



# APPENDICES (A-T)

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## HOUSING AND REGENERATION



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## APPENDIX A I

### Extracts From Report Commissioned by GHMP and carried out by the University of Gloucestershire - “Creating Communities for All”

*(paragraph numbers relate to  
those in the whole report)*

#### 1 Introduction and Objectives

The Gloucester Housing Market Partnership (GHMP) Consortium has published its future development plans which include considerable amounts of affordable social housing planned for the next decade. This housing stock will be situated in areas outside Gloucester city centre (Tuffley, Brockworth, Quedgeley, Hardwick and Coney Hill). The current Black and Minority Ethnic (BME) population is overwhelmingly located in the Barton-Tredworth areas adjacent to the city centre itself (CLES, 2003). Currently representing 7.5% of the city population (ONS, 2005), these communities are likely to grow in the next decade, resulting in an increasing demand from this section of the population for affordable housing. Therefore an understanding of their perceptions of housing need in relation to the future development plans of the GHMP is urgently required, in order to inform housing strategy in the long term.

The current project has focused on two principal objectives. First, to gain an understanding of the perceptions of housing need, housing problems and solutions to the latter, held by the BME communities in relation to GHMP future strategy; and secondly to enhance productive working relations between GHMP partners and the same communities in the development of that strategy. The report will then focus firstly upon community perceptions, and on the future relationship between GHMP partners and the BME communities in strategy development. The second part of the report, containing recommendations, will draw upon suggestions made by the BME communities, and which were perceived as necessary for productive and effective collaboration between the two parties.

#### 2 Data and Analysis

Given the centrality of community perceptions to the project, a decision was made to gather data via a combination of focus groups and individual interviews of a semi-structured nature. These tools, whilst not appropriate for developing

statistical generalisations, are ideal for providing an in-depth, detailed picture of community views by using ‘qualitative sampling’ (Kuzel, 1999). Here the objective is to engage with the community fully and capture its views, understandings, preferences and choices, by ensuring that those who contribute to the project cover a diversity of opinion. The sample of opinion is then structured rather than random, guided by the particular area of investigation to be addressed. The predominant ethnic groups - in terms of size within the Gloucester BME population, are Asian, who are predominantly Islamic in religious orientation (ONS, 2005), and African Caribbean (CLES, 2003). Data collection was by two methods designed to strengthen the internal reliability (Brannen, 1992) of the project’s findings, and was undertaken via the following methods.

- **Focus groups** were conducted with both communities. Housing needs and preferences are not static and people change over time in terms of the priorities they assign to housing, the types of housing, and the locations of such housing. For this reason, the focus groups included a spectrum of age categories: young adults (17-25), mature adults (26-40), older adults (41-65), and elderly adults (65+). The groups also included male and female participants. Where it was not possible to capture all of these categories of opinion within one group, subsidiary groups were conducted. The outcome was a gathering of views from across the spectrum.
- Where it was considered that the focus groups had not managed to gather the perceptions of particular age groups comprehensively enough, individual interviews were subsequently carried out.
- Individual interviews were also carried with two ‘key actors’, one from the Asian and one from the Black community, who had lived in Gloucester for decades and who consequently held considerable localised knowledge about their

respective communities. The purpose of these interviews was again to gather perceptions of housing issues and compare and contrast them with the information derived from the focus groups.

- Individual interviews were also carried out with 2/3 members from each community who had moved out of Gloucester city centre to areas the same or with analogous characteristics to those where future social housing is being planned. Here the objective was to grasp the motives for such movement, together with analysis of the lived experience of BME members when residing in such areas.
- The overall data collection from the African Caribbean community consisted of two focus groups (of 6 and 4 individuals), and seven individual interviews. The overall data collection from the Asian community encompassed 3 focus groups (of 12, 8 and 5 individuals) and 5 individual interviews. (It should be noted that, unfortunately, the team were unable to gain access to Asian females aged 40 years and over).

The data were gathered between December 2004 and March 2005.

The focus group and individual interview agenda was constructed around themes designed to elicit the following kinds of information (as indicated in the 'Outcomes Required' section of the GHA tender brief):

- Types of future housing needed by the different communities;
- Kinds of services required for the sustainability of the housing, including appropriate social services, and any necessary modification to these, and proximity of religious facilities;
- Opportunities for the development of new social enterprise (e.g., non-profit co-operative ventures, shops, community centres);
- The nature of any potential barriers perceived by potential housing occupants (including lack of language and cultural provision support);
- Perceptions of local Housing Association and Council service provision.

Both the focus groups and individual interviews were audio tape-recorded, transcribed and then analysed to produce thematic categories (Flick,

1998) of participants' views. The quotations in this report are derived from those recordings.

### **3 Conclusion**

Interrogation of the data collected from the two Gloucester BME groups revealed that their housing situation and views in some respects were similar to those evidenced nationally. The African Caribbean community displayed a concentration of owner occupation in Barton-Tredworth. In other areas a combination of council and housing association properties was evident. There were also indications of owner occupation movement away from the inner city core at least as far as Tuffley. There was a general understanding of how to gain access to social housing. In addition, whilst there was a certain degree of cynicism regarding past housing 'consultations', there was nevertheless interest expressed towards new build developments, particularly if the incentives of affordable and good quality housing were present. Whilst there were other concerns (safety, transport etc) these did not appear to be factors which would initially dissuade individuals/families from investigating this option.

Analogously, the Asian (and predominantly Islamic) community also reflected a high concentration of owner occupation in the Barton-Tredworth area, but in contrast, less experience of or knowledge about engagement with social housing providers. Whilst there was the same degree of cynicism concerning previous 'consultations' and the same kind of interest in affordable good quality housing, there was a more general reluctance to consider moving out to new build areas. Such reluctance was fuelled by fears about isolation and security and appears to be a serious obstacle to the group's movement outwards. Moreover, when questioned as to how far members of the community had moved out, there appeared to be a general consensus that the Stroud Road constituted the present outer limit for the majority of the community. This stands in contrast to the rather wider geographical limits identified

by the African Caribbean community. This is not to say that Asian members of the BME community do not live further out from the city centre, but rather as far as can be ascertained, there is no significant movement in terms of the majority of the population.

Those interviewed from both communities stressed that whilst the quality, design and affordability of new housing were core issues, a second set of issues coalescing around location, security, accessibility and community also had considerable salience, as did participation in the decision-making process. In effect, it is by addressing both these sets of issues that GHMP is most likely to accomplish the objective of attracting BME groups to developments in outlying areas.

#### **4 Recommendations**

These recommendations are designed with two primary purposes in mind. Firstly, they embrace measures which are aimed at fostering BME members' uptake of social housing properties in the proposed new housing developments. Secondly, there are measures recommended which are designed to help build a productive relationship between GHMP (Gloucester Housing Market Partnership) and the local BME communities. (A list of relevant organisations, key contacts and details is contained in Appendix 1.) If put into practice effectively, these two sets of measures should mutually reinforce each other, and help to meet the housing (plus) needs of BME members and work towards the long-term success of GHMP new build developments. The recommendations are based on two sources of evidence: (1) the needs and desires of the research participants, (2) recommendations from good practice guidelines (ODPM, 2004; Ratcliffe *et al.*, 2001; Tomlins *et al.*, 2001) aimed at facilitating BME movement away from inner city areas. The recommendations are grouped into a number of general categories (a) Information, Communication and Dissemination (b) Co-operation and Integration (c) Security & Support (d) Building Community and (e) Alternative Future Housing.

##### **(a) Information, Communication and Dissemination**

- Create a drop-in housing advice centre in the Barton-Tredworth area with simplified

access procedures to all housing providers.

- Involve BME staff from housing providers in the dissemination of information on new build projects.
- Publicise new build projects via videos, leaflets, brochures, local radio/press. Disseminate information in local schools, libraries, churches, mosques, community centres, shops, gyms, and door to door. Information to include material on community facilities, accessibility, security, quality, design (including disabled access) cost, 'shared ownership' and 'right to buy' schemes.
- Place a new build project publicity stand at community events (fetes, festivals, sport meetings).
- Housing provider staff to give periodic talks (using videos of developments) in Barton-Tredworth community centre(s) to publicise new housing and answer queries. In time, these talks to be given by BME members who have successfully resided in new areas.
- Arrange periodic visits by BME representatives (religious leaders and organisational representatives) and prospective BME tenants to new build developments.

##### **(b) Co-operation and Integration**

- Place BME group representatives on all strategic and intermediary (design, etc) steering groups dealing with the new housing developments.
- Appoint Independent Tenant Advisors (ITAs) funded by local authorities (but employed by panel of tenants), providing independent information and advice on negotiations with housing providers.
- Establish BME representatives on all tenant residents groups already functioning in the new areas.
- Establish formal links between housing providers, health, social services, education, police and transport services, so as to begin to develop an integrated, inter-agency approach to supporting the new developments.

**(c) Security and Support**

- Housing providers to develop formal, expeditious and vigorous policies for dealing with Racial Harassment (RH) and Anti Social Behaviour (ASB), including procedures for investigating cases of both.
- Publicise zero tolerance policy on RH and ASB.
- Confer with police on formation of a Quick Response Team to RH and ASB.
- Anti-harassment clauses to be in tenancy agreements.
- Housing providers to screen out known troublemakers.
- A policy for actively supporting victims of RH and ASB to be developed and put into practice.
- Establish community fora on local crime and disorder.
- Consult with police on use of increased foot patrols.
- Make use of extensive security lighting on new developments.
- Establish a permanent Warden service on new developments. Wardens to have precise responsibilities and powers.
- Avoid a sole BME group being moved to one new development area.
- Establish a mutual support scheme for BME households moving into new areas.
- Consider small 'cluster' letting for BME groups.

**(d) Building Community**

Housing providers to support the following kind of 'housing plus' initiatives:

- Local play and youth schemes (including summer schemes)
- Women's groups
- Sports coaching
- Health promotion schemes
- Neighbourhood watch schemes
- I T classes
- English language classes
- Local credit unions
- Local exchange trading schemes
- Local employment and training initiatives (from housing developments themselves)
- Community shops

**(e) Alternative Future Housing**

- Engage with BME group members who wish to remain in the Barton-Tredworth area on the topic of their future housing.



## APPENDIX A II

### Extracts County Wide Housing Needs Assessment - 2004 - City Report BME Communities

#### Introduction

In the same period as the Countywide Housing Needs Study was undertaken, a further 150 face-to-face interviews were conducted with black and minority ethnic (BME) households in Gloucester. The survey was targeted to achieve 100 responses from the Asian/Asian British population and 50 from the Black/Black British populations only.

This report examines the differences between these main black and minority ethnic groups within Gloucester. Analysis is constructed around the premise that different black and minority ethnic group populations have different experiences of housing and housing need.

Included in this report are population estimates and distributions based on statistics from 2001 Census alongside the results from the face-to-face interviews detailing household composition, previous and current housing circumstances, housing costs and health and care needs. Also included is a treatment of future moving intentions.

Given the limited size of the study population, the majority of the analysis is based on broad ethnic group categories. This enables more confident inference from small study samples. For some analyses, such as details on household income and savings, response rates have resulted in numbers below that required for confident inference and hence these have been omitted from the report.

#### Conclusion

The 2001 Census reveals distinct age distributions for both the White majority population within Gloucester and the Asian/Asian British and Black/Black British populations. It is apparent that the Asian population is younger and likely to expand naturally. The White distribution by contrast is ageing. The Black/Black British population within Gloucester exhibits distinct peaks representing 2<sup>nd</sup> and 3<sup>rd</sup> generations. The predominant implication for the younger

population distributions evident for both BME groups is the capacity to be able to accommodate a growing population. In terms of the Asian groups this growth is likely to be in terms of family units, but for the Black/Black British groups whose family ties are less statistically represented the growth in single person households is also important. For the ageing White population the capacity to care for a growing elderly population is significant.

Both BME groups appear relatively well established within Gloucester, 54.9% and 48.9% of Asian/Asian British and Black/Black British households surveyed have lived at their current address for longer than 10 years. 15.8% and 13.0% of Asian and Black ethnic group households respectively had previous addresses outside of the UK, with almost all these households moving from this location more than 10 years previous. Within the last two years 12.9% of the Asian/Asian British and Black/Black British households surveyed moved to their current address. This same figure for White households represented in the Countywide study for Gloucester is higher at 15.6%.

The housing situation of both Asian/Asian British and Black/Black British households is distinct. Asian families are larger, due in turn to higher birth rates and a higher propensity to live as extended families. The mean household size for the broad Asian BME group is identified here as 4.70 persons per household. Tied in with this characteristic is a higher proportion of properties that are over-occupied. Amongst those households that live in inadequate housing there is the almost exclusive feeling that current homes are too small for the needs of the household. It is apparent that 92.2% of Asian/Asian British households reside in Terraced accommodation, these properties are typically smaller than semi-detached and detached houses.

The incidence of single parent and single person households is higher within the Black/Black British population than in the Asian or majority White group. Over-occupation is therefore lower in these groups, although that for the Black/Black



British group remains high relative to those households with a White Household reference Person. It is apparent that within the White population that a far higher proportion of households consist of couples with no children. It is apparent that private renting is more prevalent within the Black/Black British respondents than in the White group and to a lesser extent the Asian/Asian British group, where 17.2% of the households surveyed are in this tenure group.

Response rates for questions on income were poor. However, it was apparent that 74.3% of Asian/Asian British and 79.2% of Black/Black British households receive no financial support. This is comparable to households represented by a White Household Reference Person. It is apparent that a greater proportion of Black/Black British households are paying higher rent/mortgage payments than both the Asian/Asian British and White groups.

The predominant reason for households feeling that their home is inadequate for their needs was that it was too small. Those wanting to move within the next two years echo this. All those that desire a move are seeking accommodation within Gloucester.

The survey indicates a high incidence of limiting long-term illness within the Black/Black British respondents at 31.3%, whilst 20.6% of Asian respondents have a limiting long-term illness (LLTI). The Countywide survey indicates an incidence of LLTI of 15.6% within Gloucester's White respondents. This is almost half the rate as that indicated by the Black/Black British group.

## APPENDIX B

### Extracts from 2004 Year Book - "Welcome to the Gloucester Renaissance Year Book"

"This is the first Gloucester Renaissance Year Book and it is designed to provide a range of essential information about the work of the Gloucester Heritage Urban Regeneration Company and its partner organisations.

This is the start of a ten year adventure during which the Gloucester Heritage Urban Regeneration Company (GHURC) plans to attract £100m of new investment to Gloucester and bring about the long awaited regeneration of this great city.

It is a unique mission. Gloucester is the first and only 'Heritage' Urban Regeneration Company in the UK and, together with our regeneration partners, we aim to breathe new life back into nearly 100 historic buildings in the city centre, as well as developing over 100 acres of brownfield land with historic associations.

We are off to a great start and have already created a real sense of confidence within the city as well as attracting very significant private sector investment. The redevelopment industry, the media and the Government, are taking notice of what is happening in Gloucester.

I was delighted to be asked to Chair the GHURC's Board of Directors - there can be no more fulfilling task than steering the regeneration of a living city and witnessing the opportunities that are being created here for future generations of Gloucesterians."

**Greg Smith, Chairman,  
The Gloucester Heritage Urban  
Regeneration Company**

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#### Introduction

The Gloucester Heritage Urban Regeneration Company was sanctioned by Central Government in February 2004.

Its purpose is to bring life back to the many historic areas of Gloucester that have become derelict and unattractive to investors, and to help create a new and prosperous city for the 21<sup>st</sup> century.

But, this regeneration must reflect the special character of the city and the people of Gloucester must be involved in creating the

vision for this renewal and in the governance of the Gloucester Heritage Urban Regeneration Company.

Gloucester, uniquely, is the only Urban Regeneration Company to have the word 'Heritage' in its name and no other regeneration area can claim to have played such an important role in the history of England (see 'Gloucester's Heritage').

The Gloucester Heritage URC is a highly focused partnership organisation, funded by:

- English Partnerships,
- Gloucester City Council,
- Gloucestershire County Council, *and*
- the South West of England Regional Development Agency.

Specific targets for the GHURC comprise:

- 100 acres of brownfield land reclaimed and developed
- 82 historic buildings repaired and re-used
- 300,000 sq ft of retail floor space developed
- 3000 new homes built
- 2000 new jobs created
- £1 billion of private sector investment levered-in
- 300,000 sq ft of comparison goods retail developed
- 150,000 sq ft of commercial floorspace developed
- A new college campus for further education
- 4.25km of waterfront area upgraded and accessible
- A new mainline railway station and restored services
- The completion of Gloucester South West Bypass

#### **2004 - A Year of Progress**

An early success for the GHURC was English Partnerships' decision to purchase the current Gloscat Campus for £9m, thus initiating the College's move to a stunning new canal-side site, just south of Gloucester Docks. This was followed by the Learning and Skills Council awarding a record £14m towards the cost of the new £38m Campus.

The GHURC then demonstrated its ability to preserve Gloucester's unique heritage when it combined with the South West RDA and English Heritage to reveal views of the medieval cloisters of Blackfriars Priory that had been obscured for over a century.

The summer witnessed the start of major new-build projects in Gloucester Docks which began with the construction of a new car park, freeing the centre of the Docks for further residential and commercial redevelopment projects and public realm upgrade.

The new Gloscat Campus then received its planning consent and the Gloucester Docks project surged forward as residential and commercial schemes, with supporting car parking, obtained planning permission. New apartment buildings on the West Quay began construction as other residential units in converted warehouses quickly sold out.

In October 2004, 'Gloucester Renaissance' was adopted as the GHURC's new corporate identity and as a city-wide symbol of regeneration and renewal. October also witnessed the incorporation of the GHURC as a company and the appointment of Greg Smith, Principal of Gloscat, as its first Chairman.

Then, in late December, the massive £200m Gloucester Quays project received the unanimous support of the City Council. This scheme is being considered by the Government Office for the South West and if approved, it will deliver 25 hectares of residential, leisure and retail developments, a new Gloscat Campus, 1,000 new homes, a factory outlet centre and the conservation of a substantial chunk of Gloucester's waterfront heritage.

### **Scope and Vision**

"Gloucester is a great historic city and in compiling a list of the top twenty English historic cities, Gloucester is a certain entry.

Its strategic significance attracted the Romans and the royal Saxon palace at Kingsholm played a national role before the Normans arrived and built St Peter's Abbey, which was to become the magnificent Gloucester Cathedral.

In this major mediaeval city, Parliament met, Kings were buried and commerce and industry boomed.

The city expanded and prospered, bolstered by the development of the docks, but by the end of the nineteenth century, its position at the centre of the national stage had diminished.

Industrial developments mainly passed it by and other achievements were modest during this period. Then, towards the end of the twentieth century the city rediscovered its historic environment and its redevelopment potential.

The opportunity now exists for the historic fabric of Gloucester to be enhanced by well informed modern development, restoring vitality to the city and providing a sustainable future in which people will want, once more, to invest and live in Gloucester, a great historic city."

### **Chris Smith, English Heritage**

The Gloucester Heritage Urban Regeneration Company is leading the physical regeneration of Gloucester and has identified four broad redevelopment areas, comprising:

- ❑ The Historic City Centre
- ❑ The Western Waterfront
- ❑ The Railway Corridor / Triangle
- ❑ The Canal Corridor

The following pages describe these priority regeneration areas and their potential to change the face of Gloucester.

### **The Historic City Centre**

The Historic City Centre contains Gloucester's main historical and tourist assets, as well as large areas of under-used land of great redevelopment potential. Specific sites include:

**Kings Square**, a 6,900 sq m public space designed in the 1970s, but which is now in need of major refurbishment and public realm upgrading. The square and its large disused water feature are surrounded by many of the city's major retail outlets and enjoy extremely high footfall.

Remedial work has begun and the full potential of the area as a major family retail centre is unfolding.

**Gloucester Bus Station** is no longer used by many services but it still occupies a strategic central location between the city centre and the Railway Station. It contains many buildings in disrepair with unoccupied upper floors and several nearby vacant plots.

The opportunity exists here for a new retail development as part of a mixed-use scheme and the repair of the built frontages of the streets. The use of the Bus Station itself is under review.

**Blackfriars Priory** occupies an important location between the city centre and the Docks and is an impressive ancient monument of national importance.

The surrounding regeneration area is a key location for an extension to the city's primary shopping area and is strategically significant in connecting the existing retail core to the docks. The mixed-use development is expected to include housing and substantial city centre car parking.

SWRDA has recently acquired land in this area which, combined with City Council ownership, will considerably improve the chances of delivery of an appropriate project.

**Greyfriars** is centred on the two sites currently occupied by the city's College of Further Education. The college plans to relocate to a new site on Gloucester Quays, thus releasing this land for redevelopment.

The sites lie between the existing retail centre and 'The Park' residential area. Potential uses and development opportunities for this very important city centre estate have yet to be established.

### **The Western Waterfront**

The Western Waterfront comprises a 60 hectare strip of land and buildings extending from the redundant Cattle Market in the north, along the River Severn frontage, through Gloucester Docks and on to the Gloucester and Sharpness Canal. Specific sites include:

#### **Gloucester Docks**

The South West Regional Development Agency's purchase of the historic core of the Gloucester Docks area has led to rapid redevelopment principally for residential, leisure and retail uses with substantial public realm and

infrastructure upgrading, ensuring a thriving visitor attraction.

British Waterways and Laings are developing a major residential scheme to reestablish the western edge of the main dock basin.

This extraordinary site has the potential to regenerate an unrivalled range of historic warehouses. With conversion of warehouses reaching completion, the first phase of new development by Crest Nicholson in the historic core of the docks is now underway.

By the end of 2006, up to 300 new homes will have been provided in the docks basin.

#### **Gloucester Quays**

Rapid progress has been made on this exciting scheme by Peel Holdings and British Waterways, based on a £200m comprehensive project that will deliver 25 hectares of residential, leisure and retail developments and a new Gloscat Campus to an area straddling both sides of the canal, just south of Gloucester Docks.

1,000 new homes will be created by the scheme, which also includes a factory outlet centre, a food supermarket and conservation of a substantial chunk of Gloucester's waterfront heritage.

Work on the new college campus site will soon commence and when complete in 2007 it will attract approximately 6,000 students to the area each week.

#### **Westgate Quay**

This area contains the western road approaches to the city and adjacent frontages to the River Severn. It also contains some important historic buildings such as the 1788 Almshouses and offers a waterside development setting.

This entrance to Gloucester from the west has been largely protected from development by the floodplain and the potential of this location has yet to be realised.

The development of the South West Bypass and St. Ann's Way Bridge link will enable the historic Westgate Street and the riverside Quay to be liberated from heavy traffic flows and the potential exists for the harnessing of the value of the river setting for residential, commercial and leisure uses.

### ***St. Oswalds Park (formerly the Cattle Market site)***

This large redevelopment site covers nearly 26 hectares of ex-landfill on the north western flank of the city; just 10 minutes walk from the city centre with views to the Cathedral and out to open countryside.

The site has permission for a range of non-food retail, leisure, residential and employment uses, and the current comprehensive development proposals by Hammerson Plc will create 400 new homes, 17,000sq m of retail warehousing, 7,500 sq m of leisure and 2.25 hectares of employment.

The Railway Corridor and Railway Triangle  
The rail corridor is a principal route into the city and has significant regeneration potential.

This area presents an opportunity to provide complementary development to the rest of the central zone and a potential for the development of a major gateway to Gloucester for both road and rail travellers worthy of a city with Gloucester's heritage.

### ***The Canal Corridor***

This entrance to the city from the south presents a traffic dominated environment, containing several vacant sites.

The development of the South West Bypass combined with the complementary development of this underused land will create a new entrance to the city from the south alongside the canal and stimulate the wider regeneration of this important commercial sector of Gloucester.

The corridor will connect the southern suburbs with the city centre through bus priority measures linked to the existing park and ride provision to the south of the city. The canal itself and its towpath present further opportunities to deliver sustainable transportation along this linear development area.

## **Essential Infrastructure**

### ***The Gloucester South West Bypass and St. Ann's Bridge***

This critical road scheme opens up several major development opportunities within the Western Waterfront and will improve access to the city from the south. The Castlemeads section, providing access to the western side of the main docks basin, has been completed and completion of the final link is expected by October 2007.

