 5. Support aims and objectives of Constellation Partnership 6. To make sure our neighbourhoods benefit from direct investment 7. Support our partner providers 	<ol style="list-style-type: none"> 1. Specific programme updates 2. Policy design / adoption 3. Quarterly report on the number, tenure, type, size, and funding of affordable homes 4. Quarterly report on the number, tenure, type, size, and funding of affordable homes 5. Local Enterprise Partnership updates 6. Providers review meetings 7. Providers review meetings 	<ol style="list-style-type: none"> 1. Strategy lifespan 2. Annual review 3. Annual review 4. Annual review 5. Annual review 6. Annual review 7. Strategy lifespan

Priority <i>Improve the housing offer for an ageing population</i>					
<i>Ref:</i>	<i>How we will we do this?</i>	<i>Who will help us to achieve this?</i>	<i>Outcomes</i>	<i>Measure</i>	<i>When by</i>
[a]	[b]	[c]	[d]	[e]	[f]
HS03	<ol style="list-style-type: none"> Promote a housing offer mix of type, affordability, tenure and size for older people Improved intelligence and understanding of need Support Local Plan [Part 2] in the provision of housing choice for older people Provision of housing offer to rightsize for aging population Effective communication with older people about housing offer Review the Vulnerable and Older People Housing Strategy 	<ul style="list-style-type: none"> Adult Services Carers Care and support providers Elected Members Engine of the North Homes England Housing developers Housing Options Team NHS CWP NHS CCG Private Sector Housing Regeneration Registered Housing Providers Residents Spatial Planning 	<ol style="list-style-type: none"> Support health and wellbeing of an ageing population Integration of intelligence with provision of health and social care Housing offer is of appropriate specification and age positive Housing offer is promoted as attractive and sustainable Ability to make informed choice Update strategy 	<ol style="list-style-type: none"> Quarterly report on the number, tenure, type, size, and funding of housing Maintained evidence base Specific project involvement updates Customer engagement Customer engagement Project updates 	<ol style="list-style-type: none"> March 2019 [Review] March 2019 [Review] March 2019 Strategy lifespan Annual review March 2019

Priority <i>Develop a housing offer to support jobs-led growth</i>					
<i>Ref:</i>	<i>How we will we do this?</i>	<i>Who will help us to achieve this?</i>	<i>Outcomes</i>	<i>Measure</i>	<i>When by</i>
[a]	[b]	[c]	[d]	[e]	[f]
HS04	<ol style="list-style-type: none"> 1. Sustain the housing requirements in the Local Plan 2. Mix of housing offer in area of growth 3. New and existing home are in areas of growth 4. Promote the contribution of the Private Rented Sector 	<ul style="list-style-type: none"> ▪ Cheshire landlord Accreditation Scheme ▪ Cheshire and Warrington Local Enterprise Partnership ▪ Elected Members ▪ Engine of the North ▪ Homes England ▪ Housing developers ▪ Housing Options Team ▪ Private Sector Housing ▪ Regeneration ▪ Registered Housing Providers ▪ Residents ▪ Spatial Planning 	<ol style="list-style-type: none"> 1. High quality housing offer 2. A range of affordable housing types 3. New home of the right quality, in the right location at the right price 4. Attractive housing offer 	<ol style="list-style-type: none"> 1. Quarterly report on the number, tenure, type, size, and funding of housing in areas of identified growth 2. Quarterly report on the number, tenure, type, size, and funding of homes 3. Quarterly report on the number, tenure, type, size, and funding of housing in areas of identified growth 4. Quarterly report on the number of known Private rentals in areas of identified growth 	<ol style="list-style-type: none"> 1. Strategy lifespan 2. Strategy lifespan 3. Strategy lifespan 4. Annual review

Priority Support the Medium Term Financial Growth Strategy					
Priority Ref:	How we will we do this?	Who will help us to achieve this?	Outcomes	Measure	When by
[a]	[b]	[c]	[d]	[e]	[f]
HS05	<ol style="list-style-type: none"> 1. Deliver sustainable service delivery through the planned use of revenue budgets 2 2. Ensure services are customer focused 	<ul style="list-style-type: none"> ▪ Strategic Housing and Development ▪ Private Sector Housing ▪ Engine of the North ▪ Regeneration ▪ Housing Options Team ▪ Homes England ▪ Registered Housing Providers ▪ Housing Developers ▪ Spatial Planning ▪ Elected Members ▪ Residents 	<ol style="list-style-type: none"> 1. Work to maximise external resources through for example Government Grants, to support and ensure delivery of our contribution to the Medium Term Financial Growth Strategy 2. Facilitate and deliver services in accordance with the Council's six outcomes, which facilitate sustainability, values in services and ensure quality of place 3. Provide proactive services which help to support physical, health and wellbeing 	<ol style="list-style-type: none"> 4. Monitor specific delivery areas 5. Customer feedback 6. Contributory factors to Cheshire East Joint Strategic Needs Assessment 	<ol style="list-style-type: none"> 1. Strategy lifespan 2. Strategy lifespan

Health, wellbeing and quality of life

Living in suitable good quality housing is critical to our health and wellbeing, and provides a base from which to sustain education, training and employment, participate and contribute to the community and achieve a decent quality of life. Safe and suitable housing also enables people to manage their own health and care needs, live independently, complete treatment and recover from substance misuse and ill-health, move on successfully from homelessness and other traumatic life events. Poor housing puts pressure on the health and social care system through emergency

admissions and use of acute hospital services, delayed transfers of care from hospital to home, provision of care packages, and ongoing treatment for ill health.

Our ambition is to improve health through the home. Co-ordinated approaches to securing access to housing, commissioning preventative services and improving the quality of homes will generate positive outcomes for residents and reduce the burden on the NHS and other services. We are committed to stimulating and shaping a diverse, active market where people with care and support needs, their families and carers are included and involved in community, economic and social life.

Housing is recognised in the Care Act 2014 as a fundamental component of wellbeing. The general duty to promote wellbeing includes specific reference to housing; information and advice should include housing options, local authorities should promote housing that facilitates choice and control, and multi-agency working should include work with housing partners. We will secure opportunities for residents to make informed choices about their housing, to access and maintain good quality homes and sustain independent living by connecting them to services across housing, welfare



rights, health, social care, education, training and employment, focusing on those who need the most support to achieve independent lives.

The dynamics of the relationship between housing and health can be complex and require a collaborative and co-ordinated approach between the housing, health, social care, voluntary, community and faith sectors. Health and social care is integrating; we need to ensure that housing is a key factor in that integration. Our priority must be to design and commission services with our partners in Adult Services, Childrens Services, Public Health, and Partnerships and Communities that promote choice, control and self help to address health and housing needs; early intervention to stop residents' health and housing needs from escalating and respond effectively to complex needs and people in crisis. Our strategy and associated commissioning must be firmly linked to health outcomes for residents, and must build on the key evidence within the Joint Strategic Needs Assessment [JSNA].

