



Cheshire West & Chester Council

# Housing Strategy

2025 - 2035



Cheshire West  
and Chester

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## Forward

Cheshire West and Chester's new Housing Strategy sets out our vision and priorities for housing in the borough over the next ten years.

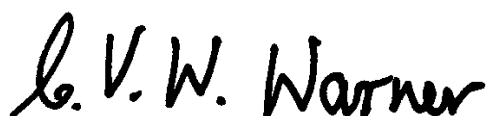
I would like to thank partners from all sectors who have contributed and supported the development of this strategy.

The Housing Strategy is a high-level document which forms one of the cornerstones for delivering the Borough Plan. It sets out the priorities we will focus on over the next ten years as we work to improve the housing landscape across our borough. We want to build strong communities with the right mix of homes, green spaces and neighbourhoods that are thriving, vibrant places to live.

The Housing Strategy is about creating the right home in the right place by ensuring there is a range of good quality, affordable housing and support that meets the needs of residents in Cheshire West and Chester.

As a council we acknowledge that there are challenging times ahead, there are increasing pressures on budgets, a national housing crisis, housing is less affordable, and many people have support needs making it even more difficult to access and sustain accommodation. Rough sleeping and homelessness are the most visible result of the housing issues that many residents face. However, I am confident that if we work in partnership to tackle these issues, we can have a positive impact on residents across Cheshire West and Chester.

I look forward to working with other public services, local community groups, charities, businesses, and residents to deliver this strategy over the coming years.



Cllr Christine Warner,

Cabinet Member for Homes, Planning and Safer Communities



## Introduction

The Housing Strategy is a partnership document providing a shared vision and clear focus and direction. Housing data has been used to inform the development process which has included a series of workshops with local partners, public engagement and consultation on the draft strategy.

The strategy provides an overview of the key housing data, the vision for housing in Cheshire West and the strategic priorities.

The strategy seeks to set out a collaborative approach and the shared vision for the Housing Strategy is to ensure we have the right homes in the right place by enabling a range of good quality, affordable housing and support that meets the needs of residents in Cheshire West and Chester.

There are three priorities:

1. Support that enables residents to access the right home and live well
2. Homes that are fit for now and ready for the future
3. Affordable homes of all tenures across the borough

Key performance indicators will be monitored and published yearly to show what is working and to consider what changes are needed over the lifetime of this strategy.

## Housing achievements over the last four years

Cheshire West and Chester Borough Council and partners have made great progress over the last four years. Some of the achievements have been:

- 1,012 empty homes were brought back into use. This exceeded the target of 780 empty homes to be brought back into use.
- Between April 2018 and March 2023, 8,306 new properties have been built in the borough, of which 2,419 (30%) have been affordable homes.
- Between April 2020 and March 2024, 583 homes were built on council owned land, of which 403 were affordable homes, including 125 council homes.
- Between April 2020 and March 2024, 122 units of accommodation have been delivered through stock acquisition and conversions, in the main for supported housing.
- Securing £5.9m of funding from the national Green Homes Grant and Home Upgrade grant schemes. Helping to improve the energy efficiency of some of the borough's most inefficient homes, housing low-income and vulnerable households.

- Participation in the national ECO Flex scheme has also improved the homes of over 400 low-income and vulnerable households.
- 487 households were supported to remain in their current homes and live safely and independently through the Disabled Facilities Grant Fund, Home Safety Grants and Decent Home Loans.
- The percentage of private rented properties with serious damp and mould issues improved within six months due to council involvement was 88% exceeding the target of 80%.
- 78% of private rented properties with serious disrepair were improved due to council involvement.

## The Borough Plan 2024-2028

The Borough Plan sets out the shared vision and goals for the borough for 2024-28. The plan emphasises the importance of preventing homelessness and ensuring we have housing that meets the needs of local people which is affordable and sustainable.

**Preventing and addressing homelessness:** People become homeless for different reasons. The availability of affordable homes in the borough, unemployment, and poverty are all causes of local homelessness. In some cases, people are forced into homelessness through life events such as leaving prison or care, fleeing a violent or abusive relationship, or because they can no longer afford the rent.

We will improve homelessness prevention initiatives to keep residents in their homes by providing advice, information, and assistance. This will include developing our personalised housing plans and our offers of landlord negotiation, mediation with family and friends, debt advice and financial assistance when necessary. When somebody does find themselves homeless, we will support them to secure alternative accommodation in supported housing, social housing, or the private rented sector.