### ***Reasons to Invest in Gloucester***

- ❑ A sub-regional centre for growth
- ❑ A strong and growing economy
- ❑ A young and growing population
- ❑ A vibrant community with rich cultural diversity
- ❑ A beautiful natural setting
- ❑ A strategic central location
- ❑ Good access, by road, rail, air and water
- ❑ Over 400,000 people living within 15 miles
- ❑ 10,000 new houses to be built in Gloucester by 2016
- ❑ The largest labour force in the county
- ❑ National recognition as a centre for investment
- ❑ High national and international awareness
- ❑ The location for several company headquarters
- ❑ The University of Gloucestershire and Gloscat campuses
- ❑ Clear evidence of developer interest in Gloucester
- ❑ One of the finest historical city centres in England
- ❑ A single point of contact for developers - the GHURC
- ❑ Served by three junctions of the M5 motorway
- ❑ Unrivalled cultural, heritage and leisure assets
- ❑ Positive planning frameworks
- ❑ Nearly 100 ha of available largely brownfield land
- ❑ Under-used heritage and environmental assets
- ❑ Major tourism and leisure potential
- ❑ Business Parks and commercial sites close to M5



- A nationally important waterfront development
- Large scale transportation infrastructure
- A high growth retail sector

### The Twentieth Century Legacy

The centre of Gloucester changed considerably in the twentieth century as much of its historic fabric was demolished to make way for some large and brutally modern retail developments. Vast new housing estates grew to the south and the east of the city and a network of ring roads were introduced to assuage traffic congestion.

The city centre became virtually unpopulated and by the First World War it was entirely dominated by commercial interests, many of which were waning, and Gloucester began to acquire a reputation as a city in decline.

This deterioration continued after the Second World War and the once magnificent Docks became a derelict wasteland. The city was failing to cope with large scale post-industrial decline and its centre was considered to be 'unworthy' of a historic city. This caused the City Council to commission the distinguished civic architect G.A. Jellico to construct a new Masterplan for Gloucester.

The 'Jellico Plan' was delivered in 1962 and presaged another period in which the historic fabric of the city was sacrificed to accommodate large scale redevelopment projects, notably Kings Square and two large pedestrian shopping precincts, with rooftop car parks linked by cross street bridges.

This rebuilding of the city centre was completed in the early 1970's and whilst these developments are now generally deplored, at the time of their construction they were

celebrated as praiseworthy examples of civic modernism.

The opening of the first Severn Bridge in 1966 and the construction of the M5 in 1971 further relieved systemic traffic congestion, caused by a huge growth in the city population, housed in many large council estates, but the city centre remained largely unpopulated and culturally barren.

Then, at the end of the century, Gloucester's recovery began with the tourism led regeneration of the Docks and the City Council's courageous decision to transfer its activities to The North Warehouse, symbolically the earliest and most derelict warehouse in the historic port. The Victorian Guildhall was subsequently converted into a successful Arts Centre.

The city centre was successively pedestrianised in the mid 1990s and the city council obtained a £10.5m Sports Lottery Fund award to help finance the £17m reconstruction of Gloucester Leisure Centre and a number of smaller projects began to uplift the city.

Nevertheless, nearly all of the other major redevelopment projects in the city, including the regeneration the Docks, the remodelling of Kings Square, Blackfriars Priory, the Cattle Market and important transport infra-structure improvements were to fail or stumble, thus stimulating the involvement in the city of the South West of England Regional Development Agency and the launch of the Gloucester Heritage Urban Regeneration Company in early 2004.



## APPENDIX C

### CONSULTATION WITH STAKEHOLDERS List of Consultees

- ❑ Registered Social Landlords
- ❑ Glofysh (Gloucester Forum for Young Single Homeless)
- ❑ Gloucestershire Drug and Alcohol Services
- ❑ West Gloucestershire Primary Care Trust
- ❑ Gloucestershire Probation Service
- ❑ Gloucester Emergency Access Resource (GEAR)
- ❑ Sure Start
- ❑ Social Services
- ❑ Single Homelessness Day Centre
- ❑ Mental Health Services
- ❑ Supporting People
- ❑ Youth and Community Centre
- ❑ Emmaus
- ❑ Banardos Trust
- ❑ Gloucester Youth Housing Association
- ❑ Gloucestershire Landlords Association
- ❑ Neighbourhood Projects
- ❑ Asylum Seekers Forum
- ❑ GARAS (Gloucestershire Action for and Refugees and Asylum Seekers)
- ❑ Shelter
- ❑ CAB
- ❑ Law Centre
- ❑ The Haven Trust (Drop in Centre for Families in Temp Accommodation)
- ❑ Strategic Housing Authorities in Gloucestershire
- ❑ Race Equality Forum
- ❑ Disability Equality Forum
- ❑ Affordable Warmth and Fuel Poverty Steering Group
- ❑ County wide Home Energy
- ❑ Conservation Act Strategic Group
- ❑ Police Service
- ❑ Crime and Disorder Partnership
- ❑ Tenants' Federation
- ❑ Teenage Pregnancy Unit
- ❑ County wide Domestic Violence Advisory Service
- ❑ Local Strategic Partnership, including Westgate Priority Action Group, Young People's Priority Action Group and Working Together Priority Action Group

- ❑ West Glos PCT (Primary Care Trust)
- ❑ Neighbourhood Management Pathfinder - Community Counts
- ❑ Barton Tredworth and Eastgate Community Trust .
- ❑ BTD Ltd (Barton and Tredworth Development)
- ❑ Three Bridges Neighbourhood Partnership (Podsmead, Grange and Tuffley)
- ❑ Kingsholm Neighbourhood Partnership
- ❑ Linden Action Group
- ❑ Around 400 voluntary and community groups of which around 40 BME groups
- ❑ Members of the Multi-Agency Forum for Homelessness

## APPENDIX D

### Introduction from the Council's Corporate Strategy February 2005- Blueprint for Change

Gloucester is changing. Through the determined efforts of the city council, working in partnership with others, real improvements can now be seen around the city.

From the Docks to the St. Oswald's Park and from Eastgate Street to the former Coney Hill Hospital site, the quality of the local environment is improving significantly. However there is still much to do and the council has a key role as community leader in bringing about further change and improvement.

Regeneration, cleanliness and the general appearance of the city continue to feature highly on the list of what matters to local people. These are areas in which the council has focused its attention for some time, but achieving sustained improvement has not been easy. Pressures have significantly increased on the council's limited resources over the last few years as the authority has worked hard to respond to changing customer expectations, new legislation and other national agenda.

Despite this work, overall satisfaction with council services is below average and the general picture of performance across council services is mixed. This was reflected in our 2004 Comprehensive Performance Assessment rating of 'fair'. The inspection, part of a national programme carried out by the Audit Commission, helped us to conclude that to improve our services and the future quality of life generally for local residents, we need to significantly change the way council services are delivered. We must focus our attention on what is most important to local people and we must ensure that we have the resources available to make a difference.

The details of our strategy for improvement over the next three years are set out in this 'Blueprint for Change'. The three main elements of the plan are:

1. Services will be reviewed to explore new ways of delivering them and ensure we deliver value for money.
2. A new three-year financial strategy will put the council on a stable footing, provide money to invest in future improvements and ensure council tax increases stay at 3%.
3. The council will focus on three priorities:
  - streetcare
  - regeneration
  - efficiency and effectiveness.

The national context is clear. No substantial additional resources will be made available to the council by Government in the foreseeable future. In addition to this, there is a firm expectation that local authorities will look carefully at the way they deliver services and generate their own efficiency improvements each year.

At a local level, the broader vision of improvement for Gloucester is described in the Gloucester Partnership's ten-year strategy for the city – 'Our Gloucester, our Future'. Only by changing the way the council looks and works can the authority contribute effectively to this bigger picture and fulfil its role as community leader, promoting community cohesion, community safety and community involvement in everything we do.

Our programme for change and improvement is challenging but 'business as usual' is not an option. Both locally and nationally, there is an increasing requirement for the council to improve its performance and demonstrate value for money. This 'Blueprint' continues some of the key themes of our previous corporate strategy whilst providing a robust new framework to deliver a more efficient and effective council in future.

As we move towards a very different looking city council over the next three years, the 'Blueprint for Change' will be vital in helping to ensure we deliver the necessary improvements and at the same time maintain our focus on the needs of local people, our customers and our staff.



**Councillor Mark Hawthorne**  
**Leader of the Council**

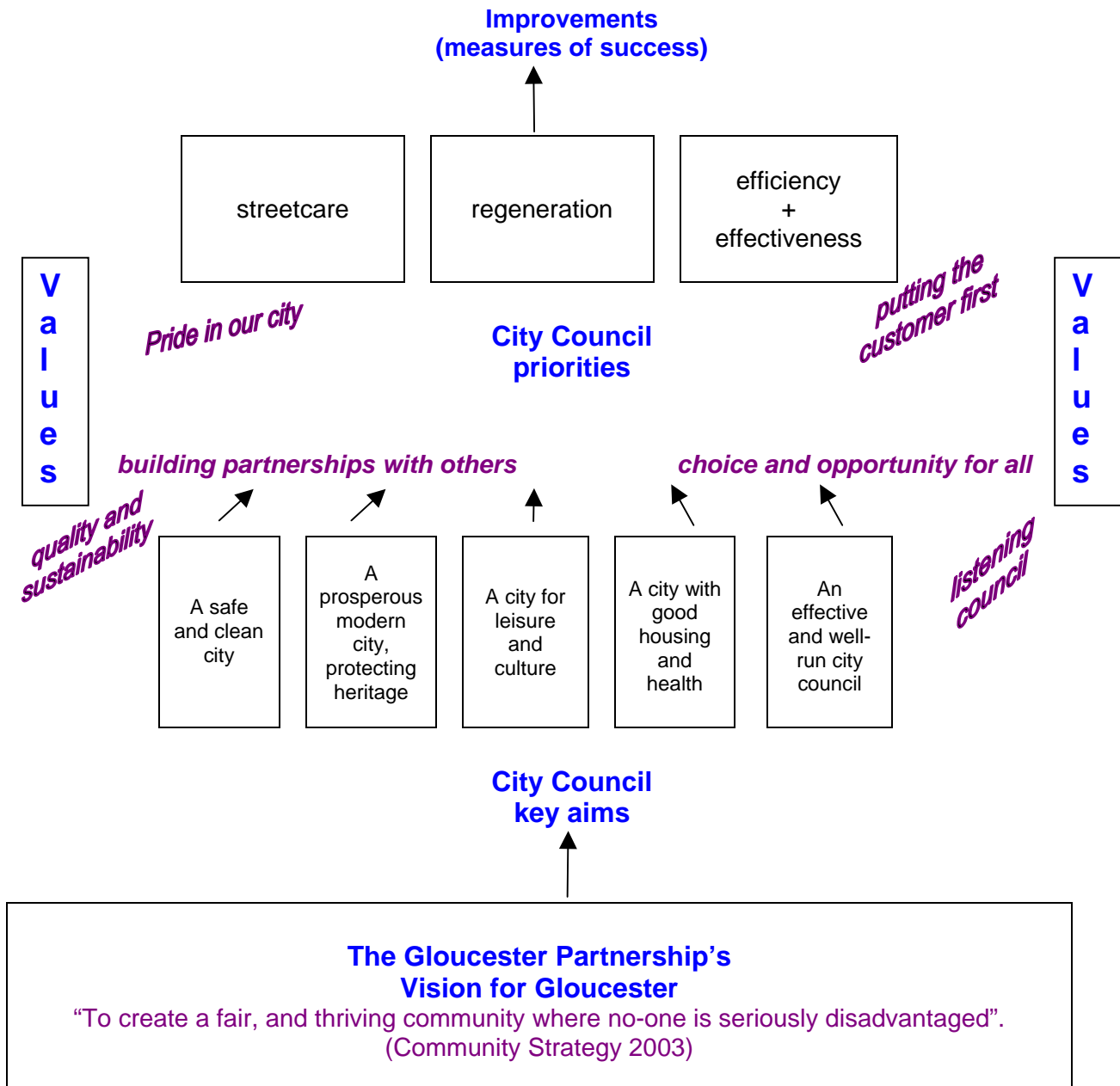


**Paul Smith**  
**Managing Director**

**From Vision to Improvement**

The city council's three priorities for spending and improvement all help the authority to achieve its five key aims. These in turn contribute to the ten-year vision for Gloucester which was developed by the Gloucester Partnership of public, private and voluntary sector organisations in 2003.

Mostly importantly, our strategy responds to the issues local people have said are important to them through residents' surveys and the many other ways the council consults with residents.



## APPENDIX E

### ALMO Gloucester City Homes

#### *Our Vision*

To be first class social housing agency, delivering modern, efficient, high quality customer - focussed services so that we can provide an excellent quality of life for our tenants and leaseholders in their homes and their community.

#### *Our Mission*

To provide a better quality of life to every tenant and leaseholder of Gloucester City Homes by delivering exceptional services and providing decent homes in successful communities.

#### *Our Values*

##### *Pride:*

We will act responsibly and will enable our tenants and leaseholders to take pride in their homes and communities through effective service delivery. Equally, we are proud of our staff and will recognise their achievement and success. We will work in partnership with the Council, our residents, staff and partners, to build strong and successful communities.

##### *Quality:*

Our aim is to be the best social housing agency in the country, delivering outstanding customer service and looking to improve continuously. We will listen, responding quickly and fairly to our tenants and leaseholders and employees needs to ensure we achieve our targets and standards.

##### *Integrity:*

We will say what we do and do what we say, publishing clear standards, monitoring performance and providing efficient, value for money services. We will be a caring and responsible housing agency, respecting every tenant and leaseholder and every employee by being honest and fair in all our decisions.

#### *Innovation:*

We will be creative and dynamic in delivering our services, anticipating tenant and leaseholder needs and planning accordingly. We will strive to be a national leader of excellence though challenging existing practices, working together as a team and never accepting mediocrity.

#### *Our Objectives:*

##### *Investment Objectives:*

- Meet the Decent Homes Standard across our stock by 2010.
- Provide energy efficient and comfortable homes that tenants and leaseholders are proud to live in.
- In order to achieve this the ALMO will reach an average SAP rating of 85 by 2008.
- Respond promptly to repair needs and co-ordinate maintenance programmes, which satisfy tenant aspirations and meet legal obligations.
- This will be achieved, in part, by increasing the number of appointments made and kept for responsive repairs to 97% by 2008/9 and through the introduction of an on-line diagnostic tool for repairs ordering.
- Provide excellent housing services, which contribute to the wider regeneration of the communities of Gloucester by entering into partnerships with appropriate organisations.
- The ALMO is committed to reducing the void turnaround time to 23 days and reducing rent loss from voids to 1.34% by March 2007.
- Maximise income opportunities to meet the aspirations of our tenants, leaseholders, employees and the organisation. Staff will continue to work in partnership with other agencies to ensure that tenants and leaseholders are able to maximise their income. Ensure rent targets are achieved and provide upper quartile performance by 2009.
- The proportion of rent collected will increase to 98.4% by 2008.

### ***Customer Objectives:***

- ❑ Maximise choice for tenants and leaseholders in everything we do.

We will develop a Major Works compact by December 2005 and work with tenants and leaseholders to monitor and improve on the choice options in our improvement schemes.

- ❑ Work with our partners to provide best value solutions in order to demonstrate value for money.
- ❑ Consult and publish clear and measurable standards for our services.

Our Customer Charter will be revised by March 2007 to include specific targets, which can be measured, and that performance reported to our tenants and other stakeholders.

- ❑ Protect and enhance tenants and leaseholders homes and the surrounding community, responding to the needs of the vulnerable and ensure a safe environment for people to live in.

A minimum of 50% of sustainability funding in the ALMO bid will be used to meet tenants priorities to provide a safe environment.

- ❑ Provide services which meet the diverse needs of our customers.

The Tenant Participation strategy will enhance the opportunities for tenants from all sectors of the community to become involved at a level that suits them. The majority of the options will be implemented by March 2007.

- ❑ Work with and involve our tenants to provide service excellence.
- ❑ Use complaints and customer feedback positively to continually improve services.

### ***Council Objectives:***

- ❑ Develop a collaborative approach for the mutual benefit of the council and tenants and leaseholders of Gloucester City Homes.
- ❑ Support and contribute to the council's "Blueprint for Change" strategy.
- ❑ Support and contribute to the local strategic partnership.
- ❑ Support other council strategies.
- ❑ Work with the council to achieve the best outcomes for the tenants and leaseholders of Gloucester.

The Council will be provided with performance management information including progress in meeting Council strategies.

### ***Employee Objectives:***

- ❑ Develop and train our employees, encouraging creativity and personal aspiration.
- ❑ Motivate employees through effective feedback and appraisal.
- ❑ Foster team working and knowledge sharing, providing the tools, equipment and environment to achieve excellence.
- ❑ Be a modern, forward thinking, learning organisation - challenging our approach to continually improve.

### ***Our Vision:***

- ❑ To be a first class social housing provider, delivering modern, efficient, high quality customer-focused services so that we can provide an excellent quality of life for our tenants and leaseholders in their homes and their community."
- ❑ motivate employees through effective feedback and appraisal.
- ❑ Foster team working and knowledge sharing, providing the tools, equipment and environment to achieve excellence.
- ❑ Be a modern, forward thinking, learning organisation - challenging our approach to continually improve.



## APPENDIX E

### STRATEGIC PARTNERSHIP

#### The Council's Housing Stock

##### Data Sources

Information on the Council's housing stock has been gathered through two Stock Condition surveys which covered 83% of the stock and were carried out by independent surveyors. The stock was surveyed internally and externally, and the survey provided an accurate assessment of the repairs, maintenance and improvement costs over 30 years, as well as identifying the cost of meeting the Decent Homes Standard. This has enabled the Council to carry out a robust Options Appraisal process, leading to the decision to pursue the formation of an Arms Length Management Organisation (ALMO) option to meet the Decent Homes Standard by December 2010.

The stock condition survey information has been maintained and updated using internal resources through an asset management database. This will continue as each contract is completed to give a current position at any time. The data will be independently reviewed every five years.

Other property information is available on the Council's integrated housing management system. This gives responsive and void repair histories for each property, as well as adaptations to properties.

##### The Decent Homes Standard

The Government require all local authority housing to meet the Decent Homes Standard by 2010. The combined stock condition surveys found that 66% of the stock in Gloucester failed to meet this standard. The Council does not have the resources to improve the stock to the required standard. Consequently the decision was taken in July 04 to pursue the ALMO option and Gloucester has submitted a bid to the Round 5 programme. If the bid, and subsequent inspection, is successful, Gloucester will meet the Decent Homes Standard as required. If the bid is not successful Gloucester will return to the Options Appraisal process to identify the next most

appropriate method of meeting the Decent Homes standard.

The Council has developed an asset management strategy, taking into account the additional resources it hopes to obtain from the ALMO bid. The additional funding will enable the ALMO to carry out a more comprehensive approach to capital investment, repair, improvement and renewal of the properties.

The ALMO will have a five year programme to bring all properties up to the required standard, with a projected delivery by year as shown in the table below:

##### Expected progress towards Decent Homes

Year	Decent Homes achieved
2005/06	37%
2006/07	47%
2007/08	58%
2008/09	71%
2009/10	84%
2010/11	100%

##### The Gloucester Standard

In 2001/2, we developed the Gloucester Standard in association with our tenants. This is a higher standard than Decent Homes and identifies the aspirations of tenants and the authority to improve the properties, their safety and security, and certain communal facilities. However, it was developed prior to the outcome of the Stock Condition survey, at a time when it was believed that only one third of properties would fail to meet the Decent Homes standard. Clearly the opportunities to achieve the Gloucester Standard will be limited but it is envisaged that the standard will be reviewed on a regular basis to take account of changing needs and circumstances, with the initial review occurring in the 2005/06 financial year. If the proposed ALMO receives the level of funding for which it has bid the sustainability funding will be used to meet the

some of the aspirations identified in the Gloucester Standard.

### ***Energy Efficiency and Fuel Poverty***

The City Council aims to invest funds in upgrading the energy efficiency of its properties. This has a positive and lasting impact on affordable warmth. The government has set out the need to eradicate fuel poverty amongst vulnerable households by 2010 and the Decent Homes Standard also incorporates a thermal efficiency standard.

The ALMO will aim to increase its SAP level from the current 53.4 to an average of 85 by 2008. It will also contribute to the reduction of carbon dioxide emissions by replacing boilers with more efficient appliances, as well as lowering the consumption of energy by increasing insulation efficiency within the properties.

### ***Delivering an Excellent Service***

Gloucester City Council intends to achieve excellence in the provision of its Housing Service, irrespective of the arrangements for management of the stock. However, the decision to pursue the ALMO option has acted as a spur to identify the areas in which the service does not meet the two or three star standard. This has led to the formation of a team developing service improvement across all aspects of the service. Although it is envisaged that this team will disperse in August 2007, elements of what has been learnt in terms of improvement methods, and a redesigned structure to enable us to pursue continuous improvement, will be gains from this short-term restructure.

Over the next five years the focus for service improvement will be on meeting the following objectives:

- Compliance with the Decent Homes Standard by 2010
- High quality, easily accessed customer-focused services leading to improved levels of satisfaction in the upper quartile by 2009/10.

This will include increasing satisfaction with overall service to at least 83% for all tenants, with levels of satisfaction among BME groups reaching at least 80%, and

satisfaction with opportunities to participate to 70%.

- Improving the quality of life on the estates, working to reduce incidents of anti-social behaviour and the fear of crime.

From January 2006 tenants will benefit from a 24 hour contact service available seven days per week through the ASB unit. At least 50% of ALMO sustainability funding will be used to meet tenants' priorities to reduce crime and the fear of crime. This will be part of the Decent Homes programmed works from September 2006 to December 2010.

- Developing modern, efficient and effective services with sound financial management.

Internet access to services will be available from December 2005. This will enable tenants to access personal account details, repair requests and company information. Repair requests via the website are targeted to increase from 1% at present to 10% by March 2007.

- Improving responsiveness and reliability through a well-trained, motivated workforce.

Quarterly Staff Development Reviews will be introduced which are linked to business objectives and fed into a training programme which will include core programmes such as customer care skills, equality and diversity and on updating knowledge and skills specifically linked to service provision.

### ***Tenant Involvement***

Gloucester City Council believes that tenants must be involved in decisions that affect their homes and their services, and in the assessment of the quality of the provision. The aim of the Tenant Participation and Involvement Strategy is to increase involvement at a level to suit individual tenants lifestyles. The strategy identifies methods of involvement and consultation, both currently in use and to be developed over the next five years, identifying additional staffing resources for this purpose. The approach is to offer a menu of options which allow tenants to choose a level of

involvement that suits their particular circumstances and interests.

### ***Partnerships with Housing Associations***

Initial meetings have occurred with local RSLs to identify areas in which the partnership working would improve services to all tenants, to provide a consistency of approach on the basis of the highest common denominator and which would improve value for money. Areas that have been considered include joint training, production of joint newsletters, joint surgeries and joint procurement of services to adjoining estates. Particularly in the joint estate of White City we are working towards the principle that shared policies and standards should be developed to ensure that tenants are treated fairly and efficiently irrespective of the ownership of the property.

### ***Partnership working for sustainable communities***

The service already works in partnership with organisations such as the Neighbourhood Projects, Supporting People providers, the CAB and the Law Centre to sustain tenancies and reduce legal action. Formal referrals to agencies prior to legal action on arrears is now part of the organisations working procedures and it is envisaged that this will develop to improve the quality of advice and support that tenants receive. Referrals to advice agencies are also integral to the Council's Corporate Debt policy.

Work is under way to strengthen and improve the liaison with the mediation service as a means of dealing with neighbour disputes. The service has also made a commitment to improve its involvement with the Crime and Disorder Reduction partnership. Front-line managers now regularly attend CDRP meetings and are participants in local partnerships with the police. *This may develop into direct joint working in an Anti-Social Behaviour Unit for the city of Gloucester.*

### ***Meeting Changing Demand***

The Council is awaiting results from a County-wide housing needs survey.

However, research undertaken in 2003 and evidence from the Council's housing register, would indicate that there will be a continuing demand for social housing both from new applicants and from existing tenants requesting a move to alternative accommodation which more closely meets their needs.

There is also a diminishing stock of dwellings due to the Right to Buy (of which of which approximately 95 % are houses) and this seriously affects the ability of the Council to house people in appropriate areas, and has particular consequences for the affected communities.