We explore such aspects within the theme of **Health, wellbeing and quality of life**, set out our priorities and what we intend to do at the end of the section through a Delivery Plan.

Independent Living

For many older people, their preference is to stay living in their own home. Some however feel unable to manage in their home and consider alternative options for housing, whether that is making their current home more suitable, downsizing, moving to a different tenure, or looking for housing with support. Community based independent living can take several forms, from living in mainstream general needs housing with floating visiting support for people with low level needs, shared living in houses or single storey accommodation with on-site support for those with higher needs and purpose built supported housing schemes. In extreme circumstances, older people make a move into residential / nursing care, normally through need but sometimes through choice. Supporting people to live well and independently costs less than residential care and can avoid emergency hospital admission.

Of course, independent living is critical for people of all ages as their needs change in response to life events. There is a growing body of evidence demonstrating that an accessible, adapted home can make a significant

contribution to improving older and disabled people's quality of life. Because low income often coincides with disability, many disabled people rely on help to adapt their home. Handyperson services play a key role in keeping people safe and early intervention, with around 1,500 people each year helped to prevent falls and the subsequent hospital admissions, as well facilitating getting people home from hospital.

Major adaptations are also a critical part of reducing the burden on social care and health, and support provided by the home improvement agency guides people through the practical elements of designing adaptations, applying for grants and appointing contractors. Over the past 3 years the home improvement agency has facilitated £4.3million of Disabled Facilities Grants for 839 disabled people. Ensuring residents can access adaptations services is important; collaborative working with occupational therapists in Adult Services is vital, but we also need to make sure that people who have a substantial physical disability, struggle to access parts of their home but don't need care, can access the disabled facilities grants, and that vulnerable people who can afford the adaptations but need a helping hand with organising the repairs can access support from the home improvement agency.

Registered Providers are proactive in working with tenants who are assessed as needing adaptations, exploring options for rehousing first before homes are adapted. There are 309 households registered with Cheshire Homechoice who are waiting for an adapted property, of which 114 are waiting for a wheelchair accessible property. More needs to be done to match tenants to suitable properties to reduce the number of requests for adaptations at the start of new tenancies.

Complex needs

Despite increasing interventions to prevent homelessness, we are still experiencing an increasing number of individuals approaching as homeless tonight or within 28 days.

Evidence suggests that the complexity and level of chaos is increasing for those households who do end up requiring the services of the Homeless Team. Of particular note is the number single people

experiencing mental ill health who are becoming homeless because of a lack of intermediate options to support them following any short inpatient stay in local hospitals. While some individuals will fall within the Council's statutory homelessness duties as mental health is a priority need, however in some circumstances this may not be the case for many single person households, many of whom have complex needs.

We have worked with colleagues from health agencies on several projects to improve the services available to people experiencing substance misuse issues and / or mental illness. The joint approach identified a need for recovery based accommodation programmes across the Borough and subsequently 32 bed spaces have been made available for people who are still using substances but need a stable, safe space to begin their recovery



In 2016, we explored the need for more joined up services and accommodation for people needing to step down from mental health services into the community. This led to the introduction of a new working

protocol between Housing and Health and additionally saw the introduction of two link workers and some emergency accommodation provision. Housing is keen to maintain and develop these strong relationships with health colleagues to provide successful pathways for people with complex and chaotic lifestyles.

For most residents of Cheshire East accessing and maintaining accommodation comes without too much difficulty or they may rely on friend, family and wider networks to support them when things don't go to plan. For some others, they need the helping hand of accommodation based support or floating support to assist them in getting their housing situation on track.

Homelessness

Access to suitable housing advice and effective housing interventions are vital in promoting health and wellbeing of all residents, Our homelessness prevention service is embedded at the forefront of our Housing Options service to provide advice, support or advocacy before homelessness arises This approach has been acknowledged as effective as we have

progressed through the ten challenges associated with the Government’s Gold Standard model. This model is supported by the National Practitioner Support Service and gives Local Authorities scope for continuous improvement. Cheshire East continues to prioritise activities around preventing homelessness and has seen the number of cases prevented from becoming homeless increase year on year with 571 households prevented in 2014; 785 in 2015 and 842 in 2018.

The Government has provided legislation in the form of the Homeless Reduction Act to put a framework around prevention activities including a duty upon Public Authorities to refer people to the Council who they feel are at risk of homelessness. The new Act will be implemented in April 2018 and will see a change in which preventative services are offered to as well as increasing the length of time that services offered have to be in place for. We anticipate that will significantly increase the number of individuals who approach or are referred to the Housing Options Team for assistance and increase the resources required to meet the new duties.

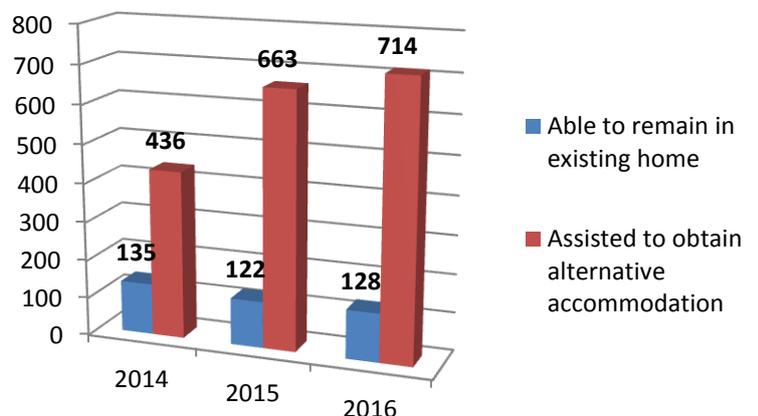
The most common reasons for households who are accepted as homeless within the remit of the Housing Act 1996 are: they have been asked to leave by family or friends, they have experienced domestic abuse, or have come to the end of an assured shorthold tenancy.

It is imperative that we continue to focus our work around proactive intervention in these areas to try to avoid the homelessness occurring.

Our prevention activities are most effective by finding suitable alternative accommodation for households’ due to the priority awarded through the Cheshire Homechoice Allocations Policy. As detailed, over the past 3 years we have directly helped 2,198 households through our homelessness prevention.

The Allocations Policy underpins the ability to move people who are in housing need to appropriate social housing. With approximately 6,500 registered for housing needs each year and only an average of 1,300 properties available annually it is vital the policy strikes the balance between supporting sustainable, settled

Homelessness prevention



neighbourhoods whilst giving priority to those people who are in urgent housing need.

Housing quality

Poor housing can contribute towards the prevalence of many preventable diseases and is connected to injuries due to falls particularly in older people. Household overcrowding can result in an increased risk in the spread of infection. Poor housing conditions have also been identified as having an adverse effect on mental health.