**Ensuring we have housing that local people need and can afford:** A good home is the bedrock of a good quality of life. Unfortunately, there is a national housing crisis, with real pressure on the cost and availability of housing. Average house prices in the borough are seven times the local average wage and rents are higher than the national average.

We will refresh and implement our local planning policies to deliver a good supply of high-quality, affordable and low-carbon homes to buy or to rent across the borough with the right infrastructure to support communities. We will continue to support neighbourhood plans where requested to ensure that development is appropriate to the needs of the local community.

It is important throughout our plans that we have more of the right type of housing available whether that be for younger or older people, rural communities, and different income groups. We will work with developers and partners to deliver more homes to meet these needs along with the infrastructure to support these communities and take due regard to aligning to modern methods of housing construction. We have an active direct delivery programme to build more affordable, secure, high-quality, and energy-efficient housing across the borough.

**Supporting residents to make their homes more sustainable:** We will continue to seek investment for major housing retrofit programmes, increasing the energy efficiency of homes, and also creating local employment opportunities. Despite the

financial pressures facing the housing revenue account (HRA), we will lead by example with our own housing stock actively pursuing funding opportunities that address fuel poverty through the delivery of retrofit measures. We will also make the case for more investment in significant energy efficiency measures to support private rented and owner-occupied housing. We will also explore and support group buying schemes such as Solar Together to help residents access competitive pricing for solar panels and battery storage. We will promote community energy schemes, supporting communities when they are proposed. We will continue to raise awareness of our Green Doctor scheme, which will include home visits to residents to advise on small measures they can take to reduce energy consumption and to educate people on the impact on air quality of fuels burned in the home.

Our local plan will provide us with the opportunity to enhance the sustainability and location of future housing development. A review will also take place into the feasibility of ensuring that all new builds meet high standards of energy efficiency (council and private developments) including renewable energy and EV charging points, and access to a high standard of broadband and transport infrastructure. Finally, we will promote the reuse of brownfields and reuse of existing buildings rather than demolition and new development.

## Housing in Cheshire West

Housing data has been used to inform the development of the Housing Strategy providing an evidence base to inform decision making.

This section of the strategy provides an overview of the key data used to inform the development of the strategy; further information can be found in the following documents:

- The Homelessness Review 2024
- Housing Market Report 2022-23
- Residential Market and Private Rented Sector Intelligence Report 2023
- Compendium of Local House Prices 2023
- Cheshire West and Chester Council Performance Management Framework
- State of the Borough dashboard
- Joint Strategic Needs Assessment (JSNA)
- Census 2021
- Climate Emergency Response Plan  
(<https://www.westcheshireclimateplan.co.uk/>)

The borough of Cheshire West and Chester covers approximately 350 square miles and is the fourth largest unitary authority in the Northwest. The area is characterised by attractive countryside, varied landscapes, and diverse settlements. This includes the historic City of Chester, industrial towns, market towns and rural hamlets.

361,994 people lived in Cheshire West at the time of the 2021 census. The population is forecast to increase by more than 10% by 2038, with the greatest increase expected in those aged 65 or over.

Whilst Cheshire West is an affluent borough the overall picture masks stark gaps between areas of prosperity and deprivation. The median local household income is £35,100 per year but, 17.7% of local households have an annual income of less than £20,000 compared to 17.5% nationally. Some 24,670 local people live in neighbourhoods ranked in the most deprived 10% in England.