Furthermore, there are some properties for which demand is much lower and /or which do not match current need. Work has been undertaken to identify property types that are not sustainable and that could be developed or used in some other manner to meet changing demand. This may involve remodelling or altering the use of some properties or working with private developers/registered social landlords to enhance provision of the types of properties that are needed now and for the future. Clearly any plans of this nature, that will affect property numbers, will have an affect on the rental stream and this will be addressed through subsequent HRA Business Plans.

The following tables show projections for the stock over the next six years in actual and percentages terms and clearly show that the high demand properties are those most likely to be lost under the Right to Buy.

**Table 1: Housing stock by size/type/projected sales 2005/06-2010/2011**

	Houses/Bungalows				Flats				Total
	4 bed	3 bed	2 bed	1 bed	3 bed	2 bed	1 bed	bedsit	
As at 31.3.05	185	1256	548	427	51	856	1131	182	4636
31.3.06	181	1211	536	427	51	852	1128	182	4568
31.3.07	176	1166	524	426	51	847	1125	182	4497
31.3.08	171	1121	512	426	50	843	1122	181	4426
31.3.09	167	1076	500	425	50	838	1119	181	4356
31.3.10	162	1030	488	425	49	834	1116	181	4285
31.3.11	157	985	476	425	49	829	1112	180	4215

**Table 2: % stock by size/type/projected sales 2005/06-2010/11**

	Houses/Bungalows				Flats			
	4 bed	3 bed	2 bed	1 bed	3 bed	2 bed	1 bed	Bedsit
% stock at 31.3.05	3.99	27.08	11.8	9.2	1.1	18.46	24.41	3.93
% stock at 31.3.11	3.72	23.37	11.29	10.08	1.16	19.5	26.38	4.32

Work has commenced on drawing up information regarding the issues of changing demand and hard to let/ properties lacking modern facilities. Working with the Council's Strategy and Enabling team a viability index will be developed and used to distinguish those properties for which an options appraisal should be undertaken. The initial options appraisal will be undertaken by September 2006 to ensure that resources are not spent on inappropriate properties.

The County wide Housing Needs Assessment has confirmed our "grass-roots" understanding of the severity of housing need and demand for social housing. This, combined with research undertaken in 2003 and evidence from the Council's housing register, would indicate that there will be a continuing demand for social housing, both from new applicants and existing tenants requesting a move to alternative accommodation which more closely meets their needs and aspirations.

There is also a diminishing stock of dwellings due to the Right to Buy (of which of which approximately 95 % are houses) and this seriously affects the ability of the Council to house people in appropriate housing and areas, and has particular consequences for the affected communities.

Furthermore, there are some properties for which demand is much lower and/or which do not match current need. Work has been undertaken to identify property types that are not sustainable and that could be developed or used in some other manner to meet changing demand. This may involve remodelling or altering the use of some properties or working with private developers/registered social landlords to enhance provision of the types of properties that are needed now and for the future. Clearly any plans of this nature, that will affect property numbers, will have an affect on the rental stream and this will be addressed through subsequent HRA Business Plans.

## APPENDIX F

### Anti-Poverty Strategy

The Council's Anti-Poverty Strategy 2005/10, has direct relevance to the services contained within the Housing Strategy and particularly dovetails with the corporate strategies on Economic Development, Community Development, Affordable Warmth and Fuel Poverty and Housing.

It aims to improve the quality of life for everyone in the city by waking action to improve the position of the most disadvantaged sections of our community. It links to the generic equality standards and other measures to counter discrimination, disadvantage and other barriers which affect the life chances of some sections of the community.

#### *Aims and Objectives*

The broad aims of the Anti-Poverty Strategy are to:-

- counter the causes and effects of low income
- support equality of access to services
- encourage social integration and cohesion

These broad aims provided the starting point for developing a more detailed set of aims. The full strategy can be found on the Council's website: [www.gloucester.gov.uk](http://www.gloucester.gov.uk)

#### *Supporting people*

The city are partners with other statutory agencies on the Commissioning body with the County Council as the Administering An adverse Audit Commission report on the service together with the need to make substantial cuts to the overall budget means that the Council does not have complete freedom to decide its strategic approach to provision for Supported Housing.

With the support costs funded by the Supporting People budget essential cuts to the budget from £28m to some £14m in the next 2-3 years our ability to provide suitable housing will be severely constrained and influenced by the Commissioning body of Supporting People.

1. Draft Strategy 2005/08 due for approval by June 2005.
2. City have major concerns over the changes to the distribution of resources from central joint resolutions in a substantial reduction in resources for implementing Supporting People locally.
3. Due to the provision of projects with Gloucestershire we are likely to be adversely effected by any pro-rata reduction in the budget.
4. Recommendation of review for withdrawal of support medium term supported by projects will adversely reflect our Homeless Strategy.
5. Success of the city in processing special needs housing provision e.g. mental health, means we are likely to be adversely affected by costs.
6. No new special needs schemes possible until 2008/09.
7. Withdrawal of Lifelink Services and category II Sheltered Housing.



## APPENDIX G

### EXECUTIVE SUMMARY

#### County-wide Housing Needs Assessment

The six district councils plus Supporting People commissioned an assessment of housing needs across the whole county interviewing 4200 (700 households within each of the district areas). From this an assessment was made of the needs in each district area and brought together with a county-wide overview. In addition for Gloucester (and Cheltenham), a further 150 households from the BME communities (predominantly Afro-Caribbean and Asian) were interviewed from within those areas of the city where their communities mainly reside.

A copy of both the county-wide and city-wide assessments can be found on the Council's website, but the detailed summary on the findings, together with various tables are set out below. The assessment has been carried out in accordance with the latest Government guidance 'Local Needs Assessment: A Guide to Good Practice DETR 2000'. In particular it used the recommended best practice for assessing affordability in supporting the planning authority in determining how much affordable housing to seek on all qualifying housing schemes.

The outcomes are measured in terms of how many households can afford to buy an entry - level property suited to their needs without paying more than 30% of their take-home pay. The outcome recognises that a number of people routinely pay more than 30% and/or are capable of buying a property with some financial support. The Council recognises therefore that not all housing needs have to be resolved through allocation of rented social housing. The discount in housing cost through the availability of shared ownership and low cost home ownership can enable many people to resolve their housing need. However, the assessment does indicate that the potential supply of affordable housing, even if all qualifying sites provided the 40% benchmark, would not be sufficient to meet the needs of those for whom social rented is the only option.

The assessment looked at household's present housing needs (backlog of need), together with their likely need in the next two years (newly arising need) matched against their ability to buy or rent in the open market (without paying more than 30% of their take home pay or accessing housing benefit).

Account was taken of potential inward and outward migration to assess a net demand per annum over the next two years. The research also looked at the number of potential newly forming households from past trends and future intentions.

Finally, the turnover of social housing over recent years (adjusted by a very clear, marked and persistent downward trend in vacancies) was used to offset past, present and future housing need - the resultant short-fall gave the need of new Affordable housing.

#### *Previous housing research*

The survey carried out in 2004 (2000) concluded that

- 1,393 (698) additional households will need affordable housing every year for five years
- 1,613 (1,047) is the annual requirement for affordable housing
- 323 (521) dwellings is the estimated net supply for relet vacancies from existing social housing
- 1,295 (526) affordable homes are required every year to meet the shortfall

The survey looked at the price of entry-level dwellings in Gloucester in Quarter 4 2003/04 to compare with incomes of households; the potential for a mortgage plus access to a deposit.

The survey concluded that a household would need a net income of £1,864 p.c.m (plus 5% deposit) to afford to buy an entry level property (costing £101,241).

No regard was taken of differential house prices across the city and it needs to be remembered that the availability of entry-level housing is limited. Most of the houses at this price will either be predominantly pre-1914 dwellings; much of this may need substantial



long-term investment or smaller but more modern flats

Local Plan allocations for 2005/10 predicts that 1,020 dwellings a year will be built. The 2000 Survey recommended that it would be reasonable to expect that 40% of all new qualifying housing could be affordable. With the housing need having worsened by at least 200%, it is reasonable to justify the continuing use of 40% as a benchmark.

### *Housing needs Survey*

For the city, the relevant figures are:-

Gross shortfall	1295
Backlog	220 per annum
Newly arising need	1393
<b>TOTAL</b>	<b>1613</b>
Less supply of affordable from relets	323
<b>TOTAL</b>	<b>1290</b>

The assessment deliberately omits from the supply of affordable dwellings additions to the housing stock from new build/purchases coming almost exclusively from the planning system. It was left for each individual council to decide the level of affordable housing to seek arising from the assessment

For the 2004 assessment the consultants used the then DETR Good Practice Guide to Housing Needs Surveyors 2000 (Bramley) and adopted the affordability criteria of 30% of take home pay (THP). However, the consultants acknowledged that it was not uncommon for households to pay more than 30% of their THP on housing costs and often had contributions from family towards deposits. However, with the anticipated supply of new homes for 2004-11, there is an argument for saying that, even if every affordable housing unit was available for rent, it would still not meet the most acute housing need i.e. those whose take home pay was so low that they would have to spend more than 50% of their take-home pay on housing costs

## APPENDIX G

### Tables and Statistics Extracted from County-wide Housing Needs Assessment

(Tables and page numbers relate to the actual county-wide report)

Figure 17 Page 100 - Graph showing the percentage take-home pay spent on housing costs

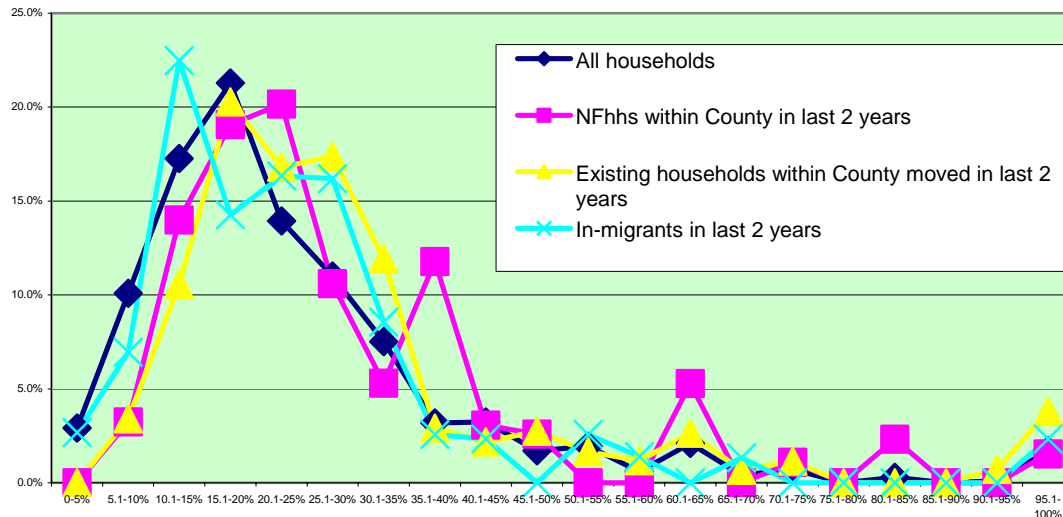


Table 78 - Page 101 Housing costs for different incomes

Net monthly income	Range of housing costs	Range of house prices
Less than £350	Less than £105	Less than £18,482
£351-£550	£105 to £165	£18,482 to £29,043
£551-£750	£165 to £225	£29,043 to £39,605
£751-£950	£225 to £285	£39,605 to £50,166
£951-£1,250	£285 to £375	£50,166 to £66,008
£1,251-£1,550	£375 to £465	£66,008 to £81,850
£1,551-£2,050	£465 to £615	£81,850 to £108,253
£2,051-£2,550	£615 to £765	£108,253 to £134,656
£2,551-£3,050	£765 to £915	£134,656 to £161,112
More than £3,051	More than £915	More than £161,112

The results for the County and the six districts are shown in Table 79.

**Table 79 - Page 101 Entry-level property prices**

District	Terraced		Flat/Maisonette		Average price
	Average price	Sales	Average price	Sales	
Cheltenham	£166,620	207	£137,814	220	£151,779
Cotswold	£181,484	109	£159,245	46	£174,884
Forest of Dean	£107,888	70	£70,055	16	£100,849
Gloucester	£106,940	207	£86,495	80	£101,241
Stroud	£146,749	152	£100,981	54	£134,752
Tewkesbury	£130,556	102	£85,895	33	£119,639
Gloucestershire	£141,185	847	£120,205	449	£133,916

**Table 80 - Page 102 Affordability calculator**

Affordability ratio	<b>30%</b>
<b>House price</b>	
Average house price*	£133,916
95%	£127,221
5%	£6,696
<b>Mortgage</b>	
Intelligent Finance mortgage repayment calculator	<a href="http://www.if.com/mortgage/mortgage_home.asp">http://www.if.com/mortgage/mortgage_home.asp</a>
Mortgage type	Tracker - capital and interest
APR to 31/7/2006	4.69%
Monthly repayment for 95% over 25 years	£722.76
Cost per £1,000	£5.68
<b>Life assurance</b>	
Cover	£95,000
Monthly repayment	£12.45
Cost per £1,000	£0.13
Monthly repayment to cover mortgage above	£16.67
<b>TOTAL HOUSING COSTS</b>	<b>£739.43</b>
<b>NET HOUSEHOLD INCOME PER MONTH</b>	<b>£2,464.78</b>
<b>SAVINGS/EQUITY REQUIRED</b>	<b>£6,695.82</b>

**Table 84 - Page 109 Housing needs of Gloucestershire**

<b>B. BACKLOG OF EXISTING NEED</b>	
1. Backlog need existing households	11558
2. Minus cases seeking in-situ solution	7183
3. Times proportion unable to afford to buy in the market	78.0%
4. Plus households in temporary accommodation	48.5
5. Equals total backlog need	3897
6. Times quota to progressively reduce backlog	20%
7. Equals annual need to reduce backlog	779
<b>N. NEWLY ARISING NEED</b>	
8. New household formation (gross p.a.)	3676
9. Times proportion unable to buy or rent in market	87.5%
10. Plus ex-institutional population moving into community	0
11. Plus existing households falling into need	1384
12. Plus in-migrant households unable to afford market housing	4262
13. Equals newly arising need	8861
<b>S. SUPPLY OF AFFORDABLE UNITS</b>	
14. Supply of local authority and RSL relets p.a.	1955
15. Minus units taken out of management	35
16. Plus new units of affordable housing	427
17. Equals affordable supply	2347
<b>18. Net shortfall</b>	<b>7294</b>
<b>19. Gross shortfall</b>	<b>7721</b>

## APPENDIX G

### GLOUCESTER CITY HOUSING NEEDS ASSESSMENT-EXECUTIVE SUMMARY

#### Approach

In November 2003, Outside was appointed to undertake a Countywide Housing Needs Assessment for the six local authorities of Gloucestershire and the County's Supporting People Team.

Each authority had undertaken separate Housing Needs Studies during the previous few years. Significant changes in local housing markets alongside the increasing preference for sub-regional assessments meant that a new co-ordinated study was appropriate.

The purpose of the Countywide Housing Needs Assessment is to provide a robust assessment of housing and housing support requirements, across all tenures and client groups, and of the extent to which there is likely to be a shortfall in the meeting of those requirements in both the short and medium term.

The Housing Needs Assessment 2004 used a three-stage methodology to address these aims and objectives. The approach brought together the views of residents, the experience of key stakeholders and information contained in secondary data sources.

The data from the 4,200 face-to-face interviews were grossed up to the total number of households for Gloucestershire, 237,879 households. The 700 households interviewed in Gloucester were grossed up the total number of households in the city; 45,757.

The confidence intervals for the survey dataset are more than acceptable for a study of this kind. The confidence interval at the 95% confidence level for the County as a whole is +/-1.54% and for the City is +/-2.98%. Consequently this means that the survey can be seen to be representative, statistically valid and highly robust at both County and district level.

#### The Housing Market

Gloucestershire's economically active population (16 to 64 years old) is proportionally higher at 70.3% than the comparable proportion for England and Wales (66.5%).

In addition, Gloucestershire has a proportionally older population compared to that across England and Wales as a whole. Gloucester has a proportionally younger population with 38.6% under 29 compared to 35.2% for the County as a whole.

Over the period 1991 to 2001 the population of England and Wales increased by 2.6%, whilst the South West regional population increased by 5.1%. At the same time the Gloucestershire County population increased by 5.3% and the City population grew by 6.2%.

The tenure mix of households in Gloucestershire shows greater owner occupation and less renting from the social rented sector than England and Wales as a whole. Only 28.4% of Gloucester households own their home outright, while 45.7% of households are buying their home with a mortgage. At a County level the proportions renting from the social sector are lower in comparison to that nationally.

Gloucester has higher proportions of semi-detached (41.9%), terraces (23.1%) and flats (10.1%) than the County (35.3%, 19.7% and 8.8% respectively).

At the time of the survey research, the mean overall property price in Gloucestershire was £190,702, up from £171,904 for the same period in 2003. The mean price for England and Wales for the same period was £175,401 up from £149,935 in the previous year. The South West regional mean price for the same period in 2004 was £187,495 and in 2003 £171,904.

Mean overall prices within Gloucestershire have risen consistently over the period April-June 2001 to April-June 2004, a percentage rise between the two time points of 52.8%. Gloucester prices rose by 57.6% in the same period. At a regional level the South West

experienced a higher percentage rise over the same period of 60.0%.

Gloucestershire's dwelling stock position on the 1<sup>st</sup> April 2004 included 13.8% public sector housing, which consists of 44.0% (15,056) local authority stock, 52.5% (18,136) Registered Social Landlord (RSL) stock, and 3.9% 'other' public sector stock. Gloucester has 14.0% public sector housing.

On the 1<sup>st</sup> April 2004, 14,755 households were registered on any of the six local authority housing registers, a number that has increased consistently across Gloucestershire over the previous four years from a 2001 count of 10,183. The rise has been steepest in Gloucester City, which also has the highest number currently on the Housing Register, 3,934, which accounts for 26.7% of all County registrations.

According to ODPM guidance, Gloucester can be defined as a self-contained housing market.

### Households

Gloucestershire has a resident population of 564,559 in 237,879 households.

According to the 2001 Census 2.1% of the Gloucestershire population is from a black and minority ethnic community. The Asian/Asian British community is the largest black and minority ethnic community (1,303 households). Gloucester is the most ethnically diverse district within Gloucestershire.

In Gloucestershire as a whole, 18.9% of respondents (44,878) defined themselves as having a long-term illness or health problem. This is lower than the average for Outside's previous Housing Needs Studies of 21.7%. The rate of respondents with a long-term illness or health problem varies between districts in Gloucestershire from 15.2% in Gloucester to 23.0% in Stroud.

A net monthly income of £1,865 is required to secure a 95% mortgage on an entry-level property of £101,241 in Gloucester; 66.6% of households in need in the City had a net monthly income below this.

Approximately 7.3% (3,340) of Gloucester's households are deemed to be experiencing fuel poverty (spending more than 10% of their income on fuel costs). This is lower than the County figure of 8.0%.

### Dwellings

21.5% of the County's semi-detached properties and 19.9% of the terraced properties are in Gloucester.

5.8% of Gloucester households (2,645) felt that their accommodation was not adequate for their needs. This figure is lower than the current average of 7.9% found in Outside's other Housing Needs Surveys. As is common with most Housing Needs Surveys the main reason for inadequacy is the size of people's current accommodation being too small for their needs.

The proportion of over occupied properties is 4.5% in Gloucester. 10.5% of households in Gloucester live in under-occupied dwellings.

5.4% (12,821) of all households in Gloucestershire reported that their properties had been adapted to meet the needs of residents with a limiting long-term illness, health problem or disability (LLTI). A higher proportion of households in Gloucester (12.3%) than elsewhere in the County are receiving care and/or support in their own home.

### Housing Moves

It is important to consider recent housing history alongside households' declared moving intentions as an indicator of future housing demand. Moving intentions are often aspirational whereas recent history of movements demonstrates a more accurate picture.



5.8% of Gloucester's households found their current accommodation inadequate for their needs (2,645 households). Of these 50.2% had no plans to move within the next two years (1,328 households). That leaves around 1,317 households with inadequate housing who plan to move within the next two years.

In addition to these households, a further 69 households whose current accommodation is inadequate expressed a desire to move within the next two years, but an inability to do so.

The main reasons given for not being able to move were to do with the prohibitive costs of a larger home, the costs of moving and problems with negative equity.

Of the 1,317 households living in inadequate accommodation who do plan to move, 66.6% had a net monthly income below the level required to purchase an average entry-level dwelling.

Of the current households within Gloucester, 15.8% (7,211 households) moved to their present address within the last two years. This is slightly lower than in other housing needs surveys undertaken by Outside where the average for residents living under two years at their current address is 18.7%. It is also the lowest level of recent movement of the six Districts within Gloucestershire. The proportion of recent movers who were in-migrants to the District was close to the average recorded for Outside's previous housing needs surveys; 33.6% (2,426 households) compared with 34.4%.

The number of planned newly formed households indicated in the Housing Needs Assessment is much smaller than that indicated by the history of recent moves. Only 0.6% of existing households contained members who were planning to leave the existing household and establish a new household of their own within the next two years. This is a very low figure compared with Outside's previous housing needs surveys where the average is 4.8%. Although this may appear to suggest some element of suppressed demand, it must be borne in mind that "planned" moves in every survey Outside has conducted are always

lower than actual moves measured by housing history.

The proportion of existing households who are planning to move within the next two years was also low compared with the proportion that actually moved within the last two years and also compared with the average recorded for Outside's other housing needs surveys. Only 8.2% of existing households (3,742) plan to move within the next two years, the average across other housing needs surveys being 11.3%.

Exactly half of all prospective new forming households want to move into socially rented accommodation. This is higher than the picture of recent house movements, where 27.6% of new forming households were accommodated in social housing over the last two years.

Analysis of the demand for social housing (based upon planned mover demands set against released supply) appears to show:

- ✓ a shortage of two, three and four-bedroom semi-detached properties
- ✓ a shortage of two-bedroom bungalows, flats, maisonettes and apartments
- ✓ a surplus of two and three-bedroom terraces

### Housing Needs

A significant proportion of households in Gloucestershire spend 30% or more of their net household income on their housing costs, some spending up to and beyond 40%. Individual Districts have set what they consider to be either a reasonable or maximum affordability threshold for their areas. Gloucester has used the 30% threshold to calculate affordability.

A household would need to be earning around £2,000 net per month to afford a home in Gloucester. Even if a District were to be able to provide discounted market housing up to 25% or other forms of

intermediate housing an income of almost £1,500 would still be needed and this clearly is beyond a majority of households in need.

Affordability has been calculated for Gloucestershire based on the cost of a local entry-level dwelling of £101,241 and an affordability ratio of 30% (i.e. that households will allocate no more than 30% of their net household income towards their housing costs). This results in a total monthly housing cost of £559.46 and a required monthly net household income of £1,865 and savings/equity required of £5,062.

To calculate the number of affordable homes required per annum across the City involves three stages. The first stage is to calculate the backlog of housing need that needs to be addressed and to identify the rate at which the backlog should be reduced. The second stage is to identify the newly arising need that is being created per annum. The third stage is to calculate the known supply available to meet that need per annum. The backlog need is added to the newly arising need and the supply is subtracted to get the overall shortfall or surplus housing need.

For Gloucester the backlog of need is 220, the newly arising need is 1,393 and the total of affordable supply is 379. The total net shortfall of affordable housing is 1,234.

The *net* need for affordable housing assumes that local authorities will deliver the affordable housing that they plan to deliver. If this assumed delivery is removed from the model, the *gross* need for affordable housing is 1,295 units per annum. It could be argued that this is a more appropriate starting point for developing housing policy in the Local Development Framework and negotiating for affordable housing on sites as they come forward.

It is the case that by modelling housing needs at a City level, the differences between areas are masked. Consequently any bottom line figure of the need for affordable housing units will hide the differences across the City. It is perfectly possible that there are pockets of Gloucester where the shortages are disproportionately higher whilst some areas are experiencing a lower shortfall.

House prices are rising rapidly in Gloucester (although recent interest rate rises are expected to slow these rises down). These rises mean that it is vital that the housing needs model is kept up-to-date to ensure that the changes that occur are reflected in the bottom-line numbers. This will not only enable monitoring of progress towards a more sustainable and balanced housing market, but also ensure that policy decisions are made on up-to-date information.