The private rented sector has seen rapid growth and is now the second largest tenure behind home ownership; owner-occupations 126,339; private rented 21,622; social housing 18,275¹³. It offers a flexible form of



tenure and meets a wide range of housing needs. It contributes to greater labour market mobility and is increasingly the tenure of choice for young people. The Council plays an essential role in quality assurance in this sector, and through information, guidance and enforcement of housing legislation.

We are intervening in around 300 single-household private rented properties each year, but there is a concern, like other areas of the country, that tenants are under-reporting disrepair due to concerns about their security of tenure; more needs to be done to encourage

tenants to report issues and provide support to safeguard their tenancy.

Older people are more likely to live with chronic health conditions which are exacerbated by poor housing and most will spend a greater amount of time at home. Most older people are home owners [with Cheshire East at 81%, the highest proportion in the North-West]; when an ageing population and dwindling incomes combine there are consequences for adult social care and the NHS as lower income older home owners struggle to meet the costs of home repairs and maintenance.

¹³ Census 2011

The Council has successfully operated a policy of home repair grants and loans for vulnerable people for a number of years. Between 2012 and 2017 the Council has invested nearly £7million into improving the homes and lives of over 1,450 vulnerable households in Cheshire East. The Policy has also drawn in over £2.1million of match funding from Government grants, Registered Providers and charitable trusts.

Central Government investment in housing repairs ceased in 2010, so continued local investment is testament to the Council's appreciation of the impact that the quality of housing has on people's lives. A new grants and loans policy has been adopted in 2017 with a focus on residents achieving outcomes around having a place to live independently that they can afford to heat, which safeguards their wellbeing.

Houses in multiple occupation

Houses in multiple occupation [HMOs] are a vital component of our housing offer, providing accommodation for tenants who are unable to afford to rent a self-contained property, or who enjoy the flexibility that renting a room in a property offers to them. HMOs have been a growth sector of our rental market.

The greatest concentrations can be found in Crewe and Macclesfield; that said; HMOs still only represent around 0.3% of the housing stock. Most tenants in HMOs are unrelated and live separate lives; this can make management of tenancies more challenging compared to a single let property, and risks to health and safety are higher in shared accommodation, as tenants have less regard to the welfare of other occupants. In larger HMOs, the risk of death from fire is sixteen times higher than a single let property.

Hoarding

As more services are delivered into people's homes, hoarding is becoming more apparent. Whilst many people may think of themselves as hoarders, for most the trait doesn't actually do any harm. For some, it reaches extremes that can affect their health and even put their lives at risk.

The scale of the hoarding problem is unknown, with many people able to go about their daily lives

seemingly unaffected, but it impacts on their social lives and people become isolated as they keep people away from their home. Hoarding disorder is a recognised mental health condition, and resembles obsessive compulsive disorder [OCD] in many ways, but on the other hand is also distinct from OCD, as many people who hoard don't experience negative or unwanted thoughts about hoarding, and distress only occurs when the person is forced to discard. Hoarding is complex and requires a collaborated and integrated approach across services to be able to effectively support people to break the cycle of hoarding.

A multi agency practitioner's forum has been integrated into the Local Adults Safeguarding Board structure, and a toolkit has been developed to aid professionals working with people who hoard. There remains a gap in services for hoarders, with a clear need for practical one to one support to provide support and coaching to reduce the amount of belongings and to engage with other services.

Gypsy and Travellers

The Government's overarching aim is to ensure fair and equal treatment for travellers, in a way that facilitates the traditional and nomadic way of life of Travellers while respecting the interests of the settled community. Local planning authorities should ensure that Traveller sites are sustainable economically, socially and environmentally to ensure access to health and education services and employment, integration and social inclusion within local communities.

We have worked sub-regionally with partner local authorities to obtain an assessment of need reflected in our Local Plan Strategy [Policy SC7 Gypsies and Travellers and Travelling Showpeople], based on the findings of a survey undertaken in 2014. In addition, the Local Plan [SC7] sets out the considerations that should be taken into account in considering future proposals for Gypsy and Traveller and Travelling Showperson sites.

We are in the process of updating our assessment of need, again with sub-regional partners in preparing a Gypsy and Traveller Accommodation Assessment, following a change in national guidance in 2015. We are also preparing the part 2 of our Local Plan, the Site Allocations and Development Policies document, which

will provide further detail and consider the allocation of sites to meet future need.

Affordable warmth

A warm, dry home is fundamental to good health. Whilst residents rarely identify themselves as being in fuel poverty, they will experience a range of problems that arise from being unable to adequately afford to heat their home, including difficulty paying their energy bills, risk of disconnection, cold, damp home and respiratory illnesses. There isn't one single cause of fuel poverty, leading to the need for a range of approaches and agencies to promote affordable warmth. Older people, children under 5 and people with health problems and reduced mobility are at greater risk of ill health from cold housing; in 2015/16, there were 231 excess winter deaths in Cheshire East.



Respiratory diseases have a marked seasonal effect, with 48% more people dying from respiratory disease in the winter of 2015/16 than in the non-winter months. The seasonal effect on deaths from circulatory diseases was not large with a 12% increase during the winter months; in 2015/16 there was a larger proportion of deaths from dementia and Alzheimer's disease [16%]. With a growing ageing population and the prevalence of dementia, it is important that we address affordable warmth with this group, ensuring that they are on the best energy tariff, that they can control their heating and can heat their home, and that they can afford their energy bills.

Residents using fuels other than gas pay more to heat their home. 24.3% of properties in Cheshire East are not connected to the gas grid, with around 9,000 homes using electric to heat their home, and around 8,300 using oil. The largest off-gas area is rural Nantwich, where the incidence of fuel poverty is slightly above the Cheshire East average of 10%.

Research by National Energy Action and the Campaign to Protect Rural England has found that people in rural

areas are paying as much as 55% more to heat their homes than people in urban areas. However, the highest incidences of fuel poverty in Cheshire East can be found in urban areas – in parts of Crewe, there are an estimated 28.8% households in fuel poverty, compared to the Cheshire East average of 10%.

Our priorities.

Priority: Promote independent living

While the term ‘independence’ is often used in the context of older people and ageing and how this specific group of the population can maintain independence in their later years when poor health and disabilities are more prevalent – actually promoting independence is important across all stages of life, young children, throughout adulthood and into old age.

Therefore, working with our key stakeholders we will seek to highlight a number of initiatives which will provide choice and opportunities to sustain independent living for all our residents.

Priority: Commission housing support for people with complex needs

A new commission was established by Housing for April 2017 to provide supported accommodation and floating support for over 300 individuals at any one time.

The first 5 months of the new commission has evidenced that there is significant demand for the services with over 415 referrals to supported accommodation and 165 to floating support. It is too soon within the contracts to analyse the impact of these support services on improving people’s housing pathway but the new providers are working collaboratively with Housing services to provide high quality outcomes.