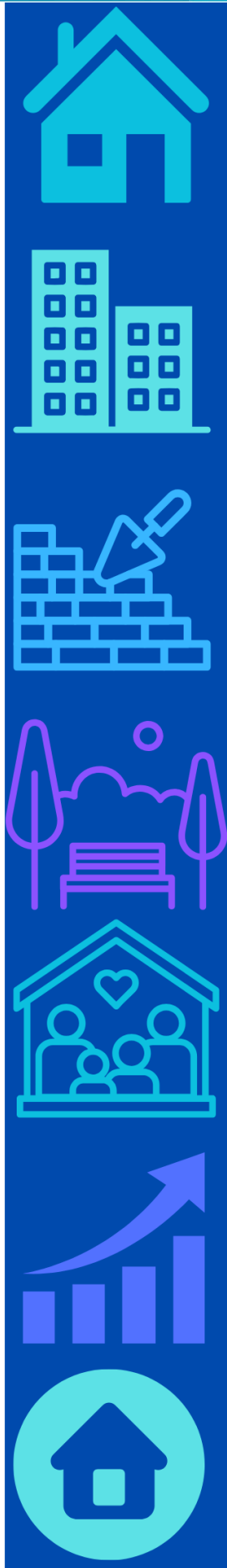
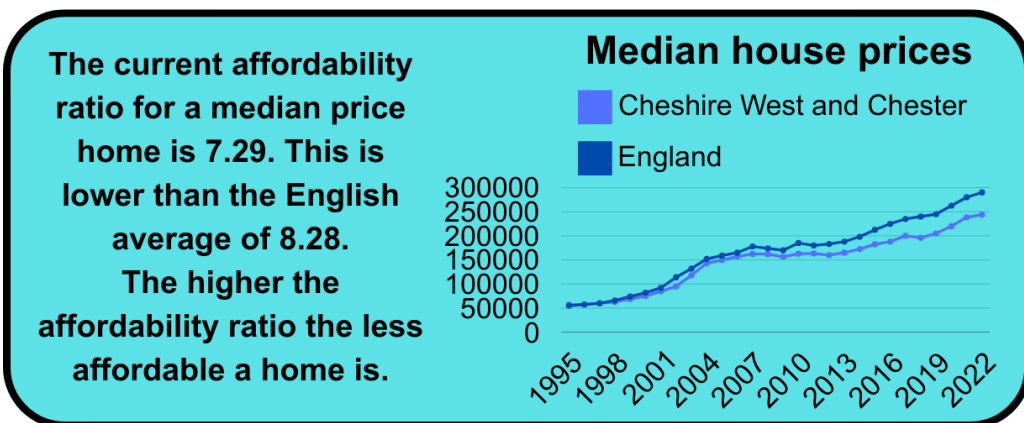
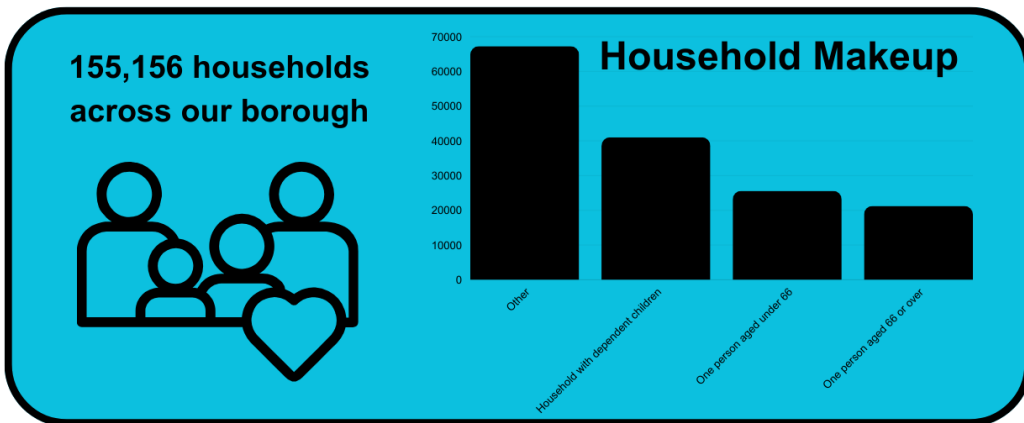
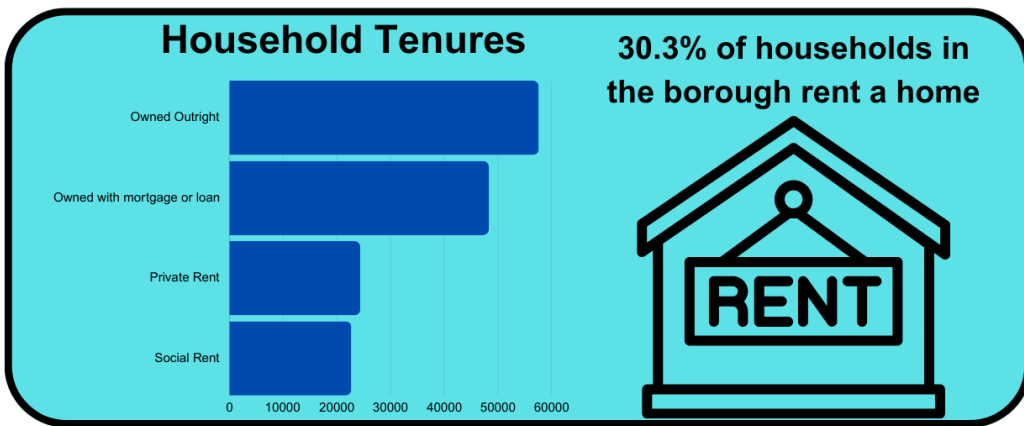
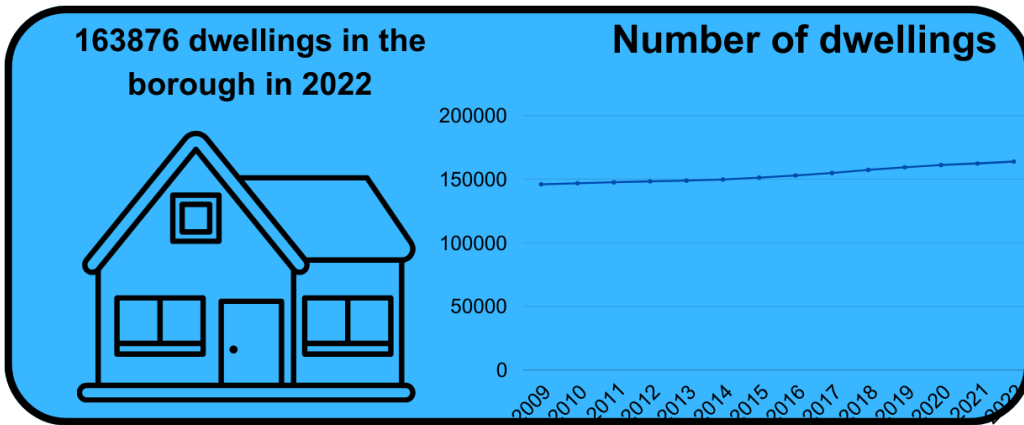
The local housing market has continued to evolve since the last Housing Strategy was published, but there have been no significant changes in the borough's overall tenure and housing stock profile over the last decade.