## APPENDIX H

### How the Housing Strategy Links into the Community Strategy for Gloucester 2003/13

*(Ambition numbers extracted from Community Strategy document)*

<p><b>Ambition 1</b></p> <p>A strong vibrant and sustainable city - we will make Gloucester a great place to live and work now and in the future.</p> <p><b>Target</b> Westgate renewal plan agreed by 2008 with £8 million additional investment.</p>	<p><b>Housing Strategy</b> - investment of £¾ million of Regional Housing Board public borrowing invested in Wellington Street to enhance the 'street scene'; improve fitness and decency of housing plus £100,000 of Liveability funding</p>
<p><b>Target</b> Investment to include best practice for energy efficiency, secure by design, and accessibility and sustainability.</p> <p>Secure a substantial level of high quality of mixed use development in the city to benefit all residents.</p>	<p><b>Housing Strategy</b> - encourages/enables development of flats over the shops schemes in the four gate streets.</p> <p><b>Housing Strategy</b> - Affordable Warmth/Fuel Poverty Strategy - means tested grants given for energy efficiency measures. Council gives a revenue grant to Energy Advice Centre to provide advice/education services on saving energy.</p> <p>Local Plan policy encourages the provision of housing within the city centre.</p> <p>Community Counts are funding a full-time City Council Environmental Health Officer to work in the Barton locality to provide improvements in poor conditions. Home Repairs Assistance and Energy Efficiency grants will be ring fenced and are targeted at the Barton locality.</p>
<p><b>Ambition 2</b></p> <p>We will tackle unemployment, poverty and low pay and provide community cohesion and a sense of belonging in the city.</p>	

### **Ambition 3 - A Healthy Active City**

We will improve the wellbeing of residents by tackling inequalities in health, the causes of ill health and improving access to health services.

**Target** Reduce by 10% per year housing that does not meet Decent Homes and provide 1,000 new affordable homes (over the 10 year life).

### **Housing Strategy**

- ❑ Increase the provision of affordable to rented or shared ownership housing including measuring the benefits from housing developments
- ❑ Local Plan sets a target of seeking 40% of all new housing to be made available as Affordable Housing, predominantly in the form of social rent and shared ownership.
- ❑ Increase energy efficiency in homes and address fuel poverty.
- ❑ Bring all social housing up to Decent Homes Standard.
- ❑ Improve HMOs and improve quality of life in the inner city.
- ❑ Meet the needs and aspirations of older persons to lead more independent lives.
- ❑ Affordable Warmth and Fuel Poverty Strategy 2002/07.
- ❑ Council submitting a bid to ODPM for ALMO status and £41 million of investment to enable all Council housing to be brought up to Decent Homes Standard by 2010.
- ❑ Council appointed additional Environmental Health staff from growth bid to tackle the poor HMO housing. Wellington Street locality receiving £850,000 injection of Housing and Liveability funding.
- ❑ Council actively involved in the work of the Westgate Priority Action Group targeting resources at the central area of the Westgate Ward.
- ❑ Council securing the provision of an Extra Care Village as the Affordable Housing contribution on St Oswalds Park providing 150 flats for rent or sale for older persons.
- ❑ Private Sector Housing Renewal Strategy targeting older poorer housing for financial assistance to vulnerable households.
- ❑ Local Plan policy setting a target of 40% of all new housing on appropriate developments shall be affordable.

<p><b>Ambition 5 - A Safe, Clean and Pleasant City</b></p> <p>We will encourage a sense of pride in the city and responsibility for its appearance amongst all who live, work or visit here. We will make Gloucester a safer, cleaner and more pleasant place.</p> <p><b>Target</b> Work with the Crime and Disorder Partnership to reduce crime levels in line with the Crime and Disorder Reduction Strategy (2005-8).</p>	<p><b>Housing Strategy</b></p> <p>Provision of supported housing for wide range of clients with substance abuse; supported network of housing for single people with links into rehabilitation; day centre for the homeless; partnership with Probation Services to provide housing for vulnerable clients at risk of re-offending.</p> <p>Firm action on anti-social behaviour and plans to establish an Anti-Social Behaviour Order unit staffed/ supported in part by social landlords.</p>
<p><b>Ambition 6 - Working Together</b></p> <p>We will change the way we work with individual organisations jointly across agencies and with communities to meet the targets in this strategy.</p> <p>Target Roll out of Neighbourhood Partnerships where people want them.</p> <p><b>Target</b> Voluntary and Community Groups properly resourced to participate in the Gloucester Partnership and Neighbourhood Partnerships.</p>	<p><b>Housing Strategy</b></p> <p>Neighbourhood Management Pathfinder (Barton/Tredworth/White City); Community Counts Gloucester Challenging Attitudes Partnership (BME focused)</p> <p>Partnership to provide Chinese Community Centre within Extra Care Village at St Oswalds Park utilising grant of £180,000.</p> <p>GHMP - Partnership between three local councils/housing corporation and three housing associations to provide social housing with heavy investment in community development on the three major strategic sites, Quedgeley/Hardwicke/Brockworth.</p> <p>Establishment of Black Elders Luncheon Club in Frail Elderly Sheltered Housing Scheme.</p> <p>Integrated Networks for Single Homeless provides access to a wide range of integrated and co-ordinated advice/assistance/ advocacy/ educational/rehab support.</p> <p>Examples of Neighbourhood/Community Partnerships - Tuffley/Podsmead/Grange (Three Bridges); Kingsholm/Wotton/ Westgate (City Centre); Community Counts/ Sure Start (Barton/ Tredworth/White City).</p>

## APPENDIX H

### Our Gloucester - Our Future Summary of The Community Strategy for Gloucester 2003-2013

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1. What is Our Gloucester - Our Future?
2. Our vision
3. Our values
4. How did we develop Our Gloucester - Our Future?
5. About Gloucester
6. Our ambitions:
  - A Strong, Vibrant and Sustainable City
  - An Inclusive City
  - A Healthy, Active City
  - Opportunities to Live, Learn and Play
  - A Safe, Clean and Pleasant City
  - Working Together
7. What happens next?
8. How you can get involved?
9. List of references

#### Gloucester Partnership

The Gloucester Partnership was established in October 2001, bringing together public, voluntary and community, and private sector organisations that operate locally in an attempt to effectively meet community needs and aspirations.

Under the Local Government Act 2000, a duty was placed on Local Authorities to “prepare community strategies” and these should ensure that the various bodies who provide services to the public are “better co-ordinated; responsive to the concerns of local communities; are delivered in ways that suit the people who depend on them; and take account of the needs of future generations”.

The Act makes it clear that “Where deprivation and social exclusion are significant factors for any community, the community strategy will need to address how these are to be tackled and how the quality of life of those in deprived communities is to be improved.”

A major outcome of the work of the Gloucester Partnership to date has been the production of the community strategy, **Our Gloucester - Our Future**. This is essentially an attempt to put together a strategy as a vision for the future; building on the strengths of the city, and attempting to identify any weaknesses, so that through Partnership working and support, action can be taken to make a difference. All Partners involved will need to do things differently, act in different ways and make it happen.

The draft Community Strategy was produced using a wide range of strategies already in existence, and also a thorough investigation of any consultation carried out in recent times. It was the subject of a comprehensive consultation exercise resulting in hundreds of comments.

The responses to the consultation have undergone a thorough analysis and a great deal of work has been undertaken to produce **Our Gloucester - Our Future**. All the comments from the consultation were considered and the document has been changed and improved as a result.

**Our Gloucester - Our Future** has now been adopted by the Gloucester Partnership, and work can begin on identifying the co-ordinating agencies, and producing detailed action plans that will be used to deliver our ambitions.

#### 1. What is Our Gloucester – Our Future?

This strategy is about the future of Gloucester. It is a plan developed by the Gloucester Partnership to help all individuals, employers, organisations and communities in Gloucester work together to secure the social, economic and environmental well being of the City.

#### 2. Our vision

Over the next ten years we aim to create a fair, just and thriving community in Gloucester where no-one is seriously disadvantaged.

#### 3. Our values

In particular, we will tackle social exclusion, and work towards an inclusive society with



equality of opportunity and social justice for everyone.

**Our Gloucester – Our Future** sets out priorities and targets to achieve this.

By working together we have the best possible chance of success, because we will have shared aims, can join up resources, and work together to address the same priorities.

By **COMMUNITIES** we mean a collection of people who live in the same neighbourhood or/and share the same concerns and interests.

**SOCIAL EXCLUSION** is when people or areas suffer from a combination of linked problems such as: racism, poor skills, poor environment, low educational attainment, crime and fear of crime, family breakdown, poor access to services, poor health, unemployment, poor housing, low pay, poor access to information.

Over the next 10 years we aim to create a fair, just and thriving community in Gloucester where no one is seriously disadvantaged.

#### 4. How did we develop Our Gloucester – Our Future?

The process for developing a community strategy for Gloucester began in April 2002 at the Gloucester Partnership spring conference. Following this the draft strategy was produced using consultation that had been undertaken across the city, and over 60 city and county-wide strategies. Consultation on the draft Community Strategy took place between November 2002 and January 2003 during which time more than 800 copies were circulated to Partner organisations, over 500 voluntary and community groups, City Council ward councillors and forums. The draft Community Strategy was the focus of the autumn 2002 Partnership conference and a public consultation event held in the city centre.

- ❑ Street care
- ❑ Tackling eyesores
- ❑ More and better open space
- ❑ Crime reduction Better education
- ❑ Better access to information about services
- ❑ Improved housing
- ❑ Better access to health services

- ❑ More facilities for young people
- ❑ Improved public transport

**Our Gloucester - Our Future** identifies six priorities to achieve its vision. Within each priority area, we have identified our ambitions for the next ten years. Many of these are already being addressed by existing partner agencies, or by other partnerships.

The Gloucester Partnership will not duplicate what others are doing. Instead, we will take actions that add value, maybe because they address gaps or conflicts, or because by joining up we can make more of an impact, or because individual agencies can only address the symptoms of a problem, and by joining up we can tackle the causes.

In addition, organisations and service providing agencies told us about their priorities and about the views and aspirations of their users. People in different neighbourhoods told us what was important to them, and many of their priorities were similar and included:

#### 5. About Gloucester

Gloucester has many strengths and some weaknesses and the aim of this strategy is to address those weaknesses whilst building on its strengths. Gloucester has:

- ❑ A strong and growing economy
- ❑ A rich diversity of communities, and many different cultural traditions
- ❑ A wealth of sporting and heritage assets, including Gloucester Rugby Club, GL1 Leisure Centre, the Tennis Centre, the Cathedral and the historic Docks.
- ❑ A beautiful setting and natural resources, including the river Severn, the Sharpness canal and the Severn Vale
- ❑ Areas of deprivation, including 4 electoral wards (Barton, Westgate, Eastgate and Matson) in the 20% most deprived nationally, of which two (Barton and Westgate) are in the worst 10% (i)
- ❑ Poorer health than the regional and county average
- ❑ The second highest crime rate in the South West (ii)
- ❑ Over the next 10 years the City is expected to go through many changes:
- ❑ The population is expected to increase from 109,890 in mid 2000 to around 115,500 by 2013 (iii)

- The number of young people under 16, which is above average at present, is due to decrease (from around 25,000 in 2002 to 22,500 in 2013) (iv)
- The number of people over 65 which is below average at present is expected to increase (from around 16,300 in 2002 to 19,000 in 2013)(iv) is expected to increase
- The percentage of residents from Black and Minority Ethnic communities (9.9% in 2001 census; 8.7% of 0-15 year olds in 2002(v)) is expected to increase.
- Major development will take place, for instance in the Docks and Quedgeley areas, and with the South West By-Pass
- Gloucester University will grow and Gloscat plans to develop and relocate to the Docks
- It will become increasingly important to balance the requirement of people who live, work, study in, or visit Gloucester

## 6. Ambitions

### Examples of Strategies

Central Gloucester Initiative Action Plan  
 Green Transport Plan  
 Home Energy Conservation Act Strategy  
 Local Agenda 21 Strategy  
 Local Plan  
 Local Transport Plan  
 Public Open Spaces Strategy  
 Urban Design Strategy  
 Key Partnerships  
 Central Gloucester Initiative  
 Gloucestershire First  
 Gloucestershire Neighbourhoods Project Network  
 Gloucestershire Strategic Partnership

**AMBITION** - We will make Gloucester a great place to live and work now and in the future.

#### **WHY**

Gloucester has areas of high deprivation (vi) and many brownfield sites in need of improvement. By being proactive in developing new opportunities we will benefit local people.

#### **WE WILL**

Regenerate neighbourhoods which face high levels of deprivation.  
 Continue to develop a strong and diverse local economy in which business flourishes.

Secure a substantial level of high quality mixed-use development in the City to benefit all residents.

Ensure that new developments are sustainable.

Increase the promotion of the city centre and develop more choice of things to do in the evening.

Make sure that all people have easy access to public buildings and open spaces.

Encourage people to cycle, walk and use improved public transport.

Improve the quality of roads and car-parking  
 Ensure good air and water quality.

**SUSTAINABLE DEVELOPMENT** is development that meets the needs of the present without compromising the ability of future generations to meet their own needs

### Links to other Ambitions

Success in this ambition will also contribute to:

**Inclusive City** - regenerating deprived neighbourhoods and creating more jobs.

**Safe Clean and Pleasant City** - new developments will be safe by design; open space and alternatives to the car will make it more pleasant.

**Healthy Active City** - reducing pollution and encouraging walking and cycling.

### Key Partnership

Action for a Fairer Gloucestershire  
 Community Counts – Neighbourhood Management  
 Early Years Development and Childcare Partnership  
 Gloucester Challenging Attitudes Partnership  
 Gloucester Sure Start  
 Gloucestershire Community Legal Service Partnership  
 Gloucestershire Learning Partnership  
 Gloucestershire Neighbourhood College  
 Gloucestershire Neighbourhoods Projects Network  
 Gloucestershire Strategic Partnership  
 Neighbourhood Partnerships  
 Example of Strategies  
 Learning and Skills Council Gloucestershire  
 Local Strategic Plan

**AMBITION** - We will tackle unemployment, poverty and low pay, and promote community

cohesion and a sense of belonging in the City.

### **WHY**

Gloucester's unemployment rate is 3.5% but for Black and Minority Ethnic communities it is more than double (vii), and in Westgate Ward it is more than three times this amount (viii). Average household income is around £2,000 less than elsewhere in the county. Barton Ward has the highest concentration of households and families on low income in the county (ix).

### **WE WILL**

Develop a wide range of jobs to meet the current and future needs of local people.

Increase employment in neighbourhoods with high numbers of unemployed.

Help people into work, particularly those experiencing additional barriers because of race, language, disability, age, gender or sexuality.

Help people access better paid jobs through training and guidance.

Increase childcare provision and family friendly employment policies, and provide childcare for young parents who wish to continue with their education.

Help neighbourhoods with the highest deprivation.

Ensure that residents claim their full entitlement to welfare benefits.

Tackle child poverty, and support children and their families.

Support communities to become actively involved in actions to address their own needs.

Promote and develop cohesive communities where diversity is valued.

Improve access to services, especially for people facing disabling barriers.

Encourage self-development through active citizenship.

A **COHESIVE COMMUNITY** is one where there is a common vision and sense of belonging for all communities, and people from different backgrounds get on together.

**ACCESS** is when everyone is able to obtain information, advice and services, and have access to decision making.

### **Links to other Ambitions**

Success in this ambition will also contribute to:

**Strong & Vibrant City** - more jobs will mean a stronger economy.

**Opportunities to Live, Learn & Play** - education is the key to better jobs.

**Healthy Active City** - poverty is one of the main causes of poor health.

### **Examples of Strategies**

Coronary Heart Disease Strategy & Action Plan

Gloucester Health Improvement Plan

Housing Strategy

Road Accidents Strategy

Teenage Pregnancy Strategy

Strategy for Mental Well-Being

West Glos Primary Care Trust Local Delivery Plan

Key Partnerships

Crime and Disorder Reduction Partnership

Community Counts – Neighbourhood Management

Gloucester Neighbourhood Projects Healthy Living Centres

Gloucestershire Healthy Living Partnership

Gloucestershire Housing Market Partnership

Gloucestershire Neighbourhood Projects Network

Healthy Living Schools Initiative

Neighbourhood Partnerships

### **WHY**

The health of residents in the City is poorer than anywhere else in the county, with the 3 most deprived wards in terms of health (ix) and the highest incidence of heart disease (x). The teenage pregnancy rate is the highest in the South West (x).

Some people face a less healthy future because of poverty or where they live.

### **WE WILL**

Increase resources to neighbourhoods with the poorest health.

Reduce the incidence of heart disease.

Encourage active lifestyles to combat poor diet, smoking, alcohol, and lack of exercise, social isolation and stress.

Raise young people's self esteem and aspirations and perceptions of health issues.

Meet the needs and aspirations of older people by helping them to live more independent lives, and encouraging best use of the contribution they can make to communities.

Promote the mental well-being of individuals and communities.

Increase the provision of affordable rented or shared ownership housing in the city including maximising the benefits from housing developments.

**AMBITION** - We will improve the well-being of residents by tackling inequalities in health, the causes of ill health and improving access to health services.

Increase energy efficiency in homes and address fuel poverty.

Bring all social housing up to Decent Homes standard.

Improve houses in multiple occupation by encouraging landlords to raise the standards of their rented accommodation and improving the quality of housing in the inner city.

Reduce accidents and injuries on our roads.

Reduce the numbers of those injured or killed by fires or accidents in the home.

### [Links to other Ambitions](#)

Success in this ambition will also contribute to:

**Inclusive City** - people with poor health often have no jobs and low income.

**Strong & Vibrant City** - improved housing helps regenerate an area.

**Safe Clean & Pleasant City** - better housing will improve the appearance of the neighbourhood.

### [Examples of Strategies](#)

Adult Learning Plan  
Early Years Development and Childcare Plan  
Education Development Plan  
Gloucestershire Cultural Strategy  
Learning and Skills Council Gloucestershire Local  
Strategic Plan  
Tourism Strategy  
Key Partnerships  
Community Counts - Neighbourhood Management  
Connexions Partnership  
Education Achievement Zone  
Gloucestershire Learning Partnership  
Gloucestershire Neighbourhood College  
Gloucestershire Strategic Partnership  
Learning City Gloucester  
Neighbourhood Partnerships  
Partnerships for Progression

Sure Start

**AMBITION** - We will improve educational, cultural and leisure opportunities and raise educational standards in the City.

### **WHY**

Educational achievement in the city is the lowest in the county, with fewer young people staying on in education post 16 (xi). 23% of residents have poor literacy and 24% poor numeracy (xii). We don't make full use of our cultural, heritage and leisure assets.

### **WE WILL**

Encourage more young people to take up education and training opportunities post 16.

Raise attainment in early years and in schools.

Improve the basic skills of adults.

Improve the qualification levels of people from Black and Minority Ethnic communities.

Develop neighbourhood and access to e learning opportunities.

Encourage all people to continue to learn.

Listen to children and young people, involve them in decisions about services that affect them and accredit their participation.

Celebrate diversity in the city, promoting cultural awareness and increasing opportunities for multi-cultural development.

Use sports, arts and culture as a means to raise aspirations and attainment.

Build on the historical, cultural and sports assets of the city to develop learning opportunities for residents and visitors.

### [Links to other Ambitions](#)

Success in this ambition will also contribute to:

**Strong & Vibrant City** - the University, and improved cultural and leisure activities impact on the vibrancy of the city.

**Inclusive City** - education is a key factor in employability and reducing poverty.

**Healthy Active City** - adult learning opportunities can significantly affect mental well-being.

**Safe Clean & Pleasant City** - increasing facilities for young people and improving cultural assets will improve perceptions and appearance of neighbourhoods and of the city.



Crime and Disorder Reduction Strategy  
 Open Space Strategy  
 Waste Management Strategy  
 Key Partnerships  
 Central Gloucester Initiative  
 Community Counts - Neighbourhood  
 Management  
 Crime and Disorder Reduction Partnership  
 Drugs and Alcohol Action Team  
 Gloucestershire Neighbourhoods Projects  
 Network  
 Gloucestershire Strategic Partnership  
 Neighbourhood Partnerships

### WHY

Residents told us that this is one of their top priorities (xiii). Gloucester has the second highest crime rate in the South West (xiv).

### WE WILL

Reduce fear of crime and crime levels including:

- ❑ Anti-social behaviour and disorder
- ❑ Burglary
- ❑ Drugs and alcohol misuse
- ❑ Racist crime
- ❑ Vehicle crime
- ❑ Violent crime
- ❑ Support victims of crime

Promote cohesion between diverse communities in Gloucester and tackle racism. Take action to make people feel safer in their homes, neighbourhoods and the city centre. Engage young people in increasing their safety and diverting them from crime. Actively involve young people in improving the appearance of their neighbourhoods. Improve cleanliness in streets and open spaces, tackling unsightly 'eyesores' and removing bulky waste. Work with communities to reduce littering, through education, community action and fining offenders.

**AMBITION** - We will encourage a sense of pride in the City and responsibility for its appearance amongst all who live, work or visit here.

We will make Gloucester a safer, cleaner and more pleasant place.

Increase recycling and reduce waste.

Improve the standard and appearance of parks, public and open spaces.

Create more and improved public open spaces.

Protect and increase the diversity of wildlife habitats in the City.

### [Links to other Ambitions](#)

Success in this ambition will also contribute to:

**Strong & Vibrant City** - improving the appearance of the city will affect vibrancy; and reducing waste will increase sustainability.

**Inclusive City** - more crime happens in deprived neighbourhoods.

**Healthy Active City** - fear of crime is a major cause of ill-health, especially amongst older people.

### WE WILL

#### **With geographical communities and communities of interest:**

Encourage active involvement by all sections of the community in decisions which affect them.

Make ourselves accessible to communities.

Help people to realise their potential.

Develop neighbourhood partnerships across the city, with neighbourhood plans and neighbourhood delivery of services.

Support a strong and diverse voluntary and community sector.

Rationalise consultation.

We will change the way we work within our individual organisations, jointly across agencies and with communities to meet the targets in this strategy.

### WE WILL

#### **Together:**

Tackle the causes and not just the symptoms. Pay the full cost and realise the full benefit – take the long-term view.

Deliver clear tangible outcomes with added value.

**NEIGHBOURHOOD PARTNERSHIPS** bring together agencies and residents to identify neighbourhood priorities and do something about them

### WE WILL

#### **With other statutory, voluntary and business organisations:**

Gather and share data and information.

Make sure customers have access to the information they need.

Seek out representations from user groups to improve delivery of services.

Understand each others' priorities.

Challenge ourselves to overcome barriers to joint working, and not just do what is easiest

Join up resources and effort to deliver better outcomes in different ways.

Work within a 'nest' of partnerships, from neighbourhoods, through to City, County, Regional and National, rationalising and coordinating partnerships.

Challenge Government rules which restrict us from achieving our aims.

### WHY

By working together we make better use of our joint knowledge and resources and can really make a difference.

### WE WILL

#### In our own organisations:

Redirect significant mainstream resources to the priorities in this strategy. Think and work 'outside the box'.

Make the most of what we've got.

#### [Links to other Ambitions](#)

**Links to all ambitions** – this is what makes them all work

#### [Key Partnerships](#)

Community Counts – Neighbourhood Management

Gloucestershire Neighbourhood Projects Network

Gloucestershire Strategic Partnership  
Neighbourhood Partners

### 7. [What Happens Next?](#)

The agreement of priorities and targets is the starting point. Over the next ten years there will be many changes in Gloucester. The Gloucester Partnership has identified priorities that individuals, organisations and communities can use to work together to build on the strengths of the city. This document will change over the next ten years as the city and its communities adapt to new challenges and opportunities, and this will be reflected in new priorities and targets over time.

### 8. [How You Can Get Involved](#)

There are many ways you can get involved in implementing **Our Gloucester - Our Future**, by participating, doing, influencing or leading. For instance, you can:

Get involved in a Neighbourhood Partnership and do something about local issues.

These neighbourhood-based Local Strategic Partnerships bring together residents, voluntary and community groups, statutory agencies and business. For example, the Three Bridges Partnership in Tuffley, Grange and Podsmead looked at street care, health facilities, planning issues, facilities for young people and much more.

Join one of the Gloucester Partnership's Priority Action Groups – at present we have two action groups, on Westgate and Young People.

Help one of the partner organisations or other partnerships to deliver services or actions which will help meet the ambitions in this strategy.