Priority: Prevent Homelessness

A focussed response to preventative processes and pathways will be delivered through our Homeless Strategy 2018-2021 and has four key aims for the Council and partners to act upon through the lifetime of the Strategy. The four broad aims are:¹⁴

- Help people who are homeless to secure appropriate affordable accommodation
- Enable more people to remain in their home and prevent them from becoming homeless
- Provide interventions so no-one should sleep rough in Cheshire East
- Ensure adequate support is in place to help people maintain and sustain accommodation

Priority: Challenge poor quality housing

Housing conditions vary greatly depending on tenure. Cheshire East shares the Government's view that home owners have the primary responsibility for maintaining their own homes, but recognises that age, vulnerability, disability and low income can affect people's ability to carry out repairs.

People living in private rented housing are more likely to be living with lower quality standards; although the private rented sector locally is generally good, there are isolated examples of poor housing conditions where the landlord is not fulfilling their legal responsibilities and statutory intervention is necessary to safeguard the health and safety of tenants. However, the social housing stock remains very good - although not without isolated problems, with Registered Providers having improved their homes to the Decent Homes Standard.

Damp housing is a frequent cause for concern for tenants, as it is associated with an increased risk of respiratory illnesses and impacts on emotional health. Action will be taken through the lifetime of this strategy to improve the health and wellbeing of tenants through

¹⁴ The broad aims of the Homelessness Strategy may be subject to change following the strategy consultation

education for both tenants and landlords about heating and ventilation.

Mandatory licensing for HMOs is a small but important part of our management of the private rented sector, with less than 50 out of the estimated 600 HMOs in Cheshire East needing a licence, and Government plans will significantly increase the mandatory regulation in the sector when new regulations are introduced. All HMOs are subject to regulations governing how they are managed and enforcement of these regulations forms a key part of our role in managing the private rented sector.

Priority: Promote affordable warmth

We will continue to make sure our residents are provided access to specific information to benefit from measures for improved affordable warmth. This will include increasing our strategic links with the health sector and JSNA in terms of intelligence to further support our approach.

Changes to energy efficiency regulations in the private rented sector are a significant challenge. From 01 April 2018, it will be unlawful to let a new tenancy, or renew a tenancy, in the private rented sector if the property does not achieve at least Band E on the Energy Performance Certificate. From 2020, this will apply to all existing tenancies. This has the potential to significantly reduce the availability of private rented stock, and increase our regulatory role in enforcing the regulations.

Delivery Plan: Health, wellbeing and quality of life

Priority	Promote independent living				
Ref:	How we will we do this?	Who will help us to achieve this?	Outcomes	Measure	When by
[a]	[b]	[c]	[d]	[e]	[f]
HS06	<ol style="list-style-type: none"> 1. Ensure home adaptations and assistive technology are delivered efficiently 2. Innovative approaches to reduce non-elective hospital admissions 3. Develop the home improvement agency's role 4. Preparing clients as tenancy ready and / or maintain a tenancy 5. Promoting independence for care leavers 6. Promoting independence for residents with learning and / or autism and physical disabilities 7. Commission specialist support for people with complex hoarding problems 	<ul style="list-style-type: none"> ▪ Adult Services ▪ Carer and Support Providers ▪ Children and Family Services ▪ Elected Members ▪ Housing Options Team ▪ NHS CCG ▪ NHS CWP ▪ Public Health ▪ Registered Housing Providers ▪ Residents ▪ Strategic Housing and Development ▪ Voluntary and community sector 	<ol style="list-style-type: none"> 1. People can live independently in their own home 2. People can manage their health and care at home 3. People have choice and control over their lives 4. People are less likely to be admitted to hospital 5. People are able to return quickly from hospital to a safe and suitable home 	<ol style="list-style-type: none"> 1. Performance Monitoring 2. Performance Monitoring 3. Service review 4. Reduction in early tenancy termination 5. Monitor of increased provision 6. Monitor of increased provision 7. Monitor of increased provision 	<ol style="list-style-type: none"> 1. Strategy lifespan 2. Annual review 3. March 2019 4. Strategy lifespan 5. Strategy lifespan 6. Strategy lifespan 7. March 2019

Priority Commission housing support for people with complex needs						
Ref:	How we will we do this?	Who will help us to achieve this?	Outcomes	Measure	When by	
[a]	[b]	[c]	[d]	[e]	[f]	
HS07	<ol style="list-style-type: none"> Continue to effectively commission and manage the programme of Housing Related Support projects across the Borough Direct provision of Key Support Workers to support individuals at risk of homelessness from hospital discharge Work with housing providers in shaping permanent move-on accommodation, with continued measured support the ensure sustainable outcomes Establish good quality, intelligence and useful data on complex needs Ensure the workforce and / or providers are equipped and supported to effectively understand and support multiplicity of need 	<ul style="list-style-type: none"> Adult Services Carers and Support Providers Children and Family Services Elected Members Housing Options Team NHS CCG NHS CWP Public Health Registered Housing Providers Residents Strategic Housing and Development Voluntary and community sector 	<ol style="list-style-type: none"> Reduction of recurring customers into commissioned services Work with Clinical Commissioning Group and Public Health to increase in positive move-on from all commissioned pathways Improvements in health and wellbeing inequalities experienced by customers with complex needs of commissioned service users 	<ol style="list-style-type: none"> Contract Management performance data Reduction in homelessness referrals Service user move-on performance data Maintained evidence base Training opportunities / Performance Development Review 	<ol style="list-style-type: none"> March 2022 Annual review March 2022 Annual review Annual review 	

<i>Priority</i>	<i>Prevent homelessness</i>				
<i>Ref:</i>	<i>How we will we do this?</i>	<i>Who will help us to achieve this?</i>	<i>Outcomes</i>	<i>Measure</i>	<i>When by</i>
[a]	[b]	[c]	[d]	[e]	[f]
HS08	<ol style="list-style-type: none"> 1. Implement the actions of our new Homelessness Strategy 2018-2021 2. Working with our partners to help improve the health and wellbeing of homeless people and identify those who are at risk of homelessness 3. Continue working with partner agencies to deliver our successful 'No Second Night Out' initiative 4. Continue to develop partnerships with housing providers across all tenures, including the private rented sector 	<ul style="list-style-type: none"> ▪ Adult Services ▪ Carers and Support Providers ▪ Children and Family Services ▪ Elected Members ▪ Housing Options Team ▪ NHS CCG ▪ NHS CWP ▪ Public Health ▪ Registered Housing Providers ▪ Residents ▪ Strategic Housing and Development ▪ Voluntary and community sector 	<ol style="list-style-type: none"> 1. Support individuals and households threatened with homelessness to find suitable housing before they become homeless 2. Design a service in which delivery is a personalised approach, help people find landlords willing to house them and work closely with other agencies, such as health and social services to strategically prevent the threat of homelessness 3. Take rough sleepers off the streets by offering immediate shelter and to support them into a more stable environment and seek more permanent move-on accommodation 4. Increase access to permanent safe accommodation for homeless applicants 	<ol style="list-style-type: none"> 1. Strategy Action Plan 2. Homelessness application data 3. Contract Management 4. Increase in related housing options 	<ol style="list-style-type: none"> 1. March 2021 2. Strategy Lifeplan 3. Strategy Lifeplan 4. Strategy Lifeplan