According to the Census 2021, there were 163,876 dwellings in Cheshire West and Chester compared to 147,600 in 2011. Of these, 39.9% were owned outright, 29.8% were owned with a mortgage or loan, 15.4% were privately rented, with 15% were social rented.



The data also shows that there were 155,156 households of which 41,018 households had dependent children, 25,605 with one person aged under 66 and 21,284 with one person aged 66 or over. A further 67,249 households fell into 'Other' (couples with no children, lone parents and multi-person households).

The average property price in the borough in February 2024 was £265,000. Across the Northwest, the average house price in February 2024 was £214,000. This means that Cheshire West and Chester had the fifth-highest average house price in the North West. Local house prices remain more than seven times local annual earnings. The average monthly rent for a 'room' in the private rental market is £433 compared to £495 in England. The average local authority rent in the borough for 2024/25 is £98.95, equating to £4,947.50 per year.



Further information, including graphs and charts, can be accessed via the Cheshire West and Chester State of the Borough Report via the following link:

[Housing | Cheshire West and Chester Council](#)

Social housing in Cheshire West and Chester is advertised and allocated via a Choice Based Lettings (CBL) system known as West Cheshire Homes. This is run in partnership with the Council's key local registered providers. The Council maintains and manages the Housing Register, including who can apply for housing and determining a person's priority.

The latest Allocations Policy was introduced in April 2021. The current policy operates a reduced banding system. Band A is awarded to those customers with the most urgent housing need and Band B is awarded to customers with a high housing need. A Housing Options Band (HOB) is awarded to those customers who are considered to have no statutory housing need; however, these customers will be sent details about alternative housing options, including home ownership and social housing properties that have not been allocated to anyone in the bidding bands A and B.

On 31 March 2024, there were 6735 applicants registered on our housing waiting list, showing the extent of local demand for social rented housing.