- ❑ Crime and Disorder Reduction Partnership - Recorded crime for 6 offences 2000-2002
- ❑ Office of National Statistics Mid Year Population Estimates 2000
- ❑ Office of National Statistics 1996-based Sub National Projections
- ❑ School Organisational Plan 2002-7
- ❑ DETR Indices of Multiple Deprivation 2000
- ❑ Gloucestershire Labour Market Information Unit 2001
- ❑ Gloucestershire Labour Market Information Unit 2002
- ❑ DETR Indices of Multiple Deprivation 2000
- ❑ Multi-Agency Information Database for Neighbourhoods (MAIDeN)
- ❑ Learning City Gloucester
- ❑ Learning and Skills Council Gloucestershire
- ❑ Analysis of Neighbourhood Consultation - Gloucester City Council 2002
- ❑ Crime and Disorder Reduction Partnership - Recorded crime for 6 offences 2000-2002

Accessibility Gloucestershire

Action for a Fairer Gloucestershire

ACET

Artshape Ltd

Barton Tredworth and Eastgate Community Trust

British Red Cross



Bromford Housing Group	Gloucestershire Challenging Attitudes Partnership
Care Direct	Gloucestershire Chinese Women's Guild
Central Gloucester Initiative	Gloucestershire County Council
Chamber of Trade and Commerce	Gloucestershire Deaf Association
City Centre Churches	Gloucestershire Fire and Rescue
Citizen's Advice Bureau	Gloucestershire Housing Association
Community Counts - Neighbourhood Management	Gloucestershire Lifestyles
Coney Hill Neighbourhood Project	Gloucestershire Neighbourhood Projects Network
Connexions	Gloucestershire Police Authority
Diocese of Gloucester	Gloucestershire Partnership NHS Trust
Early Years Development and Childcare Partnership	Gloucestershire Rape Crisis Centre
Environment Agency	Government Office for the South West
Federation of Small Businesses	JobCentre Plus
Forest and Gloucester Police	Kingsholm and Wotton Neighbourhood Partnership
Furniture Recycling Project	Learning and Skills Council Gloucestershire
Gay and Lesbian Helpline	Linking Communities
Glevum Credit Union	Neighbourhood Watch
Gloscat	Nightstop
GlosREC	Oxbode Housing Association
Gloucester City Council	Podsmead Neighbourhood Project
Gloucester Crime and Disorder Reduction Partnership	SH Training
Gloucester CVS	Severn Wye Energy Agency
Gloucester Disability Equality Forum	SHARE
Gloucester Education Achievement Zone	South West Regional Development Agency
Gloucester Environment and Ecology Forum	Three Bridges Neighbourhood Partnership
Gloucester Law Centre	University of Gloucestershire
Gloucester Victim Support	Vision 21
Gloucestershire Association for Mental Health	West Gloucestershire Primary Care Trust
	White City Community Project
	Young Gloucestershire

## APPENDIX I

### Community Cohesion

Community Cohesion is about different communities, individuals, groups and agencies talking to each other to find common ground where they respect difference so that they may more powerfully engage with each other to improve everyone's life.

A cohesive community is one where:

- ❑ there is a common vision and a sense of belonging for communities.
- ❑ the diversity of people's different backgrounds and circumstances are appreciated and positively valued;
- ❑ those from different backgrounds have similar life opportunities; and
- ❑ strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods.

#### *What is Community?*

People have their own definitions. For the purposes of this document the term community means communities of interest and takes into account:

Black and Minority Ethnic Communities, Care Leavers, Carers, Children, Disabled People, Faith Groups, Gay and Lesbian, Geographical Communities, Homeless People, Older People, People with Learning Disabilities, People on Low Income, People with Literacy & Numeracy Problems, People with Mental Health Problems, People with Other Health Issues, Prisoners and Ex-offenders, Refugees and Asylum Seekers, Residents Living in Areas of Multiple Deprivation, Substance Users, Travellers, Unemployed People, Young People. (This list is not exhaustive and is listed in alphabetical order.)

#### *Why do we need a Proofing Tool?*

People have different ways of responding to each other and this influences how people work together. Agencies from the community, voluntary and statutory sectors also have different approaches. This tool shows the value of considering the implications for community cohesion when planning your service delivery to allow for these and to maximise positive impact.

#### *What do we mean by Cohesion?*

Cohesion affects everyone. It is about all communities, not just those from Black and Minority Ethnic Communities. Because of this it requires collective ownership. Cohesion cannot be forced. But the process can be hastened by taking into account issues of equality and by making sure there is a fair and even distribution of resources, relevant to individual and community need.

Community Cohesion includes equalities, access and inclusion and is the means by which all three of these areas can be addressed.

#### *What is the Proofing Tool for?*

The Community Cohesion Action Group of the Gloucester Partnership and the Gloucester Challenging Attitudes Partnership was asked to design this tool to help partners build community cohesion into their policy and practice.

- ❑ To help minimise mistakes made through generalisation, by bringing national, regional and local knowledge into one useful focus
- ❑ To promote interdepartmental, inter-agency and partnership working, and the sharing of information and good practice where appropriate
- ❑ To promote inclusion, not exclusion.

It is an opportunity for partner agencies to bring together policies and practices under an overarching commitment to community cohesion, and to promote community cohesion to the public.

It contains a whole range of questions that partners need to ask when writing policies and practices for example:

- ❑ Does it promote inclusion - internally or externally?
- ❑ Have a reflective cross-section of potential users been consulted on the proposal?
- ❑ Are all diversity and equality policies monitored for community cohesion practice?

This community cohesion proofing tool with a full range of questions is available in electronic format on the Gloucester Partnership website at: [www.gloucesterpartnership.org.uk](http://www.gloucesterpartnership.org.uk)

APPENDIX J

SCHEDULE OF AFFORDABLE HOUSING SITES

Existing S106

Site		% of AH	Number of AH	Tenure of AH	Current Position	Comment
Barnwood Road	Former BR sports ground - Windfall Way	25%	16	25% S/O (4)	Detailed planning permission granted and scheme on site  Affordable scheme approved	
BODIAM AVENUE *GHMP	Phase I	18%	17	17% S/O (3)	On site - and completed  AH Units all let/sold	<b>Historic outline consent with low levels of Affordable Housing on site</b>
	Phase II	10%	22	50% rent(11) 50% S/O(11)	Under negotiation	<b>Later phase will need to have a higher % of Affordable Housing to correct imbalance on Phase II</b>
	Phase III	Not known	Not known	50% rent/ S/O dependent on level of Social Housing Grant awards	Still to be negotiated	<b>Will require further planning permission</b>
Brionne Way *GHMP	Longlevens	25%	20	25% S/O(5) 75% rent(15)	All handed over by May 2005	<b>None</b>
Cattle Market	St Oswald's Road	25%	150	50% S/O(75) 50% rent(75) (percentage split may well vary)	S106 Agreement signed. Negotiations for site assembly - awaiting a Public Inquiry into a Compulsory Purchase Order (date October 2005)	<b>Affordable Housing to be in the form of an Extra Care village including 20 flats targeted at Chinese Elderly. Outline Planning approval granted but will require detailed planning permission to be granted.</b>

Site		% of AH	Number of AH	Tenure of AH	Current Position	Comment
Former Coney Hill Hospital *GHMP	(b) Blake Hill Way	25%	10	100% rent (10)	Completed in 2005	
	(c) Bellway	20%	66	50% rent(33) 50% S/O(33)  Tenure split determined by the amount of Social Housing Grant	RSL finalising negotiation on contract	<b>Agreed as part of an overall outline planning permission</b>
Grange School		40%	12	8% S/O(1) 75% rent(9) 17% LCHO (2)	s106 Agreement being prepared for signature	<b>Landowner will be marketing the site</b>
Hempsted	(b) Plots C and D (Bloor Homes)	10%	21	50% S/O(10) 50% rent(11)  <i>Possible split only</i>	S106 Agreement signed	<b>Part of a heavily contaminated site. Tenure split may vary once the availability of Social Housing Grant is known.</b>
32 London Road		30%	11	100% S/O (11)	On site S106 Agreement signed	<b>Owned by RSL as market venture</b>
QUEDGELEY *GHMP	RAF Quedgeley	30%	795	25% LCHO (133)  75% Social Housing (Rent + Shared Ownership)  Actual tenure split will be decided by how much Social Housing Grant from Housing Corporation and the three local Councils	S106 Agreement signed and active. Detailed planning permission granted June 2004 for Principal Access Roads for Plan 1.  Planning permissions on individual phases now being granted from March 2005 onwards.	<b>Outline granted by Secretary of State on appeal by landowners against failure by GCC to determine application.</b>  <b>Grant from Housing Corporation for 2005/06 and 2006/07 split is 50/50 rent to shared ownership.</b>  <b>GHMP in negotiation with individual developers on sites with detailed planning permission</b>

Site		% of AH	Number of AH	Tenure of AH	Current Position	Comment
Tuffley Lane	Shepherd Road	n/a	10	50% rent (5) 50% S/O (5)	Developer seeking RSL partner to build	<b>Original outline permission required a fixed number of dwellings rather than a percentage.</b>  <b>No Social Housing Grant involved.</b>
Kwik Save	Northgate Street				Detailed Planning Permission granted	<b>Feasibility being undertaken by developers to assess viability of the scheme to afford both the Affordable Housing requirement and Archaeological conditions</b>
Little Awefield	Off Brookside Gardens	25	15	50/50 rent and shared ownership	Outline permission granted 2004 and S106 Agreement waiting to be signed	<b>No Social Housing Grant available</b>  <b>Owner to market the site</b>
Southgate Street abutting The Park						<b>Original scheme now being re-appraised as to viability</b>
The Docks	(a) The Quay	20	200	Yet to be decided probably 80% Rent +20% shared ownership	Outline planning permission granted 2005 but called in by ODPM - awaiting their processes	<b>Part of Larger overall development</b>
	(b) The remainder	Not known	Not known	Not known	Consultation period on draft master planning brief finished. Council and partners evaluating responses and awaiting final draft to be published	<b>Planning brief requires provision of affordable Housing within policies laid down in draft Local Plan and draft SPG</b>

Site		% of AH	Number of AH	Tenure of AH	Current Position	Comment
Bristol Road/Tuffley Crescent		Not known	Not known	To be decided	Awaiting submission of development plan by 3 landowners. Discussions have taken place on the Affordable Housing requirements of the City	<p><b>Former industrial sites in three separate ownerships</b></p> <p><b>Awaiting proposals from landowners. Planning brief sets out requirement for affordable housing</b></p> <p><b>Indicative capacity of whole site in excess of 250 dwellings</b></p>
Brunswick Campus Brunswick Road		Not known	To be negotiated but possibly in excess 50	To be negotiated	Awaiting relocation of the campus to The Docks development	<p><b>Planning brief has a requirement for Affordable Housing - Campus now owned by Regional Development Agency</b></p>



## APPENDIX K

### Examples of Our Wide Range of Special Needs Housing Schemes with Supporting People funding

- New Assessment Centre of 10 self-contained flats to provide short-term accommodation for homeless single people under 25 years
- New Assessment Centre of 20 self-contained flats for homeless single people 25 years and over.
- New block of 12 flats for young people with mental illness.
- New scheme of Dispersed flats for people with learning disabilities for Keyring Networks provided by the City Council.
- Dispersed flats for ex-offenders within The Integrated Housing Provisions for single people and in general needs housing
- Accommodation based support of Floating Support for over 157 young homeless people
- Accommodation based and floating support for over 187 older homeless people including Rough Sleepers.
- 12 self contained flats for young parents and move accommodation
- 2 Schemes for sufferers of Substance abuse
- 12 flats for young disabled
- Rehabilitation accommodation based support for disabled
- 12 Flats for brain injured people.
- 2 Sheltered Schemes one targeted for Asian elders, the other for the African-Caribbean elders, the latter has been converted into an Extra-care Scheme.
- Funding is also secured for a Sheltered scheme targeted for the Chinese elders.
- Care and Repair - this agency assists vulnerable people to maintain their homes and supports them throughout the repair, adaptation or improvement of their home. It can also include the direct provision of repair and maintenance services, preventative initiatives and advice on housing issues.

In addition to the above a further 131 contracts for Supporting People were secured.

The introduction of a new eligibility criteria will determine the scope of the supportive housing services of the future.

## APPENDIX L

### Crime and Disorder Reduction

The Council as an active member of the Crime and Disorder reduction partnership is working corporately towards reducing crime and disorder and anti-social behaviour, both as a local authority and as a landlord. The Crime and Disorder Reduction Partnership adopted its third Crime Reduction Strategy 2005/08, which came into effect from April 2005. It encompasses a number of targets which impact upon residents' lives, both at home, work and play contained in action plans set out at the end of the document :-

- ❑ areas of deprivation, particularly focused around the central area which tend to have higher incidence of activity
- ❑ prolific and other priority and persistent offenders
- ❑ home security, education and awareness of security issues
- ❑ financial resources to provide a safe house for drug users
- ❑ the knock-on implications for supported housing following proposed cuts to the Supporting People budget from 2005/06 onwards
- ❑ the formation of an Anti-Social Behaviour Unit including secondment of two trained housing professionals from the ALMO and/or local Housing Associations
- ❑ provision of housing for the relocation of witnesses of serious crime
- ❑ funding for home security measures, especially for vulnerable households
- ❑ housing to support the Rehabilitation and Resettle Framework of the Home Office Prolific and Other Priority Offender Strategy 2004

#### *Extracts from the Crime Reduction Strategy 2005/8*

#### Introduction

The purpose of the Gloucester Crime and Disorder Reduction Partnership is to ensure that our city is a safe, fair, just and thriving community. Whilst Gloucester is a comparatively safe place to live, the Partnership recognises the enormous harm that can be caused by crime and disorder,

particularly to people who find it hard to make their voices heard. Although overall crime rates have fallen in recent years, it remains the case that crime and the fear of crime can significantly restrict the lives of innocent victims. The price of crime also affects us all, imposing huge costs on health authorities and reducing business profits. The Gloucester Crime and Disorder Reduction Partnership, or CDRP, has a responsibility to reduce crime and disorder levels in the area and address the needs of the community.

The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002, requires local authorities and the police to work in partnership to reduce crime and disorder in their area. The Police Authority, Fire Authority and Primary Care Trust are also responsible bodies in this combined effort to tackle crime. Within this inter-agency approach, the Crime and Disorder Reduction Partnership is responsible for implementing the local crime reduction agenda, and has a legal requirement to produce a strategy every three years. In order to make this process most effective and to ensure it is based on a full understanding of local issues, the Partnership conducts three-yearly crime audits, consults on the findings and then publishes the strategy.

This document represents Gloucester City's third strategy and is based on the crime audit conducted during 2004. The audit collated and analysed levels of crime and disorder, and also the results of public consultation so that the priorities for the next three years best reflect the needs of the city. The strategy comprises a summary of the audit findings and then moves on to explain how these findings informed the setting of priorities. These priorities are examined as themes and specific aims and objectives set for each of them. Action plans are then considered to ensure that these aims become reality.

Great strides have been made during the successful implementation of Gloucester's first two strategies that provide a robust framework for the 2005–2008 strategy. The Partnership now seeks to build on this progress by setting priorities for the next three years and establishing aims and objectives against which successes will be

judged. The strategy will enable the Crime and Disorder Reduction Partnership to tackle crime in a co-ordinated manner and will underpin the work of all agencies involved for the next three years. The strategy has been written to form a coherent part of the wider regional and national drive to improve the lives of people wherever they live. It therefore has close links to the National Drugs Strategy and Gloucester's Community Strategy.

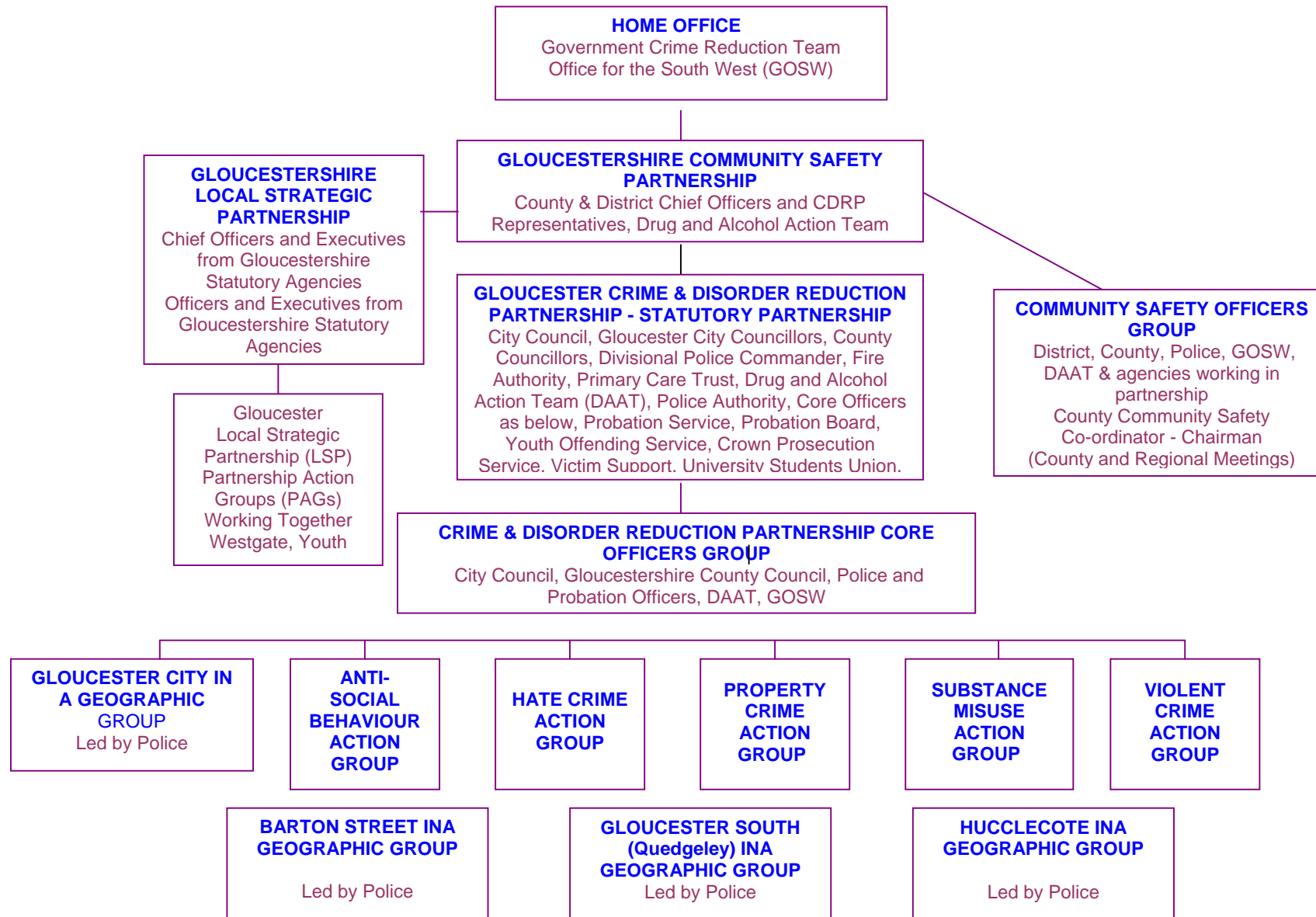
In Gloucester City, the third Crime and Disorder Reduction Audit and Strategy 2005 – 2008 has been produced together with an Anti Social Behaviour Strategy. This will integrate partnership working on crime, drugs and anti-social behaviour. An executive summary of the document is also available.

### ***Gloucester Crime and Disorder Reduction Partnership***

Partnership working within the city of Gloucester has been established for some time and all partners within the CDRP are committed to making Gloucester a safer place to live. The Partnership comprises a wide array of agencies that meet regularly to discuss problems facing the city, and to seek solutions. The CDRP is the vehicle through which this diverse range of organisations can work together to reduce crime and disorder in a monitored and accountable way.

The Partnership Core Officers Group meets frequently to discuss and address problems facing the city. The Group guides and monitors the activity of the locally based action teams. These action teams have been established to address specific needs identified in the strategy and are responsible for formulating and implementing the interventions that turn the strategy into action.

The structure of the Partnership, within the wider arena of community safety in Gloucestershire, is shown on the next page.



## The 2005-2008 Strategy: Development of Priorities

The process of identifying priorities for the coming three years follows on from the analysis of the crimes that took place during the audit. In order to correctly identify the priorities for Gloucester, consideration has been given not only to establishing what are the most common crimes, but also which areas have seen increases over the last three years. Just as important are the results of the consultation where residents had the opportunity to specify what were their greatest sources of concern. Three thousand surveys were distributed to residents and efforts have been made to ensure that views were sought from a representative sample of the local population.

By analysing the geographical distribution of different crimes across the area the Partnership will seek to direct action to where it is most needed. The neighbourhoods that experience highest levels of crime correlate to a large extent with those that suffer the greatest levels of deprivation so priorities must also consider links to neighbourhood renewal and liveability. This is reflected in previously separate government funding streams being combined under the heading of Safer and Stronger Communities, and the enactment of the Clean Neighbourhoods of Environment Bill to give extra powers to deal with anti-social activity.

As well as the identification of local issues there are also a number of national initiatives and legislation that have been considered when formulating priorities for the coming three years. The National Drugs Strategy will include key performance indicators and the Partnership will be duty-bound to incorporate these indicators into its work on drug misuse. Similarly, the National Policing Plan sets out a process for setting targets that are to be achieved by 2007/08 in support of the Public Service Agreement Targets (PSA). The CDRP has carefully considered the requirement to meet the target of PSA 1, to reduce crime within the city by 22.5% by 2008. Having said this, whilst focusing where relevant on nationally defined priorities, the strategy will retain a strong local emphasis to ensure that the diverse characteristics and needs of Gloucester are reflected.

To aid this process, the Partnership has considered the existing targets and priorities of the Community Strategy for Gloucestershire, the Gloucestershire Policing Plan and the Divisional Control Strategy, as well as plans of other partners.

The crime areas that have been identified as the most significant to Gloucester as a result of the audit and consultation process are discussed below.

### **Burglary:**

- ❑ Comprises over 14% of the district's overall crime
- ❑ Non-dwelling burglary is the second most common type of crime in Gloucester
- ❑ Considered to be the second most important issue in the audit consultation survey

### **Vehicle Crime:**

- ❑ Theft from vehicles is the most common crime type in Gloucester
- ❑ Theft of vehicles has increased significantly in last three years

### **Theft:**

- ❑ Theft by shoplifting accounts for over 8% of the city's crime
- ❑ Thefts of pedal cycles are considerably higher in Gloucester than similar districts

### **Robbery:**

- ❑ Crime level rose by 11.9% between 2001 and 2004
- ❑ The offence is a significant indicator of chaotic drug use

### **Drugs:**

- ❑ Over 40% of the county's Class 'A' drug offences are committed in Gloucester
- ❑ Drugs have proven links to acquisitive crime
- ❑ The number of detected offences of supplying drugs fell in 2003/04

### **Alcohol:**

- ❑ A fifth of violent crime offenders had been drinking when committing the crime
- ❑ 24% more people consider alcohol to be a problem locally than in 2002

### **Violent Crime:**

- ❑ Recorded violent crime has risen sharply, particularly domestic violence

**Hate Crime:**

- Nearly 30% of residents see hate crime as an important issue, above the county average
- Low numbers of homophobic incidents are reported, suggesting under-reporting

**Criminal Damage:**

- Damage offences have increased by 40% between 2001 and 2004
- Consistently rated the most common problem in the district in Perceptions of Crime survey

**Arson:**

- Recorded crimes of arson rose by 34% over three years
- Fire service figures suggest the problem may be greater than crime data suggests

**Anti-Social Behaviour:**

- Anti-social behaviour ranks third in local people's concerns
- Road safety, including dangerous and anti-social driving, is seen as a priority by the public

**Fear of Crime:**

- 8% more people feel that their lives are slightly restricted by crime than in 2001
- People's perception of their safety is almost as important as how safe they really are

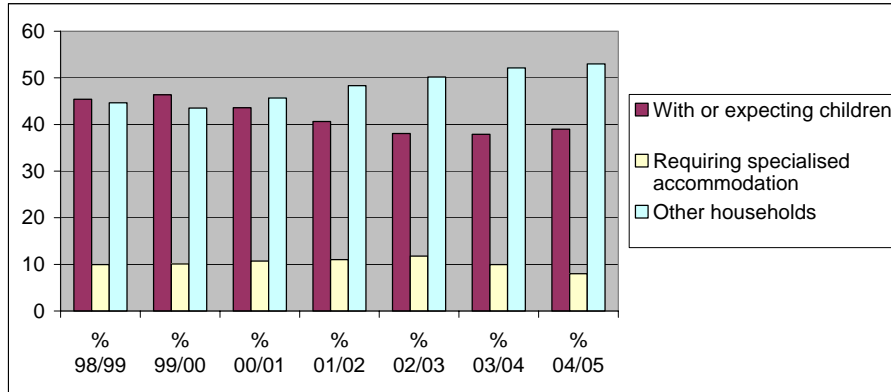
The above have been identified after a thorough audit and consultation process and represent a considerable challenge for the CDRP. However, the Partnership is much stronger than it was three years ago and is well placed to deliver tangible results. Recorded levels of several crimes have continued to fall over the three year period since the last Crime Reduction Strategy was implemented and the city is one of the safest in the country.