Priority	Challenge poor quality housing				
Ref:	How we will we do this?	Who will help us to achieve this?	Outcomes	Measure	When by
[a]	[b]	[c]	[d]	[e]	[f]
HS09	<ol style="list-style-type: none"> 1. Ensure the continued success of the Cheshire Landlord Accreditation Scheme [Gold Standard] 2. Home improvement agency service to support home owners to maintain their home 3. Deliver the Home Repairs and Adaptations for Vulnerable People Policy 4. Encourage tenants to reports poor housing conditions 5. Promote landlord and agent responsibilities to reduce incidences of poor housing and drive improvements in housing management 6. Enforcement action in the rented sector 7. Work collaboratively with other agencies to identify and tackle crime and poor housing conditions 8. Monitor the impact of HMOs on communities and plan for changes to HMO regulations 9. Develop education tools and awareness campaigns for tenants and owners to safeguard health and wellbeing in housing 	<ul style="list-style-type: none"> ▪ Adult Services ▪ Carers and Support Providers ▪ Children and Family Services ▪ Communities Team ▪ Elected Members ▪ Housing Options Team ▪ NHS CCG ▪ NHS CWP ▪ Public Health ▪ Registered Housing Providers ▪ Residents ▪ Strategic Housing and Development ▪ Voluntary and community sector 	<ol style="list-style-type: none"> 1. Improved housing standards 2. Reduce health inequalities as a result of poor housing 3. Principles of good management practices and property standards 4. To enable homeowners to source contractors, accessing funding and providing technical advice 5. Concentrating our grants and loans on tackling essential home repairs and affordable warmth 6. Work with partners to seek funding and develop neighbourhood-focused approaches to improving housing conditions 7. Effective partnership working with fire Services, , Immigration Services and Environmental Teams 8. Successful monitoring / support the HMO sector 	<ol style="list-style-type: none"> 1. Performance Monitoring 2. Contributory factors to Cheshire East Joint Strategic Needs Assessment 3. Performance Monitoring 4. Customer reporting data 5. Conditions data 6. Performance Monitoring 7. Partnership working 8. Performance Monitoring 	<ol style="list-style-type: none"> 1. Strategy Lifeplan 2. Annual review 3. Strategy Lifeplan 4. Strategy Lifeplan 5. Strategy Lifeplan 6. Strategy Lifeplan 7. Annual review 8. Annual review

Priority	Promote affordable warmth				
Ref:	How we will we do this?	Who will help us to achieve this?	Outcomes	Measure	When by
[a]	[b]	[c]	[d]	[e]	[f]
HS10	<ol style="list-style-type: none"> Further improve links with the health sector Develop and deliver an action plan to implement the NICE Guidance¹⁵ Promote traditional methods of improving the thermal comfort of homes Investigate the role of new technologies in improving energy efficiency Improve our knowledge base Lever affordable warmth funds and initiatives Work with energy suppliers to identify people in fuel poverty Monitor the impact of the energy efficiency regulations Deliver seasonal campaigns to raise awareness of affordable warmth solutions 	<ul style="list-style-type: none"> Adult Services Carers and Support Providers Children and Family Services Elected Members Housing Options Team NHS CCG NHS CWP Public Health Registered Housing Providers Residents Strategic Housing and Development Voluntary and community sector 	<ol style="list-style-type: none"> Reduction in excess winter deaths Residents' can maintain their health and wellbeing Residents can afford to heat their home Contribute to the reduction of CO2 gases 	<ol style="list-style-type: none"> Clear and effective multi-agency partnerships and referral networks Reduction in excess winter deaths Successful engagement Improvements in energy efficiency Effective targeting of resources to people at risk of fuel poverty Data of residents able to carry out heating improvements Energy Company Obligation measures Data review Successful engagement 	<ol style="list-style-type: none"> Strategy Lifeplan Annual review Strategy Lifeplan Strategy Lifeplan Annual review Annual review Annual review Strategy Lifeplan Strategy Lifeplan

¹⁵ National Institute for Health and Care Excellence

Conclusion

Our Housing Strategy is making a significant contribution to achieving the aims and objectives of the Corporate Plan and the Medium Term Financial Strategy, resolving to support the drive for 'Growth and quality of place' and 'Health, wellbeing and quality of life,' as we deliver on the resident focused outcomes.

Our approach is based upon the continuation and building of strong relationships with our partners to further improve the quality, quantity and choice of housing within Cheshire East, through meeting the aspirations and needs of all our residents both now and in the future - enhancing place and wellbeing. In doing so, we will continue to maintain sensitivity to any environmental or social issues from new developments and work to mitigate these in consultation with the existing local communities.

New housing supply must reflect the needs and aspirations of a more inclusive community, having regard to prospective economic growth. As such, working with our partners we will focus on our resources in seeking imaginative ways of utilising all available housing assets to maximise housing options for local people, facilitating innovation in the scope of housing provision – to ensure housing initiatives will stimulate the housing market and bring a mix of tenure and type of homes for our residents.

Delivering the Strategy

Central to making this Housing Strategy a success is to ensure we effectively plan, measure and monitor how we will deliver the priorities detailed within this document, which will be achieved through the outlined Delivery Plan within each strategic theme.

The Delivery Plan will contribute to a wider portfolio of strategies; policies and procedures, for example Public Health; Adult Services; Children Services; NHS Trust Commissioning and Community Safety. Therefore, it remains essential that the plan is distributed to all key stakeholders through an agreed reporting mechanism.

The monitoring of the Delivery Plan will be undertaken by Cheshire East Strategic Housing and Development, through completion of services performance management framework and progress reports will be submitted quarterly to the Directorate Senior Management Team and published annually to support the Strategy aims and objectives.

The strategic objectives within the Delivery Plan will remain valid for the lifespan of the strategy, although regular reviews will be undertaken to ensure they are tangible and reflective of changing associated national, regional and sub-regional strategies.