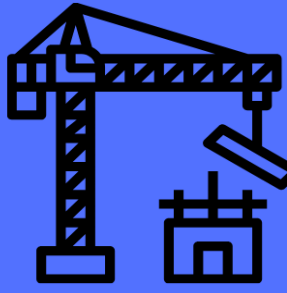
The below table displays the number of households registered on the housing register on 31 March 2024 by band. The largest group is the households within the HOB banding (73%).

Priority Banding	Number of households
Band A (urgent housing, medical need, or homeless)	240
Band B (high housing need, risk of homelessness, overcrowded, no access to facilities, high medical need)	1,589
Housing Options Band (no statutory housing preference)	4,906
<b>Total</b>	<b>6,735</b>

During 2023/24, the Choice Based Lettings team received 5,816 applications for the housing register. There were over 1,318 properties advertised through CBL, over 38,463 bids were received, and 1043 social housing properties were let during the 12 months. Of the properties that were let only 337 were one-bedroom properties compared to 3648 applicants on the register with a one-bedroom housing need.

In line with trends nationally, levels of all forms of homelessness have increased in Cheshire West over the last five years. There were 373 households accepted as homeless, in priority need and unintentionally homeless in 2023/24. Since 2021 the main reason for homelessness in Cheshire West and Chester is due to family or friends no longer willing or able to accommodate with the ending of an assured shorthold tenancy being the second main reason for homelessness. The number of households in temporary accommodation has increased significantly since January 2019, peaking recently in January 2024, representing a 179% increase in demand over five years. Of the 226 in temporary accommodation, 178 (79%) were in hotel accommodation, generating significant costs for the council. Cheshire West and Chester's autumn single-night snapshot of people sleeping rough was taken on 9 November 2023 and found 22 people sleeping rough, which was up by 12 people from 2022.

### 2023/24 Housing data snapshot




**670 affordable homes built**



**There are 163,876 homes in our borough**

**768 homelessness preventions were carried out**



**Annual snapshot in November found 22 individuals rough sleeping**


**78% of privately rented properties in serious disrepair improved within six months with council involvement**



**174 households in temporary accommodation**



**67.9% of council tenants are satisfied with their home**



**99.7% of council homes meet decent homes standards**

## **The Vision for Housing in Cheshire West**

The Housing Strategy is a high-level document which forms one of the cornerstones for delivering the Borough Plan. The Borough Plan sets out an ambition to develop pride in neighbourhoods through delivering additional affordable housing and a high level of satisfaction in council and other social homes. The Housing Strategy sets out the vision and priorities we will focus on over the next ten years as we work to improve the housing landscape across our borough. As a council, we want to build strong communities with the right mix of homes, green spaces and neighbourhoods that are sustainable, thriving and vibrant places to live.

The vision is to ensure we have the right homes in the right place by enabling a range of good quality, affordable housing and support that meets the needs of residents in Cheshire West and Chester.

It is important that there is a range of housing options available, and residents can find a good quality, affordable home enabling them to live well alongside work, education and leisure opportunities.

The strategy recognises that our residents have different housing needs, and this may change throughout their lives. While most households can manage their housing independently, others may need adapted homes or specialist-supported housing.

As a council we acknowledge that there are challenging times ahead, there is a national housing crisis, housing is less affordable, and many people have support needs making it even more difficult to access and sustain accommodation. Rough sleeping and homelessness are the most visible result of the housing issues some residents face. It is critical that we make the best use of resources to deliver the actions detailed in this strategy in the current challenging financial climate for both the council and partners. Underpinning the strategy is the importance of partnership work and ensuring there is a clear evidence base on which to inform decision-making, without this we will not be able to tackle the big challenges that lie ahead.

## What success will look like

- Reduced rates of homelessness
- Increased number of homelessness preventions
- End rough sleeping
- Reduced use of unsuitable hotels as temporary accommodation
- Increase in affordable homes
- More empty homes brought back into use
- High levels of tenant satisfaction with council-owned and social housing
- More people living a healthier, happier life at home for longer
- Continued improvement to the energy efficiency of homes

## The Strategic Priorities

The Housing Strategy is a partnership document providing a shared vision and clear focus and direction. Housing data has been used to inform the development process which has included a series of workshops with local partners and public engagement.

There are three strategic priorities:

1. Support that enables residents to access the right home and live well
2. Homes that are fit for now and ready for the future
3. Affordable homes of all tenures across the borough

Each priority will be considered in further detail setting out what we want to achieve and how we will make a difference. However, it does not contain a detailed delivery plan of how this will be achieved. Detailed action plans are contained in the individual subject-specific housing plans such as the Homelessness and Rough Sleeping Strategy and Empty Homes Strategy. Key documents providing additional details are listed under each priority.