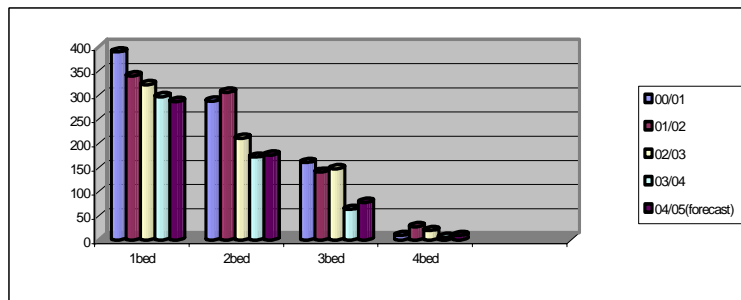
**APPENDIX M**

**TABLES ILLUSTRATING HOUSING NEED**

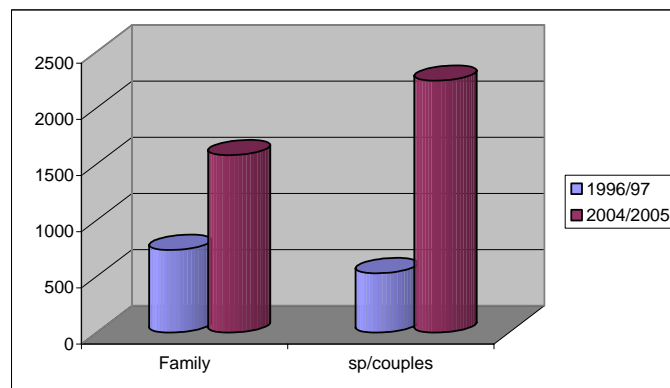
**TABLE 2**  
**Waiting List by Household Group (excl. GCC and RSL tenants requesting a transfer)**



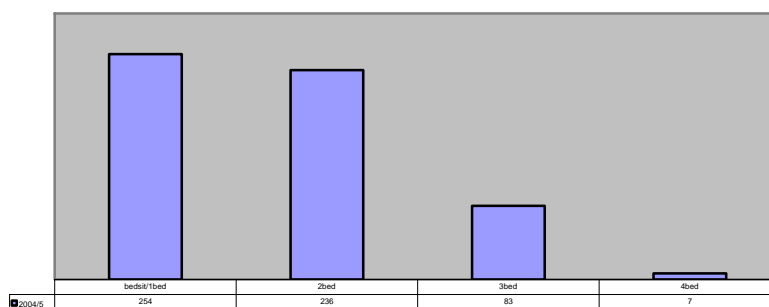
**TABLE 4**  
**Supply of Social Housing over a 5 year period**



**TABLE 5**  
**Increase in the proportion of single person/couple applicants to family households**



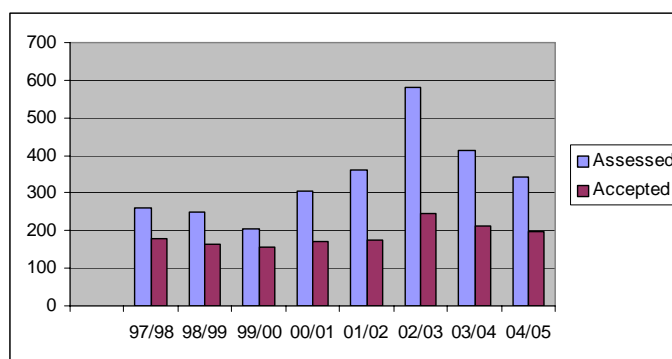
**TABLE 6**  
**Social Homes allocated by number of bedrooms during 2004/5**



**TABLE 7**

<b>Family Accommodation</b>	
<b>4 Bed house</b>	12 years (longer in areas of high demand and few vacancies, including Abbeydale, Abbeymead, Barton, Kingsholm, Hucclecote, Robinswood, Longlevens, Linden, Tuffley, Quedgeley)
<b>3 Bed house</b>	8 to 12 years (longer in areas of high demand and few vacancies, including Abbeydale, Abbeymead, Barton, Kingsholm, Hucclecote, Robinswood, Longlevens, Linden, Tuffley, Quedgeley)
<b>2 Bed house</b>	8 to 10 years (longer in areas of high demand and few vacancies, including Abbeydale, Abbeymead, Barton, Kingsholm, Hucclecote, Robinswood, Longlevens, Linden, Tuffley, Quedgeley)
<b>2 Bed flat</b>	5 years in the Matson area - all other areas would be more than 5 years.
<b>Single/non family flat</b>	
<b>Bed-sit</b>	3 years
<b>1 Bed flat</b>	4 to 5 years
<b>2 Bed flat</b>	3 to 5 years
<b>Older Person Accommodation</b>	
<b>2 Bed bungalow</b>	5 years
<b>1 Bed bungalow</b>	2 to 3 years
<b>1 Bed flat</b>	1 year
<b>Sheltered</b>	1 year
<b>Mobility Standard Accommodation</b>	
	3 to 5 years depending on size of accommodation required

**TABLE 8**  
**Number of households approaching as homeless and number accepted**



**Table 9**  
**Affordability calculator - City-wide**

Affordability ratio	30%
<b>House price</b>	
Average house price*	£101,241
95%	£96,179
5%	£5,062
<b>Mortgage</b>	
Intelligent Finance mortgage repayment calculator	<a href="http://www.if.com/mortgage/mortgage_home.asp">http://www.if.com/mortgage/mortgage_home.asp</a>
Mortgage type	Tracker - capital and interest
APR to 31/7/2006	4.69%
Monthly repayment for 95% over 25 years	£546.86
Cost per £1,000	£5.68
<b>Life assurance</b>	
Cover	£95,000
Monthly repayment	£12.45
Cost per £1,000	£0.13
Monthly repayment to cover mortgage above	£12.60
<b>TOTAL HOUSING COSTS</b>	<b>£559.46</b>
<b>NET HOUSEHOLD INCOME PER MONTH</b>	<b>£1,864.88</b>
<b>SAVINGS/EQUITY REQUIRED</b>	<b>£5,062.05</b>

**Table 10**  
**Housing needs of Gloucester**

<b>B. BACKLOG OF EXISTING NEED</b>	
1. Backlog need existing households	2645
2. Minus cases seeking in-situ solution	1328
3. Times proportion unable to afford to buy in the market	66.6%
4. Plus households in temporary accommodation	224
5. Equals total backlog need	1101
6. Times quota to progressively reduce backlog	20%
7. Equals annual need to reduce backlog	220
<b>N. NEWLY ARISING NEED</b>	
8. New household formation (gross p.a.)	522
9. Times proportion unable to buy or rent in market	100%
10. Plus ex-institutional population moving into community	0
11. Plus existing households falling into need	137
12. Plus in-migrant households unable to afford market housing	734
13. Equals newly arising need	1393
<b>S. SUPPLY OF AFFORDABLE UNITS</b>	
14. Supply of local authority and RSL relets p.a.	323
15. Minus units taken out of management	5
16. Plus new units of affordable housing	61
17. Equals affordable supply	379
<b>18. Net shortfall</b>	<b>1234</b>
<b>19. Gross shortfall</b>	<b>1295</b>

## HOUSING STRATEGY TARGETS

## 4. Housing Strategy and Enabling Service Action Plans

## 4.1 Blueprint Action plan for 2005-2008

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource implications	Specific outcomes and targets	Lead Officer
(EE or R or S)					
R11	Develop Partnerships to improve the standard	<ol style="list-style-type: none"> <li>1. Establish a Home Loans company by end of April 2005</li> <li>2. Provide direct assistance to at least 100 householders per annum</li> </ol>	<ol style="list-style-type: none"> <li>1. funded through Supplementary Credit approval</li> <li>2. through Basic Credit approval, S106 contribution and private sector sources</li> </ol>	<ul style="list-style-type: none"> <li>• Homes brought up to fitness and freedom from disrepair</li> <li>• More vulnerable house-holds benefiting from Decent Homes</li> <li>• Greater energy efficiency of homes</li> </ul>	J Wight/ J Kirby
R14	Use planning powers to negotiate S106 agreements to achieve affordable homes/social housing units	<ol style="list-style-type: none"> <li>1. Commencement of Extra Care Village at St Oswalds Park by April 2007</li> <li>2. Negotiation of Affordable Housing provision (RAF Quedgeley) on each individual planning application within the 30% target</li> <li>3. Glos. Housing Association to agree contracts for delivery of new housing</li> <li>4. Negotiate affordable housing provision on other (smaller) sites that meet minimum threshold site</li> </ol>	<ul style="list-style-type: none"> <li>• Council to provide capital funding contribution to the GHMP project otherwise additional revenue financial resources required</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of new affordable housing/ amount subject to final negotiated agreement; timescale beyond Council control.</li> </ul>	S McPherson / J Kirby

## 4.2 Housing Strategy and Enabling Service Action Plans

Action plan for 2005-2008

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
HH0 1	HH	<p><u>Choice Based Lettings (CBL)</u> Establish a project team within Portfolio inc ALMO to investigate options for a CBL scheme. Consult partners/customers on best way forward. Investigate cost of CBL compared to existing charge to General Fund on Orchard computer system</p>	<p>Staffing – anticipate will be absorbed within existing establishment. Capital/revenue cost not known but project will not proceed without Council agreeing any extra budget requirement</p>	<p>Operation of a CBL scheme to meet Government requirement for all Councils to operate CBL w.e.f 2010. Anticipated going live April 2008</p>	<p>Jan Kirby/ Mary Hopper</p>
HH0 2	HH	<p>Establish provider-led Focus groups to develop a common consultation framework between all partners. Setting up customer panels to decide how best to involve/consult customers and receive meaningful feedback on the service delivery by March 2006</p>	<p>No staff/financial resources</p>	<p>Improved coordination and facilitation of joint working. Enhance knowledge of customer views on service. Effective mechanisms available to consult on periodic reviews of the Homelessness service/strategy</p>	<p>Mary Hopper</p>
HH0 3	HH	<p>Establish better joint working/partnerships between City Council and its partner and agree protocols for working together</p>	<p>No staff/financial resources</p>	<p>Various statutory/ voluntary/ advocacy partners working more harmoniously. Less antagonistic working. More effective services</p>	<p>Mary Hopper</p>
HH0 4	HH	<p>Implement various initiatives/brochures on prevention of homelessness including provision of mediation service/prevention 'toolkit'.</p>	<p>Contained with existing staff resources/ homelessness budgets in particular using ODPM grant</p>	<p>Reduced levels of presentations/ repeat homelessness and ability to meet new BVPI</p>	<p>Mary Hopper</p>
HH0 5	HH	<p><u>Waiting List</u> Develop enhanced customer information base using paper and web based technology 2005/6 <u>Homelessness</u> Implement the Homelessness Module within Orchard</p>	<p>Within existing staff and budget resource</p> <p>Within existing staff resource of R&amp;H and the ALMO support staff</p>	<p>Customer will be much better informed about housing options and be better empowered to make informed choices More efficient use of R&amp;H staff and quicker/ easier access to data/ statistics etc</p>	<p>Mary Hopper</p> <p>Mary Hopper</p>
HH0 6	HH	<p>Work in partnership with countywide Domestic Violence Unit to establish a Sanctuary Project 2005/6</p>	<p>No call on Council resources</p>	<p>More options for victims of Domestic Violence including ability to receive support to enable them to 'stay put' in the matrimonial home. Reduced levels of homelessness presentation</p>	<p>Mary Hopper</p>



Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
HH0 7	HH	Develop a new short-term leasing scheme to replace the present portfolio of 100 operated by Gloucestershire Housing Association which is now being run down. New scheme needs to be developed by Sept 2005 with a view to the GHA portfolio being completely handed back by March 2008 and replaced by a full or new scheme.	None – there is already a budget of £32,000 pa to support GHA scheme	Maintenance of a portfolio of 100 dwellings for the homeless at no extra cost to the Council	Jan Kirby
HH0 8	HH	Work with ALMO/West Glos PCT/Social Services to establish the long-term need for sheltered housing. Conclude costed feasibility study into work needed to enable all schemes to be fully wheelchair accessible and provide extra-care facilities by December 2005	No implications for city. West Glos PCT will be funding staff resource. Any identified works will need to be funded from ALMO budgets or RSL's existing capital resources.	A structured report setting out works needed to meet target. Information can then be fed into business plans of Social Landlord (ALMO or RSL's)	Jan Kirby
HH0 9	HH				
HH 10	HH	Working with Social Services/PCT and Housing Authorities within the county concludes the Older Persons' Strategy and implement recommendations.	Within existing staffing levels. Some of the recommendations may require budget (revenue/capital)	An Older Persons' strategy giving clear strategic direction to the housing services for older people.	Jan Kirby
HH 11	HH	With various partners (voluntary/charitable/statutory) develop and agree the following special needs/supported housing strategies including SMART targets for each one. <ul style="list-style-type: none"> <li>• Drugs and alcohol abuse – by October 2005</li> <li>• Domestic violence – by October 2006</li> <li>• Race and Housing – by October 2005</li> <li>• Learning disabilities – by July 2007</li> <li>• Clients in need of high support—by April 2006</li> </ul>	None - implementation will require resources	Adoption of up to date relevant strategies to drive forward service for vulnerable house-holds	Jan Kirby

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
		<ul style="list-style-type: none"> <li>• Single homeless, with a particular focus on women – by July 2005</li> <li>• and on the physically disabled – by October 2007</li> <li>• Mental health – by July 2008</li> <li>• Offenders – by October 2008</li> <li>• Dual diagnosis – by July 2007</li> <li>• Asylum seekers – by October 2005</li> <li>• Rough sleepers – by July 2008</li> </ul>			
HH 12	HH	Set up project team to work with ALMO on its working relationship with the Rehousing and Homelessness Service; agree SLA and smooth working practices to ensure ALMO contributes to meeting the Council's statutory obligations under part VI/VII Housing Act 1995 by March 2006	None	The ALMO and City Council have a robust effective working relationship that contributes to supporting the City Council in meeting its statutory obligations	Jan Kirby
HH 13	HH	Write 'Fit for Purpose' Housing Strategy and get approved by Council July 2005 and submit to GOSW for approval	None	Adoption by GOSW on our Housing Strategy as 'Fit for Purpose'	Jan Kirby
HH 14	HH	Contribute to the development of, and approval of, revised supplementary planning guidance on Affordable Housing (Jan 2006) within the new local development framework.	None	A robust effective SPG enabling the Council to negotiate the maximum amount of Affordable Housing on new development sites	Michel Thorpe/Jan Kirby
HH 15	HH	Produce summary report by July 2005 on managing changing demands and changing the nature of some of our social housing stock	None but implementation may involve major capital expenditure funded through the HRA	A business plan for the ALMO/City Council enabling better use to be made of stock	Jan Kirby
HH 16	HH	Consult with BME Community on the targeted BME survey (provided as part of Housing needs assessment) plus the consultation carried out for GHMP by the University of Gloucestershire. Revise BME strategy	None	A robust up to date BME strategy to inform policies	Jan Kirby

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
HH 17					
HH 18	HH	With GHMP and statutory partners, consider the demand and viability of a (frail elderly) sheltered housing scheme for rent/shared ownership as part of the RAF Quedgeley Affordable Housing provision –. Make final decision by March 2006 as to whether a scheme should be provided	None for feasibility. Sheltered scheme-- will need access to the SHG allocated for GHMP from Housing Corporation	A strategic decision on whether a sheltered housing scheme is needed and can be provided	Jan Kirby
HH 19	HH	Work with the ALMO to produce a long term plan for regeneration/ reconfiguration/change of housing stock to meet changing demands and ensure council owned stock contributes to meeting strategic housing need	None for the plan but implementation action plan may need significant capital/ revenue calls on the HRA business plan	A properly costed robust business plan and action plans to ensure council stock and estates better meet strategic housing need.	Jan Kirby
HH 20	HH	Seek partners and funding by Dec 2005 to carry out a comprehensive in-depth survey of vacant rooms over the shops in the four Gate Streets with a view to producing a feasibility study by July 2006 for provision of flats over shops	Will need external funding to carry out feasibility. Conversions of vacant rooms into housing will require private sector funding	Potentially a major injection of new housing for rent/purchase within the four Gate streets.	Jan Kirby
HH 21	HH	Develop an in-house good practice guide on Affordable Housing by April 2005 and a developers guide by July 2005.	None	Development control; housing and legal staff have much clearer guidelines/consistency of approach and better equipped to negotiate robust agreements	Jan Kirby/Michael Thorpe
HH 22	HH	Continue to seek a charity willing to operate a Moving-on agency to assist elderly owner-occupiers move house	None for the City Council	An agency able to provide elderly owner occupiers with comprehensive “one – stop” non –profit making service	Jan Kirby
HH 23	HH	Seek Cabinet approval at appropriate time to dispose of various (mainly HRA) Council owned housing sites at nil cost possibly to an RSL to provide additional social housing.	None	A portfolio of land capable of providing some 40 additional units of social housing	Jan Kirby

**4. Housing Service (Landlord Function) Action Plans**  
**4.1 Blueprint Action plan for 2005-2008**

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
(EE or R or S)					
R-1	Significantly improve the standard of the council's housing stock by creating an Arms Length Management Organisation.	1. See detailed project plan with key dates including <ul style="list-style-type: none"> <li>• Submit bid for ALMO status to Government in January 2005.</li> <li>• Produce detailed management plan for ALMO by August 2005.</li> <li>• Submit Section 27 application by August 2005.</li> <li>• Go live October 2005</li> <li>• Prepare for Best Value inspection June 2006</li> </ul>	See Project plans	Bid submitted to GOSW 28 January 2005	P Lane  P Lane  P Lane
	Decent Homes Standard achieved in 37% of existing council houses by April 2006 and 100% by 2010.	1. See detailed project plan	See Project plans	2005/06 37% 2006/07 41% 2007/08 61% 2008/09 78% 2009/10 100%	P Lane
	Achieve a 2/3 * status for Gloucester City Homes	1. See detailed project plan 2. See Proposal for an Arms Length Management Organisation in Gloucester	See Project plans	Successful inspection in 2006. To include: Reach average SAP rating of 85 in 2008 Increase tenant satisfaction with Repairs service to 88% by March 2007 Provide 24 hour, 7 day ASB contact service by Jan 06 Development of Major Works compact Revision of Customer Charter by April 06	P Lane

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
				Overall tenant satisfaction level to increase to 83%	
	Compliance with Housing Act 2004	<ol style="list-style-type: none"> <li>1. Review implications of Housing Act 2004</li> <li>2. Implement changes to policy and procedure where needed, particularly Right to Buy applications</li> </ol>	In house	Completed April 2005	P Lane

**4.2 Housing Service (Landlord Function) Action Plans**  
Action plan for 2005-2008

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
	SC	None – the Housing Strategy is to deliver the ALMO			
	MC	None – the Housing Strategy is to deliver the ALMO			
	LC	None – the Housing Strategy is to deliver the ALMO			
	HH	None – the Housing Strategy is to deliver the ALMO			
	EFF	None – the Housing Strategy is to deliver the ALMO			



**4. Revenues & Benefits - Service Action Plans**  
**4.1 Blueprint Action plan for 2005-2008**

<b>Ref</b>	<b>Priority Actions</b>	<b>Actions to achieve priorities + timescales - Key Milestones</b>	<b>Resource implications</b>	<b>Specific outcomes and targets</b>	<b>Lead Officer</b>
<b>EE2</b>	Deliver some council services in new ways, through a range of partnerships and other means.	<ol style="list-style-type: none"> <li>Housing Arms Length Management Organisation ready to go live October 2005.</li> <li>Strategic partnership for care and maintenance services in place by April 2006.</li> </ol>	<ol style="list-style-type: none"> <li>£300K allocated for ALMO development (+ £300K HRA) 2005/6. £500K per annum cost to the general fund from 2006/7 and £65K allocated for ALMO BV inspection in 2005/6.</li> <li>£85K provided for strategic partnership work in 2004/5 with £48K met from 'Liveability' fund and a further £30K in 2005/6.</li> </ol>		<ol style="list-style-type: none"> <li>P Lane</li> <li>D Clegg</li> </ol>
<b>EE3</b>	Reshape and reorganise the council in line with its new 'enabling' role.	New organisational structure in place by Summer 2006.	To be undertaken within existing resources		P Smith
<b>EE5</b>	Increase customer satisfaction through improvements to customer service, communications and transactions, and a better understanding of customer needs and expectations	Improve response to customers visiting the council in person by introducing the one-stop-shop concept with one generic customer team by September 2005, and improvements to the physical reception once the impact of the review of business services become clear.	To be funded within existing resources and from 2.5% efficiency gains.		W Fabbro
<b>EE9</b>	Increase the efficiency of our operations using electronic technology through the Implementing Electronic Government programme	<ol style="list-style-type: none"> <li>Provide self-service public access to a range of council services, forms and information through electronic means by December 2005. (CPA)</li> </ol>	<ol style="list-style-type: none"> <li>To be undertaken within existing resources (subject to extension of website development officer post).</li> </ol>		1. W Fabbro

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource implications	Specific outcomes and targets	Lead Officer
		2. Improve remote working by establishing links to professional and voluntary networks by December 2005. (CPA)	2. Software to be funded via IEG and developed working with GEP.		2. W Fabbro

**4.2 Revenues and Benefits Services - Service Action Plans  
Action Plan for 2005-2008**

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
	EFF	Tender for Annual Bill stationery, personalisation and plastic cards for Council Tax and Housing rents (31.03.2006)	None	Dispatch all annual bills in line with legal requirements.  Ensure contract provides value for money.	P. Winters
	EFF	Implement the Open Access module to IBS Open Revenues system to meet Electronic Government priority R11. This will provide: <ul style="list-style-type: none"> <li>• On-line access to council tax account details</li> <li>• On-line access to business rates account details</li> <li>• On-line access to benefit claim details</li> <li>• E-forms</li> <li>• Better communications with partners</li> </ul> <b>(31.12.2005)</b>	None	Enable self service for customers via the website Meet e-government deadline of 31.12.2005 and assist in performance on BVPI 157	P Winters / S Gibbard
	EFF	Implementation of BACSTEL -IP to enable secure transmissions to BACS in respect of direct debit transactions. <b>(01.12.2005)</b>	None	Compliance with BACS procedures	N Kennedy
	EE3	Implement the affects of the ALMO creation: <ol style="list-style-type: none"> <li>1. Create and monitor service level agreements</li> <li>2. Implement changes in service provision to accommodate the ALMO in respect of Sundry Debtors and Cashiers services</li> </ol> <b>(01.10.05)</b>	Any costs will be funded by the ALMO	No interruption to service to customers	P Winters

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
	EFF	<p>Implement the recommendations of the Benefit Fraud Inspectorate</p> <ul style="list-style-type: none"> <li>Implement Verification Framework <b>(01.04.2005)</b></li> <li>Improve performance on deciding claims in 14 days</li> <li>Produce business continuity plan <b>(31.07.2005)</b></li> <li>Link current internal audit work effectively to H+CTB performance standards <b>(01.04.2005)</b></li> </ul>		<ul style="list-style-type: none"> <li>Compliant by 1 Apr 2005</li> <li>Improved results by 31 March 2006</li> <li>Plan in place by July 2005</li> <li>Better link to standards by April 2005</li> </ul>	<p>S Gibbard /</p> <p>T Rodway</p>
	EFF	<p>Improve the benefits service and make it more efficient by introducing the revised Housing and Council Tax performance standards issued April 2005.</p> <p>Project plan to be devised to meet the standards to be produced by June 2005. <b>(31.03.2006)</b></p>	None	To meet the standards	S Gibbard
	EFF	<p>Evaluate the position on meeting Full compliance with Verification Framework <b>(01.04.2005)</b></p>	Under review	To be fully compliant by April 2005.	S Gibbard
	EFF	<p>Improve recovery of benefit overpayments (BVPI79B)</p> <p>Action plan to improve recovery in place by July 2005. <b>(31.03.2006)</b></p>	None	Meet target on BVPI	S Gibbard
	HH	<p>Introduce Local Housing Allowances by:</p> <ul style="list-style-type: none"> <li>Establish resources</li> <li>Establish project team</li> <li>Establish project plan</li> <li>Implement <b>(* date to be decided)</b></li> </ul>	None	To be compliant with legislation	S Gibbard