Cheshire East
Council

***Cheshire East Council
Strategic Housing and Development
Westfields
Middlewich Road
Sandbach
CW11 1HZ***

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Housing Strategy 2018-2023 [Draft for consultation]

Environment and Regeneration
Overview and Scrutiny Committee
16 November 2017

Karen Carsberg
Strategic Housing Manager

Background

- § People Directorate implementing a new [Housing Strategy for 2018-2023](#)
- § The Local Plan sets out the ambition in relation to economic and housing growth. We have developed a housing strategy which we feel demonstrates how we will contribute towards the delivery of the Local Plan and also the aims and objectives of the Corporate Plan
- § Following extensive work with our key stakeholders, we now have a draft strategy for consultation
- § Having obtained democratic approval to consult, we now seek the direct involvement of the Overview and Scrutiny Committee to inform the strategy as it goes through the consultation process

Housing Strategy

The Strategy has two central themes;

Growth and quality of place

- § **Housing is essential to support our continuous jobs-led economic growth**
- § **Ensuring new homes delivered are of the right type, in the right place**
- § **Where the market is not currently meeting housing need we will explore interventions to bring these forward**

Housing Strategy

The Strategy has two central themes;

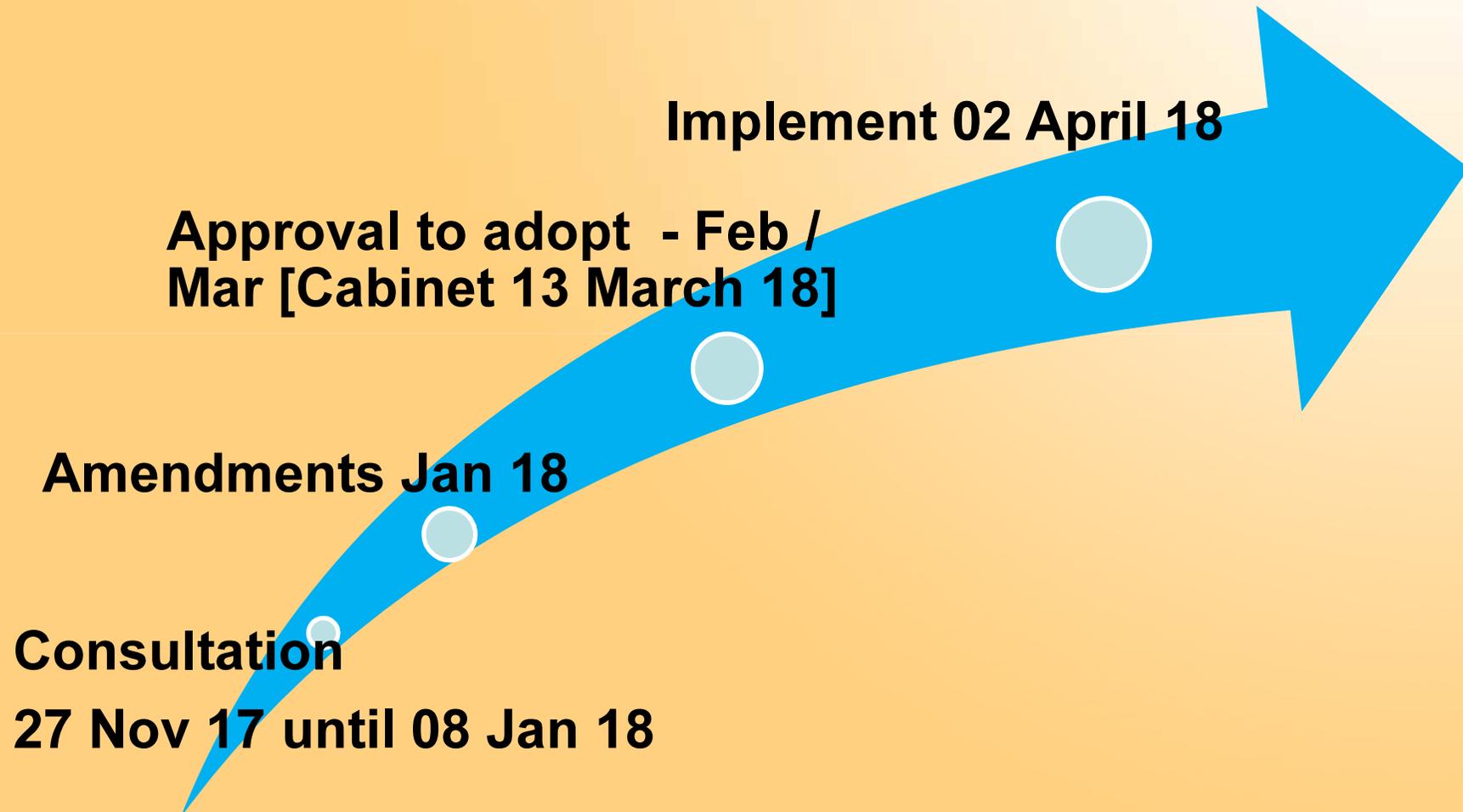
Health, wellbeing and quality of life

- § Residents have a place to live that supports their health, wellbeing and contributes to the quality of life
- § Policy decision making with outcomes that support the health and wellbeing of all Cheshire East residents
- § Good quality, safe and affordable housing is essential to meeting this goal

Housing Strategy: Priorities



Housing Strategy: Next steps



Overview and Scrutiny

- § Crucial role to play now we are entering the consultation period**
- § Essential the Housing Strategy links with wider agenda for environmental and regeneration**
- § We welcome the committee's guidance / advice and recommendations**

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FORWARD PLAN FOR THE PERIOD ENDING 28TH FEBRUARY 2018

This Plan sets out the key decisions which the Executive expects to take over the period indicated above. The Plan is rolled forward every month. A key decision is defined in the Council's Constitution as:

"an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising one or more wards or electoral divisions in the area of the local authority.

For the purpose of the above, savings or expenditure are "significant" if they are equal to or greater than £1M."

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Council's Offices/Information Centres 5 days before the decision is to be made. Copies of, or extracts from, these documents may be obtained on the payment of a reasonable fee from the following address:

Democratic Services Team
Cheshire East Council
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ
Telephone: 01270 686472

However, it is not possible to make available for viewing or to supply copies of reports or documents the publication of which is restricted due to confidentiality of the information contained.

A record of each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, at Council Information Centres and at Council Offices.

This Forward Plan also provides notice that the Cabinet, or a Portfolio Holder, may decide to take a decision in private, that is, with the public and press excluded from the meeting. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 clear days' notice must be given of any decision to be taken in private by the Cabinet or a Portfolio Holder, with provision for the public to make representations as to why the decision should be taken in public. In such cases, Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the

meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

The list of decisions in this Forward Plan indicates whether a decision is to be taken in private, with the reason category for the decision being taken in private being drawn from the list overleaf:

1. Information relating to an individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including to authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

If you would like to make representations about any decision to be conducted in private at a meeting, please email:

Paul Mountford, Executive Democratic Services Officer
paul.mountford@cheshireeast.gov.uk

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 clear day rule for publication of notice of a key decision or intention to meet in private, the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made. Any decision made in this way will be published in the same way.