## **Priority One: Support that enables residents to access the right home and live well**

This priority is about making sure we have the right support to prevent homelessness, and enable people to access accommodation, maintain it and live well. We need the right support, at the right time and in the right place. Partnerships are essential to achieving this priority and working together with health, care and support services. This priority is also about keeping people safe and well in their homes. The homes we build should encourage good health through connections to leisure and employment opportunities. We will also ensure that we have specialist support for people experiencing homelessness and domestic abuse.

### **Supporting plans and strategies**

The detail of how we will deliver against our priorities is contained in the following key policies and strategies:

- Homelessness and Rough Sleeping Strategy
- Allocation Policy for Social Housing
- Children in Care and Care Leavers Accommodation Strategy
- Domestic Abuse Strategy
- Adult Social Care Strategy
- Place Plan

### **How we will make a difference**

- **Supporting households to help them prevent their homelessness.**

We will work with households who are at risk of becoming homeless to try and put in place the right help to keep them in their homes and prevent them from becoming homeless. This might include advice, support or referrals to other organisations who can help. We will develop new prevention tools including support for landlords and tenants to prevent evictions from the private rented sector.

- **End rough sleeping.**

We will endeavour to end rough sleeping in the borough through our partnership working. We will provide rough sleepers and those with complex needs with the right accommodation, support, and advocacy to build their resilience and sustain independent living. For our most entrenched rough sleepers with complex



support needs we will provide a multi-agency, person-centred, trauma-informed approach.

- **Ensuring that homeless households have access to suitable temporary and supported accommodation options.**

Supported accommodation works to bridge the gap to support people to become tenancy ready. We will invest in more supported housing units across the borough and ensure that people who require supported housing are equipped with the skills to move on into their own independent homes when the time is right for them. By increasing the number of temporary and supported accommodation units in the borough we will reduce the number of households who require emergency placements in hotels, which can have a negative impact on mental and physical health.

- **Supporting people to stay safe in their own homes.**

Everyone has the right to a home that is safe. We will continue to deliver services to tackle domestic abuse, supporting survivors and families. This includes ensuring that people who are experiencing domestic abuse are either offered the right help to stay safe at home or alternative accommodation as needed.

- **Supporting people to live well in their own homes.**

We recognise that home is important to people's well-being, and we want to reduce the inequalities in the health outcomes people of all ages experience and make sure that homes encourage and support good health outcomes. As a Marmot region, we recognise the impact that social inequality has on health and have committed to work across the public, private and third sector across Cheshire and Merseyside to tackle these inequalities and their impact. This includes the development, continued delivery and promotion of services which support people who wish to be independent for longer and empower people to live in the place they call home.

- **Developing specialist housing for older people, children, and those with care needs.**

We will work to ensure there is a range of housing options with care and support available to meet the specialist needs of residents. This includes a review of our current accommodation options with a view to investing in new local residential care and housing opportunities.

- **Providing support, and a welcoming place of safety for refugees and people seeking sanctuary.**

We will show care and compassion, whilst continuing to support people fleeing war, conflict and persecution in their own countries. Cheshire West and Chester has been awarded Council of Sanctuary by the City of Sanctuary Network and will continue to work with other Places of Sanctuary and key Partners, ensuring that everyone feels welcome in our borough. We will work with the national government to ensure we have the right homes for refugees and others seeking sanctuary, be they refugees, asylum seekers or other vulnerable migrants.

## Priority Two: Homes that are fit for now and ready for the future

This priority is about ensuring that homes in our borough are good quality and can provide a safe, healthy home. Homes that are well maintained and free from damp, mould and other hazards are essential to improve the health of our residents. We need homes and neighbourhoods that support independence, health, and wellbeing and can be adapted as and when required. Neighbourhoods with quality green spaces, good transport links and access to work and education are all important to good health. We also want energy-efficient homes and homes that can withstand our changing climate.