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
	HH, EFF	Promote Housing and Council tax benefits through specific campaigns, including welfare benefits coordinator and other Gloucestershire LA'S <b>(31.03.2006)</b>	None	Meet the PSA target. Increase take up of pensioners on HB/CTB to pension credit to at least 86% by March 2006.	S Gibbard
	EFF	To develop more efficient working in customers' homes by implementing visiting/scheduling software from IBS <b>(01.12.2005)</b>	Software to be funded by DWP BID, staffing under review	Meet electronic government priorities R16, R17 and G15	S Gibbard
	EFF	To provide clearer, simpler, shorter benefit notifications <b>(01.12.2005)</b>	None – software funded by successful DWP performance fund bid	Reduced numbers of personal callers, telephone calls, correspondence, and appeals	S Gibbard
	EFF	To accurately recalculate Council tax benefits following the revaluation of council tax properties <b>(01.04.2007)</b>	Under review Possible software costs	Meet statutory deadlines	S Gibbard
	EFF	To review the existing benefit fraud and prosecution policy to reflect the changes within circular HB/CTB F1/2005. <b>(31.03.2006)</b>	None	Cabinet approval	S Gibbard
	EFF	Undertake a training needs analysis of all benefit assessors resulting in a planned programme of specific, personalised retraining. <b>(31.03.2007)</b>	None - funded by successful DWP performance fund bid	Improve BVPI 79a on Accuracy	S Gibbard
	EFF	Maintain the average time for processing: • new claims at 36 days or below	None	Achieve non-cashable saving	S Gibbard

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
		<ul style="list-style-type: none"> <li>change of circumstances (BVPI78B) at 9 days or below <b>(31.03.2006)</b></li> </ul>		Meet DWP Performance standard	
	EFF	Undertake a specific benefits survey in 2006 (BVPI80) <b>(31.03.2007)</b>	None	Improve customer care	S Gibbard
	HH	Implement changes to anti-poverty strategy by : <ul style="list-style-type: none"> <li>providing information in relevant languages</li> <li>undertake targeted take-up campaigns</li> <li>review overpayment recovery policy</li> </ul> <b>(31.03.2006)</b>	None	Maximise benefit entitlement	S Gibbard
	EFF	Introduce fast claim <b>(01.09.2005)</b>	None	Improve service delivery and BVPI 78a	S Gibbard



**4. Environmental Health Service Action Plans**  
**4.1 Blueprint Action plan for 2005-2008**

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource implications	Specific outcomes and targets	Lead Officer
<b>PAS 9</b>	Use our powers of enforcement more effectively to deal with issues such as litter, graffiti, fly tipping and other anti-social behaviour.	<p>Develop with other services an enforcement protocol to deal with properties and land that is derelict and is the subject of anti-social behaviour activity</p> <p>Provide out of hours enforcement to investigate and enforce problems related to licensed premises and noise pollution in accordance with the powers in the Anti-social behaviour act.</p> <p>Implement the provisions regarding High Hedge nuisance.</p>	<p>To be met within existing resources.</p> <p>With existing resources only a limited out of hours noise service can be provided.</p> <p>Self-funded from fees, existing staff resource should be sufficient unless high workload.</p>	<p>Protocol set up by December 2005</p> <p>Out of hours service implemented by June 2005.</p> <p>Decrease in the time taken to resolve complaints.</p> <p>Procedure set up. All complaints dealt with in service response targets.</p>	J Wight
<b>PAR 20</b>	Undertake a long-term programme of improvement to move Westgate out of the 10% most deprived wards. April 2007.	<p>Implement a regeneration initiative to improve the housing in Westgate by:-</p> <ul style="list-style-type: none"> <li>• Carrying out 'facelift' works in Cromwell St and Wellington St</li> <li>• Encouraging the take up of loans and grants</li> <li>• Carrying out enforcement action when appropriate</li> <li>• Work with partners to identify poor properties suitable for leasing</li> <li>• Targeting energy efficiency grants and advice to</li> </ul>	<p>Within existing staff resources. The staffing costs of BTD and the capital for loans will be met from SCA of £750,000 granted by Regional Housing Board for 2004/5/6. Beyond March 2006 will depend on future capital funding.</p>	<p>'facelift' of Cromwell and Wellington Streets completed by April 06</p> <p>Substantial number of dwellings are brought up to the decent homes standard, specific target to be announced</p> <p>10 empty homes brought back into use.</p>	J Wight/ D Sutton
<b>PAR 15</b>	Improve the appearance of buildings and open spaces within the central Gloucester area.				

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource implications	Specific outcomes and targets	Lead Officer
		households in Westgate. • Work to bring empty homes back into occupation			
PAR 20	Develop partnerships to improve the standard of private sector homes, particularly for vulnerable households.	Working with Community Counts pathfinder to continue delivering 'healthy housing initiatives' in the Barton, Tredworth and White City areas of the city using a dedicated EHO resource to visit occupiers in their homes and offer a range of assistance delivered either directly by the Council or by other service providers. In this way a range of advice, assistance and enforcement can be used to increase the number of decent homes in the private sector and those occupied by vulnerable groups in particular.  Deliver the private sector housing renewal policy and update by 1/4/06	None, funded by Community Counts  To be met within existing resources.  To be met within capital budget	<ul style="list-style-type: none"> <li>• 15% increase in access to loans and grants by August 2007</li> <li>• Improve 122 properties /annum</li> <li>• Reduce number of households living in fuel poverty by 8% by August 2007</li> <li>• Provide minimum of 200 tenants and residents /annum with advice sessions.</li> </ul>	J Wight/ D Sutton
		In partnership with BTD, promote and provide loans to enable vulnerable house-holders living in sub-standard homes to bring their properties up to the Decent Homes standard.		Complete by 1/4/06	

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource implications	Specific outcomes and targets	Lead Officer
		<p>Work with the county HECA group and SWEA to deliver the action for affordable warmth strategy for Gloucestershire. In particular target assistance to vulnerable households as identified by the recent house condition survey.</p> <p>Prepare for the implementation of the new Housing Bill by:</p> <ul style="list-style-type: none"> <li>• Training staff in the new legislative provisions</li> </ul> <p>Prepare for the HMO licensing scheme, administration and enforcement.</p>		<p>Majority of marketing and grant take up in targeted areas.</p> <p>All relevant staff trained before implementation of legislation.</p>	
PAR 20	Develop partnerships to improve the standard of private sector homes, particularly for vulnerable households.	<p>Investigate method for rationalising and improving the monitoring of housing conditions to provide better information for targeting resources</p> <p>Delivering the HMO programme</p>	<p>Long term saving in cost of surveys</p> <p>To be met within existing resources.</p>	<p>Research carried out by Oct 05 to allow for bid in new financial year.</p> <p>By April 07:- Improve all properties lacking adequate fire precautions. Revisit 40 previously improved HMO's Inspect all bed and breakfast establishments used by the council's homeless-ness team</p>	J Wight/ D Sutton

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource implications	Specific outcomes and targets	Lead Officer
PAE E31	Increase customer satisfaction through improvements to customer service, communications and transactions, and a better understanding of customer needs and expectations.	<p>Continue with, improve and extend our annual customer satisfaction survey and act upon results.</p> <p>Ensure all customers have easy access to the Service and are satisfied with the quality of service received.</p>	To be met within existing resources.	<p>Services adapted to meet customer needs.</p> <p>Licensing customer satisfaction survey methodology set up by January 2006</p> <p>Web pages kept updated</p> <p>Meet LPI on access satisfaction levels</p>	J Wight/ G Ragon
PAE E35	Increase the efficiency of our operations using electronic technology through the Implementing Electronic Government programme. by December 2005.	<p>Improve our website to meet IEG requirements including the provision of application forms on line, information on all services including the legislation governing each subject and on-line payment provisions where possible and appropriate by December 2005.</p> <p>To provide a system for on-line licensing so that applications can be made and paid for on-line</p> <p>To provide a secure information exchange protocol with Trading Standards</p>	<p>To be met within existing resources.</p> <p>Assistance from I.T. to set up systems. Possible funding for software maybe required up to £26,000.</p> <p>I.T. to help facilitate.</p>	<p>Compliance with IEG requirements for all services within Environmental Health. (BV157)</p> <p>To have up and running by 31 March 2006 BV157 (G7)</p> <p>To have secure portal for exchange of info by 31 March 2006.</p>	<p>G Ragon/ J Wight</p> <p>G Ragon</p> <p>G. Ragon</p>

**4.2 Environmental Health Service Action Plans  
Action Plan for 2005-2008**

<b>Ref.</b>	<b>Key Aim</b>	<b>Actions + timescales</b>	<b>Resource Implications</b>	<b>Specific outcomes and targets</b>	<b>Lead Officer</b>
HH6	HH	In order to take a county wide approach to the issues of housing travellers and gypsies, a county travellers group has been set up to look at issues relating to :- <ul style="list-style-type: none"> <li>• Provision of sites</li> <li>• Dealing with unauthorised encampments</li> </ul>	To be met within existing resources	Protocol agreed for dealing with unauthorised encampments by April 2006 Additional site(s) found within County.	J Wight
HH7	HH	Ensure enforcement action follows best practice as enshrined in the Enforcement Concordat.	To be met within existing resources	Meet Best Value performance target.	G Ragon/ J Wight
HH8	HH	Ensure good communication, liaison and sharing of information between all areas of Environmental Health.	To be met within existing resources.	Ensure regular staff and team meetings.	G Ragon/ J Wight

**4.2 Environmental Health Service Action Plans  
Action Plan for 2005-2008**

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
EFF 1	EFF	Positively act to ensure people from black and ethnic minorities have equal access to the service.	To be met within existing resources.	Method of assessing ethnicity to be included in 05/06 customer satisfaction survey allowing analysis of access satisfaction levels	J Wight/ G Ragon
EFF 2		Provide health and safety workshops, food handlers hygiene training, private landlord training/consultation and licensing seminars, ensuring access for all by provision of translation, interpretation, deaf translation and Braille where appropriate.		Train staff in cultural awareness	G Ragon
EFF 3		Respond quickly and effectively to requests for service.		Meet local performance indicators	J Wight/ G Ragon
EFF 4		Ensure our pest control treatments are effective.		Meet local performance indicators	J Wight
EFF 5		To continue liaison with businesses and individuals through the LVA, HCA, Chamber of Commerce, DEF, REF etc.		Meet local performance indicators	G Ragon/ J Wight
EFF 6		To build on the successful consultations undertaken in 2004/05 to continue to have a good dialogue with businesses and the community over policy issues in the city.		Better community involvement resulting in policies that reflect the needs of the locality/Gloucester City Council.	

**4. Policy, Design and Conservation Service Action Plans**  
**4.1 Blueprint Action plan for 2005-2008**

<b>Ref</b>	<b>Priority Actions</b>	<b>Actions to achieve priorities + timescales - Key Milestones</b>	<b>Resource implications</b>	<b>Specific outcomes and targets</b>	<b>Lead Officer</b>
<b>R1</b>	Produce an Area Action Plan as part of the LDF to cover the GHURC area, co-ordinating with the GHURC Regeneration Framework	1. Action Area Plan produced by March 2006	Requires full staffing of Local Plans/LDF team	1. Discuss issues and options by October 2005 and produce preferred option by March 2006. (NB: progress dependent in part on preparation of Regeneration Framework by GHURC consultants).	C. Hargraves
<b>R2</b>	Work to deliver a comprehensive redevelopment scheme for Blackfriars in partnership with the Gloucester Heritage Urban Regeneration Company	4. Action Area Plan (LDF) by March 2006	Requires full staffing of Local Plans/LDF team	1. Discuss issues and options by October 2005 and produce preferred option by March 2006. (NB: progress dependent in part on preparation of Regeneration Framework by GHURC consultants).	C. Hargraves
<b>R4</b>	Work to develop comprehensive redevelopment proposals for the Railway Triangle in partnership with the Gloucester Heritage Urban Regeneration Company	2. Action Area Plan (LDF) by March 2006	Requires full staffing of Local Plans/LDF team	1. Discuss issues and options by October 2005 and produce preferred option by March 2006. (NB: progress dependent in part on preparation of Regeneration Framework by GHURC consultants).	C. Hargraves



Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource implications	Specific outcomes and targets	Lead Officer
R6	Improve the appearance of buildings and spaces within the central Gloucester area	<ul style="list-style-type: none"> <li>2. Implement St Oswald's City Centre linkage scheme by December 2006</li> <li>5. Each listed building removed from the Buildings at Risk Register will represent a milestone achieved.</li> </ul>	<ul style="list-style-type: none"> <li>2. Within existing resources.</li> <li>5. Conservation Projects Officer only funded to September 2007.</li> </ul>	<ul style="list-style-type: none"> <li>2. Complete consultation and finalise designs by May 2005.</li> <li>5. Remove at least 3 buildings a year from the Buildings At Risk Register.</li> </ul>	<ul style="list-style-type: none"> <li>L Du Feu</li> <li>D Farrington</li> </ul>
R17	Ensure community safety principles are built into proposals for new residential development	<ul style="list-style-type: none"> <li>1. Adopt a detailed development design guide on community safety by September 2005.</li> </ul>	<ul style="list-style-type: none"> <li>1. To be produced within existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>1. A detailed design guide to be adopted by the Council following public consultation by September 2005.</li> </ul>	<ul style="list-style-type: none"> <li>C Denigan</li> </ul>

**4. Community Services Action Plans**  
**4.1.1 Community Strategy Team - Blueprint Action plan for 2005-2008**

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
S3	Encourage public participation in street care through new community street scene improvement grant schemes.	<ul style="list-style-type: none"> <li>Decide new round of neighbourhood grants for street scene improvements &amp; improvements to provision of facilities for children and young people as part of 'Liveability' project by June 2005.</li> </ul>	£134k 'Liveability' funding available for improvements in 2005/06.	<ul style="list-style-type: none"> <li>Establish criteria, appraisal and monitoring for Round 2 Neighbourhood Improvement Grants</li> </ul>	S Webster
R7	Undertake a long-term programme of improvement to move Westgate out of the 10% most deprived wards.	<ul style="list-style-type: none"> <li>'Liveability' project to improve linkages to Gloucester Park from the city centre and the Docks completed by April 2007.</li> <li>Secure resources and commence development of a neighbourhood centre for Westgate ward by April 2008</li> </ul>	£196,500 'Liveability' funding allocated 2005/07  Potential external funding to be sought.	<ul style="list-style-type: none"> <li>Ensure community engagement in linkage project</li> <li>Feasibility study completed between May and December 2005</li> <li>External funding identified</li> </ul>	S Webster  A Maliphant  A Maliphant
R16	Run a programme of development and accreditation for neighbourhood partnerships	<ul style="list-style-type: none"> <li>Support partnerships to establish in Matson, Coney Hill, Barton and Tredworth and White City by April 2006.</li> <li>Roll out programme of work with community centres and others to consider Neighbourhood Partnership status by April 2007.</li> </ul>	To be undertaken within existing resources.		S Webster  S Webster

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
EE4	Build capacity by equipping staff and Members with the skills and tools needed in a modern Council.	<ul style="list-style-type: none"> <li>Tools for improved monitoring of partnerships introduced by December 2005. (CPA)</li> </ul>	To be undertaken within existing resources	<ul style="list-style-type: none"> <li>Piloting and assessment of partnership evaluation tools Partnership evaluation pilots</li> <li>By July 2005; rollout to GP</li> </ul>	<p>M Carlin</p> <p>M Carlin</p>

**4. Community Services Action Plans**  
**4.1.2 Community Development Team - Blueprint Action plan for 2005-2008**

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
(EE or R or S)					
S3	Encourage public participation in street care through new community street scene improvement grant schemes.	<ol style="list-style-type: none"> <li>1. Develop criteria for 'clean up' grants in consultation with community groups and with businesses by June 2005.</li> <li>2. Launch scheme by September 2005.</li> </ol>	1 & 2 Small grants scheme to be funded with £5k from existing miscellaneous grants budget. Potential match funding to be sought from businesses.	<ol style="list-style-type: none"> <li>1. Develop criteria and grants process.</li> <li>2. Investigate business and other funding opportunities</li> </ol>	<p>A Kite/ T Liebschner</p> <p>Mark Radford</p>
R12					
EE1	Review services and functions of the Council to identify opportunities for business improvement	Review of voluntary sector advice services completed by July 2005.	To be completed within existing resources.	<ul style="list-style-type: none"> <li>• Draft report produced with recommendations</li> <li>• Action plan agreed</li> <li>• Paper to Cabinet July 2005</li> <li>• Implement action plan September onwards</li> </ul>	A Kite/ T Liebschner & S Oppenheimer

**4.2.1 Community Services Action Plans**  
**Community Strategy Team Action Plan for 2005-2008**

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
CSO 1	SC MC LC HH	Manage the final year of <u>SRB6 Funding</u> for the Gloucester Challenging Attitudes Partnership to achieve best outcomes	SBR6 FY 2005-6 funding	SRB6 Delivery Plan for 2005/6 and Exit Strategy implemented	B Yearwood
CSO 2	EFF	Ensure linkage between <u>Community Cohesion</u> and Council's equalities policies	Existing budget	Community Cohesion and Generic Equalities Standard linked by July 2005; training developed by Dec 2005	F Gobey
CSO 3	All	Develop the <u>Gloucester Partnership</u> and support the work of the Executive and Priority Action Groups to implement the <u>Community Strategy</u>	Existing budget  Some pooled budget for operations	<ul style="list-style-type: none"> <li>• Exec work plan, conferences and communications; - Performance Management of CS targets and processes; ongoing</li> <li>• PAGs supported to achieve CS ambitions and targets: Gloucester Pride Children and Young People Westgate Neighbourhood Working Community Cohesion</li> </ul>	M Carlin  M Radford F Gobey A Maliphant Sue/M Carlin B Yearwood
CSO 4	SC	Develop closer working between all strands of <u>Safer and Stronger Communities</u> funded programmes in Gloucester, and align work of <u>GCDRP</u> with the Gloucester Partnership	External funding	<ul style="list-style-type: none"> <li>• Process to embed Gloucester SSCF funding within countywide LAA achieved by Feb 2006</li> <li>• Community Counts supported</li> </ul>	F Gobey  Sue O
CSO 5	All	Support the implementation of the <u>Neighbourhood Working Strategy</u> through GP Neighbourhood Working Group, Neighbourhood Partnerships and City Council pilot projects	Existing budgets  Strategic partnering through Liveability	<ul style="list-style-type: none"> <li>• NWG and NPs developed and supported; ongoing</li> <li>• Member training delivered by Oct 2005</li> </ul>	S Webster  S Webster
R12	Regen	Continue to research, initiate, fund raise for, manage and be accountable body for Community Regeneration Projects	External and S106 funding	<ul style="list-style-type: none"> <li>• Funding gained and managed for range of projects; ongoing</li> </ul>	M Radford

**4.2.2 Community Services Action Plans**  
**Community Strategy Team Action Plan for 2005-2008**

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
CSO 8	SC	<ul style="list-style-type: none"> <li>Identify potential sources of funding for Mediation Scheme</li> <li>Develop funding bid for scheme</li> </ul>	External funding to be sought	<ul style="list-style-type: none"> <li>Secure funding for Mediation Scheme</li> </ul>	T Liebschner
CSO 9	SC	<ul style="list-style-type: none"> <li>Develop closer working with Crime and Disorder Reduction Partnership/Community Safety Manager</li> </ul>	Within existing resources	<ul style="list-style-type: none"> <li>A more co-ordinated approach to grant-giving</li> <li>Increased awareness for the Council of the role of the voluntary and community sector in crime reduction</li> </ul>	T Liebschner /A Kite
CSO 10	HH	<ul style="list-style-type: none"> <li>Attend Sure Start Management Board Meetings</li> </ul>	Within existing resources	<ul style="list-style-type: none"> <li>Support Sure Start in the development of a Children's Centre in Gloucester</li> </ul>	A Kite
CS 11	HH	Implement the Partnership Fund Project <ul style="list-style-type: none"> <li>Recruitment of Benefits Take-up Officer</li> <li>Recruitment and training of Link Workers</li> <li>Launch of Campaign</li> <li>Targeted outreach work with specific communities</li> <li>Running Benefits Advice Surgeries with the Pension Service</li> </ul>	Pension Service Partnership funding available for this work	<ul style="list-style-type: none"> <li>Increase the take-up of benefits and tax credits by Gloucester residents, in particular 'hard-to-reach' groups</li> <li>Build the capacity of voluntary/ community groups and statutory agencies that have contact with potential claimants, in particular 'hard-to-reach' groups</li> </ul>	M Ginwalla
CS 12	EFF/ ALL	<ul style="list-style-type: none"> <li>Undertake a review of the budget of voluntary and community sector grants up to £5k grants systems by November 2005</li> <li>Review assessment systems and monitoring and evaluation systems for over £5k grants by September 2005</li> <li>Draw up new 3 year funding agreements and Service Level Agreements with funded organisations, in line with the</li> </ul>	Within existing budgets	<ul style="list-style-type: none"> <li>Develop more coherent criteria for the up to £5k grants</li> <li>A simpler grants process for the over £5k grants which takes less time for the team to administer</li> <li>3 year agreements/ SLA's in place</li> </ul>	A Kite/T Liebschner  Community Development Officer  Community Development Officer

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
		Council's new priorities			
CS 13	EFF	<ul style="list-style-type: none"> <li>Continue improvements to website e.g. introduction of benefits calculator, information on the Compact</li> <li>Produce report on value of voluntary sector grants programme to be used in promotional material</li> </ul>	Within existing budgets	<ul style="list-style-type: none"> <li>Improved communications with customers</li> <li>Increased understanding both within and outside the Council of the value of the voluntary sector grants program</li> </ul>	Community Development Officer



**4. Policy and Communications Action Plans**  
**4.1 Blueprint Action plan for 2005-2008**

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
EE1	Review services and functions of the Council to identify opportunities for business improvement	<ol style="list-style-type: none"> <li>1. Review of voluntary sector advice services completed by July 2005</li> <li>2. Best Value Review of business services completed by September 2005</li> <li>3. Best Value Review of ALMO completed and inspected by April 2006</li> <li>4. Best Value Review of Heritage and Museums, Arts and Festivals, Recreational Facilities and Tourism to be completed by September 2007</li> </ol>	<p>1-4 To be undertaken within existing P+C resources</p> <p>N.B. Subject to Policy and Research Officer post being filled</p>	<ol style="list-style-type: none"> <li>1. Provide research services general guidance + support</li> <li>2. Provide research services general guidance + support</li> <li>3. Gather benchmarking information, review business processes</li> <li>4. Provide research, support, guidance etc</li> </ol>	<p>R Charley/ V Townsend/</p> <p>R Charley/ V Townsend ALL</p> <p>A Wadsley/ R Charley/ V Townsend</p>
EE2	Deliver some Council services in new ways, through a range of partnerships and other means	<ol style="list-style-type: none"> <li>2. Strategic partnership for care and maintenance services in place by April 2006</li> </ol>	<p>2. To be undertaken within existing P+C resources</p> <p>N.B. Subject to Policy and Research Officer post being filled</p>	<ol style="list-style-type: none"> <li>1. Provide research, support and advice</li> <li>2. Provide Quality Assurance and management plan. Set up electronic specification data room</li> </ol>	<p>R Charley/ V Townsend/ A Wadsley</p> <p>J Arnold</p>
EE5	Increase customer satisfaction through improvements to customer service, communications	<ol style="list-style-type: none"> <li>1. Carry out survey of residents in 2005 and 2008, to complement and enhance understanding</li> </ol>	<p>1+2 Subject to resources being made available</p>	<ol style="list-style-type: none"> <li>1. TBC</li> </ol>	<p>A Wadsley</p>