Forward Plan

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-11 Crewe HS2 Masterplan	To approve the HS2 masterplan for Crewe, and to authorise the Executive Director Place to enter into a public consultation on the masterplan in 2017.	Cabinet	7 Nov 2017		Andrew Ross	No
CE 17/18-13 Bus Service Review - Proposals for Implementation	To consider the feedback from the public consultation and approve the proposals to redesign the supported bus network to take account of the consultation results and maximise value for money within the reduced budget approved by Council in February 2017. The report will seek authority for officers to take all necessary actions to implement the proposals by April 2018.	Cabinet	7 Nov 2017		Jenny Marston	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-17 Cheshire East Integrated Carers Hub	<p>The current contracts for Cheshire East's Carers Services are due to expire on 31st March 2018. The proposal for Cabinet is for:</p> <ul style="list-style-type: none"> • Service redesign and transformation through a programme of engagement and co-production with carers and the market. • To develop, procure and commission a Cheshire East Integrated Carer's Hub to provide a single point of contact for carers, both adults and young carers, through the coordination and delivery of a wide range of services. • To support the development and procurement of a Cheshire East Integrated Carer's Hub utilising the funding available through the Better Care Fund. <p>The authority to enter into a contract with the supplier(s) will be delegated to the Executive Director of People in consultation with the Portfolio Holder for Adult Social Care and Integration.</p>	Cabinet	7 Nov 2017		Hayley Doyle	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-22 Construction-related Consultancy Services Framework	To approve the establishment of a framework agreement through which to commission construction-related consultancy services. To delegate authority to the Executive Director of Place, in consultation with the Portfolio Holder, to award contracts to providers meeting the requirements of the framework, and to abort the procurement should it no longer be required.	Cabinet	7 Nov 2017		Debra Wrench	N/A
CE 17/18-24 Local Flood Risk Management Strategy 2017	To approve the adoption and publication of a Flood Risk Management Strategy.	Cabinet	7 Nov 2017		Paul Traynor	N/A
CE 17/18-16 CERF Alternative Pension Scheme	To approve the appointment of an alternative pension scheme provider for the CERF group of companies; and to approve the closure of the LGPS to all new starters in the CERF group of companies from 1 st December 2017.	Cabinet	5 Dec 2017		Peter Bates, Chief Operating Officer	Fully exempt - paras 3, 4 & 5

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-18 Substance Misuse Service - Recommissioning	<p>The Cheshire East Substance Misuse (SMS) contract is due to expire on the 31st October 2018. The proposal to Cabinet is for:</p> <ul style="list-style-type: none"> • service transformation of the SMS through a programme of consultation, engagement and co-production with stakeholders; • to re-commission an integrated early intervention and prevention, treatment and recovery SMS (Drugs and Alcohol) for young people and adults; • to go to the market with an open tender procurement process. <p>The authority to enter into a contract with the supplier(s) will be delegated to the Executive Director of People in consultation with the Portfolio Holder for Health.</p>	Cabinet	5 Dec 2017		Shelley Brough	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-19 Respite Review	To seek approval to review, engage and co-produce a new more effective offer of respite to be re-commissioned. To enable authorised officers to take all necessary actions to implement the proposal following the prescribed procurement process. The authority to enter into a contract with the supplier(s) will be delegated to the Executive Director for People in consultation with the Portfolio Holder for Health.	Cabinet	5 Dec 2017		Joanne Sutton	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-20 Commissioning of Care at Home	To seek approval to review, engage and co-produce a new more effective offer of care at home (domiciliary care) to be recommissioned. To authorise officers to take all necessary actions to implement the proposal, following the prescribed procurement process. The authority to enter into a contract with the supplier(s) will be delegated to the Executive Director People in consultation with the Portfolio Holder.	Cabinet	5 Dec 2017		Joanne Sutton	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-21 Commissioning of Accommodation with Care	To seek approval to review, engage and co-produce a new more effective offer of accommodation with care (residential and nursing care homes) to be recommissioned. To authorise officers to take all necessary actions to implement the proposal following the prescribed procurement process. Authority to enter into a contract with the supplier(s) will be delegated to the Executive Director People in consultation with the Portfolio Holder.	Cabinet	5 Dec 2017		Joanne Sutton	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-23 Building an Investment Portfolio	<ol style="list-style-type: none"> 1. To authorise the Executive Director of Place to commission consultants to search for investment opportunities that fit within the criteria set out in the report. 2. To delegate to the Executive Director of Place in consultation with the Portfolio Holder for Housing, Planning and Regeneration and the Portfolio Holder for Finance and Communications and in consultation with the Director of Legal Services and the Director of Finance and Procurement: <ol style="list-style-type: none"> a. the decision to acquire; and b. the decision to establish management arrangements for the newly-acquired asset. 	Cabinet	5 Dec 2017		Andy Kehoe	Part exempt - paras 3 & 5

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-25 North West Crewe Package - Funding and Delivery Strategy	To recommend that Cabinet approve the scheme estimate, approve a funding strategy, authorise a capital budget provision and authorise forward funding to enable the delivery of the North West Crewe Package.	Cabinet	5 Dec 2017		Chris Hindle	N/A
CE 17/18-14 Congleton Leisure Centre	To recommend to Cabinet the appointment of the preferred bidder for the redevelopment of Congleton Leisure Centre; to submit the awarded design to planning; and subject to this, to commence construction and the redevelopment of the facility.	Cabinet	16 Jan 2018		Mark Wheelton	Exempt - para 3

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-26 Sydney Road Replacement Bridge - Scheme Implementation	To update Cabinet on progress with the scheme and seek authority to: enter into an implementation agreement with Network Rail for the construction of the scheme; accept the newly-constructed bridge into Council ownership upon payment of an appropriate commuted sum by Network Rail and to enter into an asset transfer agreement, a two-party bridge agreement and any easement agreements with Network Rail as necessary; authorise officers to enter into discussions with land owners, utility companies, Network Rail and third parties in relation to acquiring the necessary land and acquiring granting rights to deliver the scheme; implement the required temporary road closure for the scheme; and confirm the funding strategy.	Cabinet	16 Jan 2018		Chris Hindle	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-27 North West Crewe Package - Procurement Strategy	To authorise the Executive Director Place, in consultation with the Portfolio Holder for Environment, to approve the preferred procurement strategy for North West Crewe and to authorise the officers to take the necessary actions to commence the procurement process.	Cabinet	16 Jan 2018		Chris Hindle	N/A
CE 16/17-47 Medium Term Financial Strategy 2018-21	To approve the Medium Term Financial Strategy for 2018-21, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	22 Feb 2018		Alex Thompson	N/A
CE 17/18-5 Cheshire East Council Housing Strategy 2018-2023	To consider and adopt the Cheshire East Council Housing Strategy.	Cabinet	13 Mar 2018		Karen Carsberg	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 17/18-15 Implementation of the Homelessness Strategy 2018-2021	To approve and adopt the Homelessness Strategy, commit to the resources detailed within the Strategy for the lifetime of the Strategy, and authorise officers to deliver the actions contained within the Strategy.	Cabinet	13 Mar 2018		Lynn Glendenning	N/A

CHESHIRE EAST COUNCIL

REPORT TO: ENVIRONMENT AND REGENERATION OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 16 November 2017
Report of: Director of Legal Services
Subject/Title: Work Programme update

1.0 Report Summary

1.1 To review items in the 2017/2018 Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

That the 2017/2018 work programme be reviewed.