### Supporting plans and strategies

The detail of how we will deliver against our priorities is contained in the following key policies and strategies:

- Enforcement Policy
- Housing Assistance Policy
- Council Housing - Asset Management Strategy, Tenant Engagement Strategy, Together with Tenants' Charter
- Fuel Poverty Strategy
- Climate Emergency Response Plan

### How we will make a difference

- **Addressing all serious disrepair issues including damp and mould.**

Damp, mould and other disrepair issues can have a negative impact on our residents. We have a statutory duty to ensure that all cases of serious disrepair issues in rented accommodation are addressed. This may involve both informal and formal enforcement action. We will also provide signposting and support to homeowners enabling them to make improvements to living conditions and remain in occupation.

- **Improving housing standards and the quality of existing homes across different tenures.**

Working with partners we want to ensure that all homes in our borough are of good quality, safe and well-maintained. Working with social and private landlords we will improve the housing stock by providing advice and assistance and sharing good practices at the Landlord's Forum and through our housing partnerships. We will promote advice and support to tenants and homeowners to improve their housing conditions.

- **Adapting homes to meet existing needs and building more adapted homes for the future.**

Good quality adaptations can help people stay comfortably in their own homes as well as reduce their need for care. As well as adapting existing homes we want to work with partners to build more adapted homes on new developments.

- **Recording and allocating adapted housing, to make best use of existing stock.**

As well as building new adapted homes it's important that we make the best use of existing adapted homes. Working with partners and colleagues we want to understand what adapted homes we have and to ensure that they are matched to people who need the adaptations. This will help to avoid waste as well as support people who need adaptations to move into a home that is right for them.

- **Making existing homes more energy efficient and building new energy efficient homes.**

Energy-efficient homes help to lower energy bills for residents as well as reduce carbon emissions. For the homes that the council owns, we will apply for funding as well as allocate money from our budget to bring properties up to EPC Band C. Over the longer term and where possible, we will work within our budget envelope and actively pursue funding that allows us to improve the energy efficiency of our housing stock so that 'in-use' they do not impact on the environment – otherwise referred to as 'net zero'

We will work with private landlords and homeowners through grants and advice to improve energy efficiency. We will also support all our residents to reduce their energy use through various schemes offering personalised advice. We will work with developers and other partners to bring forward new and innovative low-carbon housing schemes.

- **Keeping our promises to our tenants.**

Cheshire West and Chester Council owns approximately 5,500 council homes. We will work with tenants to ensure their homes are safe, decent, well managed and maintained. We will invest in our housing stock to achieve this and work with tenants to deliver the Together with Tenants Charter commitments putting tenants at the heart of decision making. Our Council Housing Management Board, an advisory body to the Council Executive Cabinet consisting of councillors, tenants and independent members, will oversee our work and provide the challenge needed to deliver continuous service improvements whilst also ensuring that we meet the requirements of the Regulator of Social Housing's new consumer standards.

To ensure we deliver decent homes and good quality housing management services to our tenants; we will use the new tenant satisfaction measures (TSM) to continuously improve the services we provide to our tenants. We will also publish the measures on our website and through our Together with Tenants Charter Annual Report provide updates, so tenants can see how we are performing against each measure.

## **Priority Three: Affordable homes of all tenures across the borough**

This priority is about making sure we have the right mix of homes in our borough to meet the needs of our residents now and in the future. It is important that everyone who lives in our borough can find a permanent home that they can afford whether they are looking to rent or buy. We need more affordable homes to meet the needs of local residents and address homelessness. The council will work with partners to identify and bring forward new sites for development and to ensure that we have good-quality homes for our residents. We understand the importance of housing in developing strong communities and supporting economic growth. We want to see the regeneration of town centres and the development of new housing in areas that can support growth.

### **Supporting plans and strategies**

The detail of how we will deliver against our priorities is contained in the following key policies and strategies:

- Homelessness and Rough Sleeping Strategy
- Empty Homes Strategy
- Local Plan
- Rural Regeneration and Growth Strategy
- Allocations Policy for Social Housing
- Tenancy Strategy

### **How we will make a difference**

- **Helping households who have experienced homelessness to find their long-term home.**

Being homeless can have a long-term impact on a person's mental and physical health. We want to help households affected by homelessness find a home that they can afford and give them the skills to ensure they can maintain their housing in the long term.

- **Providing a range of accommodation options to meet the diverse needs of residents.**

Our borough has a diverse range of residents, and we will strive to have suitable housing and accommodation options to meet their needs. This means working with communities and partners to understand the needs of all our different communities and working together to deliver the range of homes needed. We will also continue to support Gypsies and Travellers and ensure effective and proportionate management of encampments.