3.0 Reasons for Recommendations

3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

4.0 Wards Affected

4.1 All

5.0 Local Ward Members

5.1 Not applicable.

6.0 Policy Implications including - Carbon reduction - Health

6.1 Not known at this stage.

7.0 Financial Implications

7.1 Not known at this stage.

8.0 Legal Implications

8.1 None.

9.0 Risk Management

9.1 There are no identifiable risks.

10.0 Background and Options

10.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

10.3 When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

10.4 The following questions should be asked in respect of each potential work programme item:

- Does the issue fall within a corporate priority;
- Is the issue of key interest to the public;
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
- Is there a pattern of budgetary overspends;
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service;

10.5 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

11 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Katie small
Designation: Scrutiny officer
Tel No: 01270 686465
Email: Katie.small@cheshireeast.gov.uk

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Environment and Regeneration Overview and Scrutiny Committee Work Programme – November 2017

Date:16.11.2017 Time: 2.00pm Venue: Capesthorne Room, Macclesfield	Date:23.01.2018 Time: 2.00pm Venue: R1 & R2, Westfields	Date:20.03.2018 Time: 10.30am Venue:R1 & R2, Westfields
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Essential items

Item	Description/purpose of report/comments	Outcome	Lead Officer/ organisation/ Portfolio Holder	Suggested by	Current position	Key Dates/ Deadlines
Winter Service	Briefing Note to be circulated	Our local communities are strong and supportive/ Cheshire is a green and sustainable place	Commissioning manager for Highways	Commissioning Manager for Highways	Briefing note to be circulated	N/A
Food waste Collection, Organic waste Treatment Solution	To scrutinise the progress made. Report received on 21 March. Further progress reports TBA	Cheshire is a green and sustainable place	Strategic Commissioner for Waste. Portfolio Holder for Regeneration	Strategic Commissioner for Waste.	Update report	Site Visit and further updates TBA
Local Plan	Briefing note to be circulated	Cheshire East is a green and sustainable place	Head of Planning Strategy	Committee	Briefing note to be circulated	N/A
Cheshire East Housing Strategy 2018-2022	To develop the housing strategy	Cheshire East is a green and sustainable place	Strategic Housing Manager	Strategic Housing Manager	Committee Report	16 November 2017

Environment and Regeneration Overview and Scrutiny Committee Work Programme – November 2017

Homelessness	Following the enactment of the Homelessness Bill, to receive a report on homelessness in Cheshire East.	People live well and for longer.	Strategic Housing Manager	Committee	Committee report. Possible Task and Finish	23 January 2018
Flood Risk Management	To scrutinise flood risk management in Cheshire East.	Cheshire is a green and sustainable place	Commissioning manager for Highways	Scrutiny requirement	Annual review	20 March 2018
Household waste recycling centres review	To scrutinise the results of the consultation. Report received on 21 March. Further progress reports TBA	Cheshire is a green and sustainable place	Strategic Commissioner for Waste.	Committee	Committee report	20 March 2018
Strategic Asset Management Plan and disposal Strategy	To monitor the implementation of SAMP and the transfer of surplus assets	Responsible effective and efficient organisation	Head of Asset Management	Committee	Update received at May 2016 meeting. Item deferred due to last agenda being too large	20 March 2018
Outline Green Infrastructure Strategy	To develop a strategy (set up task and finish group)	Cheshire East is a green and sustainable place		Portfolio Holder	T&F	23 January 2018

Environment and Regeneration Overview and Scrutiny Committee Work Programme – November 2017

item	Description/purpose of report/comments	Outcome	Lead Officer/organisation/Portfolio Holder	Suggested by	Current position	Key Dates/Deadlines
Civcance	To monitor the progress of the ASDV and delivery on targets. Report to include staffing levels and turnover, performance and workload.	Cheshire East has a strong and resilient economy	Executive Director Place	Committee	Performance report	16 November 2017
Cheshire East Engine of the North	To scrutinise the performance of EotN	Cheshire East has a strong and resilient economy	Executive Director Place	Committee	Performance report Item deferred due to last agenda being too large	23 January 2018
Monitoring Ansa and Orbitas	To scrutinise the performance of Ansa and Orbitas	Our local communities are strong and supportive/ Cheshire is a green and sustainable place	Strategic Commissioner for Waste. Portfolio Holder for regeneration	Strategic Commissioner for Waste.	Ongoing Performance report	23 January 2018
Highways Service – LTP Refresh, highway inspections and High level parking strategy	To scrutinise the performance of the highways service and receive information on the LTP and high level parking strategy	Our local communities are strong and supportive/ Cheshire is a green and sustainable place	Strategic Commissioner for Highways	Strategic Commissioner for Highways	Ongoing Performance report Task and finish group	23 January 2018

Environment and Regeneration Overview and Scrutiny Committee Work Programme – November 2017

TSSL	To Scrutinise the performance Framework and performance	Cheshire is a green and sustainable place	Chief Operating Officer. Portfolio Holder for Highways and Infrastructure	Committee	On going Performance report	20 March 2018
Skills and Growth ASDV	To Scrutinise the performance	Cheshire East has a strong and resilient economy & People have the life skills and education they need to thrive	Head of Investment	Committee	Performance report	20 March 2018
Tatton Park	To monitor the Tatton Park Vision	Strong and resilient community/ people live well and for longer	Countryside, Culture & Visitor Economy Manager Portfolio Holder for Highways and Infrastructure	Committee	Committee Report	September 2018
Air Quality	To scrutinise the data annually and review how the Council complies with legislation	Cheshire is a green and sustainable place	Executive Director Place	Committee	Committee report	TBA

Environment and Regeneration Overview and Scrutiny Committee Work Programme – November 2017

Possible Task and Finish groups

- Transfer of Community Assets – ongoing
- Highway Policies - Street Lighting, Clear Way Forward/Al Fresco, Verge Maintenance, Drainage.
- Communications for Environmental Issues - How can it be improved (highways)

Possible Future/ desirable items

- Energy Company, Energy Policy, Geo Thermal Energy
- Private Housing HMOs – to receive an update from the working group - January
- Council House Building /Starter Homes

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