- **Increasing supply and access to the private rented sector.**

We know more people are living in privately rented homes. We want to help people to access the private rental sector. We need to work with private landlords to develop incentives and support to increase the supply of affordable homes for residents with a housing need. We see private landlords as partners in providing homes and want to work with them to increase the number of good quality, affordable private sector homes.

- **Repurposing and bringing back into use empty homes.**

Empty homes are a wasted resource and can have a negative impact on the community. They can attract anti-social behaviour and impact the neighbourhood around them. We want to bring them back into use again with a specialist empty homes team that uses a range of tools including grants, incentives, and the use of compulsory purchase orders.

- **Ensure social housing is allocated fairly to those in greatest need.**

We will implement the West Cheshire Homes Allocations Policy to ensure that social housing is allocated fairly and objectively to those in the greatest housing need. We will monitor and review the policy and will consider new approaches to ensure the efficient allocation of social housing. It is also important that the application process, availability, and allocation of homes are transparent so households can make informed choices about where they want to live.

- **Increasing social housing across the borough to allow more households to rent social homes.**

We know there is a significant demand for social housing, and our housing list continues to grow. We need to work with registered housing providers to increase the number of social homes as well as make the best use of any grants or funding available to either purchase or build new social housing. Although there is high demand for all social housing property types the need is most acute for one-bedroom properties so we will ensure there is housing need data informing future developments.

- **Increasing the number of affordable homes.**

Working with developers, registered housing providers and communities we want to build homes that meet what we know our borough needs including homes for young people trying to access the housing market and for older people wanting to downsize. A range of property types and options are important including Rent to Buy, shared ownership and discount market sale homes. We will work with community groups and other partners where there is an interest in developing new or innovative local housing to build capacity and investigate ways of delivering the homes that a community needs.

We will refresh and implement our local planning policies to deliver a good supply of high-quality, affordable and low-carbon homes to buy or to rent across the borough with the right infrastructure to support communities.



## Delivering Change

We have built this strategy on a comprehensive evidence base and will continue to invest in monitoring, developing, and sharing the data and performance information to show what is working and to consider what changes are needed over the lifetime of this strategy.

The strategy will be reviewed in 2030 to ensure that the priorities are still relevant and meet the needs of residents in Cheshire West and Chester.

We will regularly update the evidence base, and this information will be available through the Cheshire West and Chester Council website on the Housing Strategies, Policies and Research page and State of the Borough dashboard.

We will monitor the performance of this strategy against the following indicators:

- Number of dependent children in temporary accommodation
- Number of homeless preventions
- Number of households in temporary accommodation
- Percentage of households in temporary accommodation which is hotel accommodation
- Rough sleeping numbers
- Number of vulnerable residents able to remain in their own homes through Disabled Facilities Grant funding and other grants
- Percentage of private rented properties with serious damp and mould issues and other serious hazardous disrepair issues
- Number of empty homes brought back into use
- Number of new homes programmed for direct delivery through council investment; homes started on-site
- Number of new affordable homes delivered per annum
- Council housing tenant satisfaction measures; percentage of tenant's overall satisfaction with delivery of services
- Improvements in the number of homes achieving more efficient EPC ratings

Results will be published on a quarterly basis on the Cheshire West and Chester Council Performance Management Framework.

## Glossary

**Affordable home:** An affordable home is one that is offered at 80% or less of the market rent or price

**Climate emergency:** The recognition that climate change is an urgent and existential threat

**Commission:** A group of people who have been asked to explore a difficult issue and make recommendations

**Fuel poverty:** When a household is unable to afford to heat their home to an appropriate temperature

**Marmot borough:** Marmot places are places that have committed to tackling local health inequalities. They are named after Professor Michael Marmot

**Net zero:** A situation where the amount of carbon generated by a person, process or organisation is equal to the amount of carbon they absorb or remove from the atmosphere

**Person-centred:** Focused on, and arranged around, an individual person rather than a set organisational approach

**Sanctuary:** A Place of Sanctuary or Council of Sanctuary is one that provides a safe welcome for asylum seekers, refugees and migrants

**Trauma-informed approach:** An approach to health and care interventions which is grounded in the understanding that trauma exposure can impact an individual's development