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
	and transactions, and a better understanding of customer needs and expectations	<p>of customers' needs and expectations</p> <p>2. Introduce a new mechanism for direct communication with local residents, in partnership with others</p> <p>5. Continue to refine 'Council Direct' and the website generally, as an information and service tool available on the web and from the customer service team, and continue to build a 'customer relationship management' facility to track customers' questions and complaints to successful resolution</p>	<p>5. Within IEG and GEP existing resources</p>	<p>2. TBC</p> <p>5. Provide webmaster support + input into system development e.g. deep-linking</p>	<p>M Grodentz</p> <p>J Arnold</p>

**4. Democratic Services Action Plans**  
**4.1 Blueprint Action plan for 2005-2008**

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
	Increase customer satisfaction through improvements to customer service, improved communication with residents and a better understanding of customer needs and expectations	<ol style="list-style-type: none"> <li>1. Phase 1 - implementation of individual Member websites by December 2005 to enable accessibility between Members and their constituents</li> <li>2. Phase 2 - ability for public to comment on Forward Plan (Key Decisions) interactively through e mail</li> </ol>	<ol style="list-style-type: none"> <li>1. IEG3 funding for individual Member websites</li> <li>2. Interaction with Forward Plan facility to be part of Committee Management System</li> </ol>	<p>Members and officers to be trained - September 2005</p> <p>December 2005</p>	A. Hughes

**4. Legal Services Action Plans**  
**4.1 Blueprint Action plan for 2005-2008**

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
	Efficiency and Effectiveness	<ul style="list-style-type: none"> <li>(i) Where appropriate the implementation of user-led service level agreements tailored to client requirements</li> <li>(ii) The implementation of regular satisfaction surveys to identify improvements and client requirements</li> <li>(iii) Continuation of benchmarking exercises to include the voluntary and possibly the private sector</li> <li>(iv) Continue to increase productivity</li> </ul>	Time/budget constraints	<ul style="list-style-type: none"> <li>(i) Successful completion of user-led service level agreements where appropriate, particularly with the ALMO</li> <li>(ii) Regular monitoring of customer requirements via customer satisfaction surveys</li> <li>(iii) Completion of benchmarking exercises to voluntary sector</li> <li>(iv) To recover the full cost of the service will be the aim of recovering minimum of 5 hours chargeable time per fee earner per day</li> </ul>	I Moseley

**4. Legal Services Action Plans**  
**4.1 Blueprint Action plan for 2005-2008 (cont'd)**

Ref	Priority Actions	Actions to achieve priorities + timescales - Key Milestones	Resource Implications	Specific outcomes and targets	Lead Officer
	Efficiency and Effectiveness	<ul style="list-style-type: none"> <li>(i) Review structure of Legal Services once the Business Services Review has been completed</li> <li>(ii) Ensure all staff requiring CPD achieve the targets</li> <li>(iii) Regular work reviews and away-day activities</li> <li>(iv) Continue to offer professional training to non-qualified fee earners as appropriate and subject to budget</li> </ul>	<ul style="list-style-type: none"> <li>(ii) Currently budget restricted</li> <li>(iv) Currently budget restricted</li> </ul>	<ul style="list-style-type: none"> <li>(i) Target 2007.</li> <li>(ii) Ensure all officers achieve CPD</li> <li>(iii) Work reviews at least once a quarter and away-days as appropriate</li> <li>(iv) An increase in professionally qualified staff</li> </ul>	G Spencer

**4.2 Legal Services Action Plans**  
**Action plan for 2005-2008**

Ref.	Key Aim	Actions + timescales	Resource Implications	Specific outcomes and targets	Lead Officer
	EFF	Provide advice and assistance in relation to the Anti-Social Behaviour Act including the development of an agreed streamlined procedure for processing both criminal and civil litigation to combat anti-social behaviour	Secondment of member of staff and backfilling required	When enacted ensure appropriate procedures in place within 6 months from required Policy document	S Thomas/S Isaac
	EFF	Provide advice and assistance in relation to the formation and running of an ALMO	Time and budget constraints will affect ability to carry out other work	Successful formation of ALMO and negotiation of an SLA	G Spencer
	EFF	Provide advice and assistance in connection with the Local Plan and Local Plan Inquiry		Successful completion of Inquiry and adoption of Local Plan	K Slipper
	EFF	To assist in the work required to facilitate the redevelopment of the Cattle Market and Blackfriars	External Advisors	Successful completion of development  <u>Cattle Market</u> (i) Confirmation of CPO - 18 months after making.  <u>Blackfriars</u> Assist URC with advice and expertise	G. Spencer

## APPENDIX O

### National Best Value and Local Performance Indicators

Measure	Objective	Resp. Officer	Weighting	Actual 31.03 2005	Target 31.03 2005	Performance 31.03 2005	Actual 31.03 2004	Trend Since 31.03.20 04
BV062 Unfit private dwelling fit/dem	Service Housing Services	Phil Lane	2.00	1.03	1.50		1.11	
BV063 AvSAP rating of LA dwellings	Service Housing Services	Phil Lane	1.00	65.40	62.00		61.50	
BV064.02 Vacant private houses used/dem	Service Housing Services	Phil Lane	1.00	0.00	50.00		141.00	Worse
BV066a % Rent collected	Service Housing Services	Phil Lane	1,00	97.94	98.00		97.16	
BV076a number of claimants visited	Service Benefits	Phil Lane	1.00	64.40	5.20		33.17	
BV076b Number of fraud investigators	Service Benefits	Phil Lane	1.00	0.21	0.22		0.17	
BV076c Number of fraud investigations	Service Benefits	Phil Lane	1,00	46.13	70.00		72.95	
BV076d Number prosecutions & sanctions	Service Benefits	Phil Lane	1.00	3.30	3.30		3.10	
BV078a Av time for new claims	Service Benefits	Phil Lane	1.00	32.00	36.00		45.25	
BV078b Av time for changes	Service Benefits	Phil Lane	1,00	8.00	9.00		13.00	
BV079a % Benefit calculations correct	Service Benefits	Phil Lane	1.00	91.40	98.00		90.30	
BV079b % Overpayments recovered	Service Benefits	Phil Lane	1.00	41.80	60.00		40.94	
BV106 % New homes built on 'brownfield'	Service Policy Design & Conservation	Phil Staddon	3.00	79.80	55.00		82.10	Worse
BV126a Domestic Burglaries	Service Engineering Services	George Milne	2.00	16.80	20.30		21.30	
BV127a.02 Violent offences strangers	Service Engineering Services	George Milne	2.00	10.14	8.00		10.20	
BV127b.02 Violent offences public place	Service Engineering Services	George Milne	2.00	20.56	17.37		21.80	
BV127c.02 Violent offences Lic premises	Service Engineering Services	George Milne	2.00	3.37	1.99		2.80	
BV127d.02 Violent offences drink/drugs	Service Engineering Services	George Milne	2.00	5.94	4.65		5.30	
BV128a.02 Vehicle Crimes per 1000	Service Engineering Services	George Milne	2.00	20.10	28.40		29.90	
BV176 Dom.violence refuge places	Service Engineering Services	George Milne	2.00	0.00	0.00		0.00	
BV183a Length of stay in B&B accommodation	Service Housing Strategy and Needs	Phil Lane	2.00	8.00	6.00		12.42	
BV183b Length of stay in hostel accommodation	Service Housing Strategy and Needs	Phil Lane	1.00	0.00	0.00		0.00	



Measure	Objective	Resp. Officer	Weighting	Actual 31.03 2005	Target 31.03 2005	Performance 31.03 2005	Actual 31.03 2004	Trend Since 31.03.2004
BV184a P'pn LA homes which were non-decent	Service Housing Services	<b>Phil Lane</b>	3.00	<b>65.00</b>	60.00		66.36	
BV184b % Change non-decent LA homes	Service Housing Services	<b>Phil Lane</b>	3.00	<b>2.53</b>	9.00		-39.97	
BV185 % repairs appts made and kept	Service Housing Services	<b>Phil Lane</b>	1.00	<b>88.30</b>	70.00		72.65	
BV202 People sleeping rough	Service Housing Strategy and Needs	<b>Phil Lane</b>	1.00	<b>3.00</b>	0 to 10		new	
BV203 % Change families in temp accommodation	Service Housing Strategy and Needs	<b>Phil Lane</b>	1.00	<b>-7.70</b>	-10.00		new	
LP1 CM06a Number of ASBOs achieved	Service Engineering Services	<b>George Milne</b>	3.00	<b>5.00</b>	0.00		0.00	
LP1 CM06b Number of ABCs achieved	Service Engineering Services	<b>George Milne</b>	3.00	<b>12.00</b>				
LP1 CP04 Customer Enquiries	Service Central Services	<b>Wendy Fabbro</b>	3.00		80.00			
LP1 CP05 Complaint dealt within 10 days	Service Central Services	<b>Wendy Fabbro</b>	3.00		90.00		90.00	

## Supporting People Draft Strategy 2005-10

### CHAPTER 1

#### Summary

#### 1.1 Vision Statement

The Supporting People Programme will provide high quality housing support services to vulnerable people to allow those that can to integrate and live independently within their own community.

The Supporting People Partnership Board will achieve this through a strong Partnership of housing, health, social care and criminal justice agencies linking supporting people spend and performance monitoring into their mainstream commissioning processes and demonstrating the benefits and linkages within their commissioning strategies.

#### 1.2 Executive Summary

##### Resources

*The amount of resources available to deliver the Supporting People programme on Gloucestershire is in decline for the period of this strategy from £27.748m in 2004/5 to £25.6m in 2005/6 (7.16% cut) and expected to decline by 5% per annum to £20.98m in 2009/10.*

The reduction in resources is likely to have a severe impact on the Supporting People's Partnership Board's ability to meet the identified support needs of the current and future vulnerable communities in Gloucestershire.

The Supporting People's Partnership Board has set itself an agenda of achieving financial balance by the end of 2005/6 financial year through the:

- To decommission services that do not comply with ODPM Grant conditions
- To decommission services that do not fit with the Supporting People Partnership's key objectives
- Reduction in supply to meet identified need
- Negotiate and use market forces to ensure contracted services achieve benchmark price levels

- Rationalisation of markets/repackaging of contracts
- Identify areas where existing costs were replaced by Supporting People Grant and review application of criteria
- Change historic models of service
- No funding for new services or additional expenditure on existing services until 2007/08
- No inflation uplift for 2005/06

#### Headline Proposals

##### General

- Shift to services designed around the support needs of individual service users reducing the housing moves made by vulnerable people
- Reduction in number of intermediate supported housing provision
- Creation of single allocation processes for Supporting People services (including standard eligibility criteria)
- Rationalisation of floating support services to create more cohesive market packages and encourage competition to achieve value for money
- Levelling of values within the Supporting People market to market tested benchmark levels
- Removal of inappropriate funding from Supporting People Budget
- Synchronisation of Charging rates with Social Services charges for domiciliary care services

##### Older People

- Shift in provision away from social rented sheltered housing (50% decline by 2021) to extra care services (fifteen fold increase by 2021) and preventative floating support at home
- Reorganisation of floating support services with new contract/s on 1<sup>st</sup> April 2006
- Expansion of floating support service for older people with mental health problems through the redirection of resources from generic older persons floating support services

- Expansion of Extra-Care sector with development of c310 units between 2004 and 2008

### ***Learning Disability***

- Selection of preferred provision and conversion of all remaining provision to spot purchasing
- Continued shift towards floating support models of service delivery away from accommodation based services
- Adoption of joint funding agreement and commissioning framework for all 24 hour staffed services providing social care

### ***Mental Health***

- Integration of floating support provision with the community mental health service infrastructure
- Reduction over time of supported housing.
- Increase in higher dependency or specialist accommodation based services

### ***Young People/Single Homeless/Young Parents/Homeless Families***

- Reorganisation of floating support market to create a single market for vulnerable adults of working age. New contract(s) to commence on 1<sup>st</sup> April 2006
- Development of a Gateway scheme in Stroud
- Creation of a floating Support service in 2007

### ***Drug and Alcohol***

- Creation of preventative/tenancy sustainment floating support service for drug and alcohol users from existing GDAS floating support service
- Maintenance of existing supported housing supply and increase access to general supported and mainstream housing

### ***Offenders***

- Ensuring offenders have equal access to mainstream services to reduce level of stigmatisation.
- Development of supported housing linked to GRIP project.

### ***Physical and Sensory Disabilities***

- Maintenance of existing services

### ***Domestic Violence***

- Maintenance of existing services
- Reshaping of Cotswold Refuge to a floating support service

### ***Travellers***

- Creation of a floating support service in 2008

### ***HIV/Aids***

## Chapter 5

### i. Older People

The Forecast Model commissioned in July 2004 identifies the gaps between current provision and future demand in 2021. The forecast requires a substantial shift in tenure and type of provision from socially rented to owner occupation and from basic traditional sheltered housing to more flexible enhanced, extra-care services or specialist provision for dementia. The table below identifies the scope of the changes required to remodel the market to fit with future demand. The impact across the county is different based upon the level of historic supply

#### Gloucestershire County Demand Forecast for Older Person's Accommodation Based Services

	Current Position	2021 Projected Position	Change to no. of units	% Change
Conventional Sheltered Housing for rent (residential scheme manager)	4650	2829	-1821	-60.1
Leasehold Sheltered	2262	3142	+880	38
Enhanced Sheltered				
- Rent	113	327	+214	
- Ownership	0	483	+483	
<b>Total Sheltered</b>	<b>7025</b>	<b>6781</b>	<b>-244</b>	<b>-3.5</b>
Extra-care Sheltered				
- Rent	74(95 under construction)	578	+504	
- Ownership	0 (95 under construction)	604	+604	
Dementia	0	290	+290	
<b>Total Extra Care</b>	<b>74</b>	<b>1472</b>	<b>+1398</b>	

The reason for this gap is two fold; namely increases in owner occupation levels and changes in social policy leading to people being encouraged to stay in their family home for as long as possible through intensive home based social care and health services. Demand for traditional social rented sheltered housing has been on the decline for the past 10 years with mainstream and specialist landlords having to use intensive marketing techniques and relaxing eligibility criteria to sustain occupancy levels. There are three fundamental elements that undermine the long-term future of social rented sheltered housing provided at its current levels.

a) **Stigma** - Social rented housing is not attractive to most home owners

because it is seen as a negative tenure choice

b) **Benefits system** - Homeowners who sell a property to move to a socially rented property expose the capacity realised by the sale have to pay for all the charges of living in sheltered housing of between an average £70 and £80 p.w. for sheltered and £100 - 110 p.w. for extra –care and also to paying for other social care services and council tax.

c) **No link between need for support and receipt of support service** - need for support schemes to relax eligibility criteria for entry to sheltered housing services to those who do not need the support service threatens the

justification for the Supporting People contract.

The Housing Needs assessment identified that:

### **Support needs and adaptations**

- Over half (52%) of people over the age of 75 live alone with 10.8% over the age of 85 and living alone
- The support needs of people over the age of 75 living alone are greater than those for all respondents over 75. 43.4% of older people living alone receive some kind of care and/or support - most frequently home help or personal physical care
- More than a fifth (20.3%) of respondents across the County identified their general health as bad or very bad and more than a half (54.2%) said they had a long-term illness or health problem
- Almost a third (32.2%) of those with a long-term health problem identified a need for personal care and almost two thirds (61.8%) expressed a need for help with household jobs and going to the shops
- Bathroom adaptations followed by handrails/grabrails were the most needed adaptations

### **Previous moves**

- 70.9% had lived in their home for 10 years or more
- The main reason for moves in the last 2 years was that their previous home was too large. 11.0% moved from semi-detached property into a purpose-built flat
- Although most recent moves in the last 2 years showed no change in tenure, 10.4% changed from home ownership to renting from a Registered Social Landlord
- Over half (54.3%) the residents of flats in sheltered housing previously lived in a semi-detached house whereas residents now living in flats in supported housing previously lived in semi-detached bungalow.

### **Moving intentions**

- Of those people over the age of 75 intending to move in the next 2 years, those who expressed a preference said

they wanted to stay in the same District. The preferred location in the County was Cotswold as the highest number of moves were planned from residents of Cotswold

- 29% of people over 75 planning to move in the next 2 years live in detached houses and are in good health
- 43% said the type of accommodation they want to move to is a detached bungalow. Just over 14% said a flat in a sheltered scheme. Over a tenth would like to move to a flat in an extra sheltered scheme
- Almost half (48.6%) expect to own their next accommodation and 41.6% expect to rent from a Registered Social Landlord
- More than half (51.7%) said they would require housing with care or support services
- The moving intentions of people aged 65 – 74 showed longer term planning. Over a third (35.6%) wanted to move because their accommodation was too large. 77.5% said their household needed a bungalow and 36.5% expected to rent from the Council.

### **Financial circumstances**

- Although almost a fifth (19.7%) said they had more than £100,000 equity in their homes, 31% of people over the age of 75 live in a household where someone receives some financial support. 15.5% of households where one member or more is over the age of 75 experience fuel poverty
- 36.8 % of residents in sheltered, supported housing or residential care said their income was between £81 and £127 per week compared to 20.6% of all over 75 respondents. More than a third (35.6%) have savings less than £500 compared to 22.2% of all over 75 respondents

The findings of the Housing Needs Survey are compatible with the forecast model in that it shows a majority of older movers want owner occupation as tenure of choice and prefer home based intervention against communal forms of housing and support.

The amount of extra care housing or enhanced sheltered is very small currently in Gloucestershire with only 187 units (all social

rented) available as at 31/10/04 with 190 under construction or in planning stage. Yet 10% of respondents with little local examples indicated Extra Care to be type of housing and support required.

To be an effective response to needs of older people to satisfy both support/care needs as well as housing needs and aspirations all new Extra Care and Enhanced Sheltered proposals must be multi-tenure. Replacement of existing social rented sheltered housing with extra-care or enhanced sheltered within the social rented sector is a short-term solution to meet the needs of the existing social rented sheltered population not the needs of the wider community.

## ii. Mental Health

It has been difficult to assess the housing related support needs for working age adults with a mental illness because of a number of factors. However from the primary research completed through the NAG project looking at the reasons for delayed hospital transfers of care and the Service User fieldwork project identifying aspirations for services of those in contact with the community mental health services coupled with policy drivers indicates that the pattern of supply should move away from the traditional model of a support hierarchy of needs to a housing hierarchy of needs.

The Housing Needs Survey looked at the problems associated with the mental health market and in particular and moving towards our overall aim because of the impurity of housing markets and the difficulty of classifying people with a mental illness. The key implications for and of housing provision are:

- Definitions of poor mental health are important and require clarification in their use for planning. There is a worry that in classifying potential or existing service users based on either a 'care provision' definition or 'medical' based definition of mental health that some individuals requiring support will be omitted. The hypothetical question concerns what comes first in deciding an individual's accommodation, the medical diagnosis of their needs or the typology of supported accommodation available.
- It has been identified that many service users are not receiving the correct service for their particular needs. For example the core of people that remain difficult to place and or are placed with a higher or lower level of support than is needed. This example highlights the fact that some individuals with mental health problems are defined by default of them not fitting ideally within a particular service, but move from one to another without finding a service or supported accommodation to which they can utilise to 'move on' and out of the supporting people programme.
- One focus group participant called for "*...an integrated approach*", suggesting that "*accommodation is the pivotal point*". This participant suggested that therapeutic work may not be as successful if a person is not living in secure accommodation. The focus group discussion was unsure about what an integrated supported accommodation service would look like. As one participant added "*is there any scope for the prevention of mental illness...to help vulnerable people at the point of rehousing*". This participant continued suggesting that they were unsure what this service would look like. Adding that community support would need extending, and that integration with primary and secondary health care would be important. Another participant in the same way stated "*that what is required is a notion of extended community support with the capacity and skills to work with people with personality disorders*".

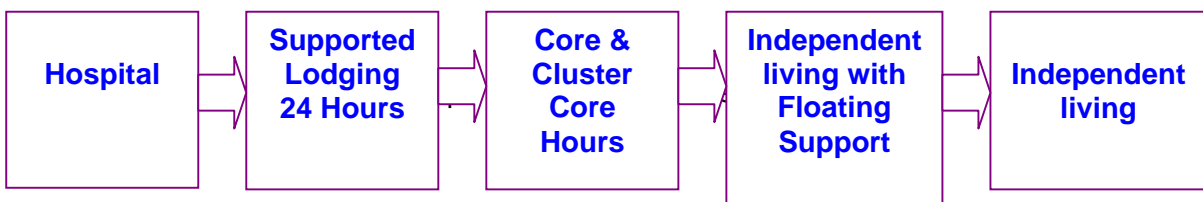


- In the same light a different participant added, *“it would be nice to think that there could be one mainstream housing system, which could use additional support, which could provide 24 hour support”*. This is essentially highlighting a person centred approach, whereby individuals are defined by their own personal needs and not the ‘bricks and mortar’ centres for supported accommodation.
- As discussed in the previous section to this chapter, this approach in its purist sense cannot readily be realised. This is apparent in another participant’s reply, adding that housing markets lack the fluidity and flexibility that would allow a truly mainstream housing support service. This participant used rehousing as an example, suggesting that a person approaching to be rehoused is already *“bracketed”*, meaning that they carry with them the baggage of previous supported

accommodation or referral for a specific supported accommodation type via a mental health service route, to be rehoused in this sense would mean that they have already been through the system once. In the same way if that person is in owner occupation or renting privately then they simply do not have any housing choices in the short term.

- Both these scenarios exhibit the relative inflexibility that would exist within an ideal ‘mainstream housing support system’. Poor housing or undesirable housing would also have implications for a flexible mainstream housing support system.

Gloucestershire currently has a classic model of support hierarchy of needs where service users are expected to move through the system:



The proposal for the reshaped market is to create a small number of specialist services, a service for the institutionalised long term population and a small number of short term supported beds to manage short term homelessness crises and a greater use of more flexible floating support services to support individual service users in their own homes for the majority of people with a mental illness. The revised market model will look like this:



This therefore requires a substantial shift in both capital and revenue funding. In addition to the structural realignment there needs to be a geographical realignment away from the concentration of services in Gloucester city. Moving towards a system driven by a housing

hierarchy makes this geographical realignment easier in terms of a reduced requirement for capital resources, however for it to work there needs to be increased access to independent forms of housing in



both the social and private rented sectors across the county.

The gap for the different models are estimated at :

Type of Service	Gap
Specialist Community Based Provision	+40-60
24 Hour or Core Hour Service for long term institutionalised population	+47 but reducing to c.20 by 2016(already provided for in supported lodgings)
Short term crisis beds	+60
Supported lodgings (based on capacity of 322)	Up to -215
Core & cluster core hours services	Up to -195
Floating Support	+335 units @ average of 2 hours p.w. = 770 hours

### iii. Learning Disabilities

Analysis of current provision against expected patterns of provision based on national trends suggests that we currently provide more supported living opportunities through the Supporting People programme

than other authorities do with all funding sources. In addition to the 492 units available Social Services fund an additional 91 units (as at 1/9/04) of supported living.

Type of Service	Estimated Gap Based on VP national data
Residential Care	-35
Supported Living	Local population +142 Out of county population +129

However the Valuing People data is based on activity levels in 1999 and because of the policy driver to increase housing and support choices available for people with a learning disability it is expected that the numbers would be increasing nationally.

The key is not necessarily in the amount of provision but the actual types and location of services being delivered labelled as supported living. Most of the supported living services available replicates residential care in as much as they predominately offer 24 hour support, shared communal living and support packages delivered to meet the management requirements of the service rather than the needs of the individual. Work is required to ensure service users with a learning disability are given real choices over where they live, who they live with and the type of support available.

The majority of provision is in Stroud or the Forest of Dean often in fairly small communities that does not reflect the distribution of people with a learning disability in the county. Realignment is required to ensure a better match between supply and demand to ensure a range of service provision is available across the county.

The imbalances in the market is primarily caused by the issue of 'Ordinary Residence, and supported living. As at 30 September 2004 there were 129 service users living in supported living schemes (funded by Supported People). This accounts for 24% of the total Supporting People funded provision and the support costs met by the Supporting People programme costs over £3 m. per annum.

### iv. Young People/Single Homeless

#### *Young People*

The needs data indicates an underlying demand for housing for young people, however the data is less conclusive when looking at the need for support. Most Housing options for young people include the provision of support.

The need for affordable housing that is accessible for young people far outweighs supply as measured by the availability of young people's housing assuming an average length of stay of 18 months to 2 years in the system compared to those assessed by Shelter as needing housing in 2003/4.

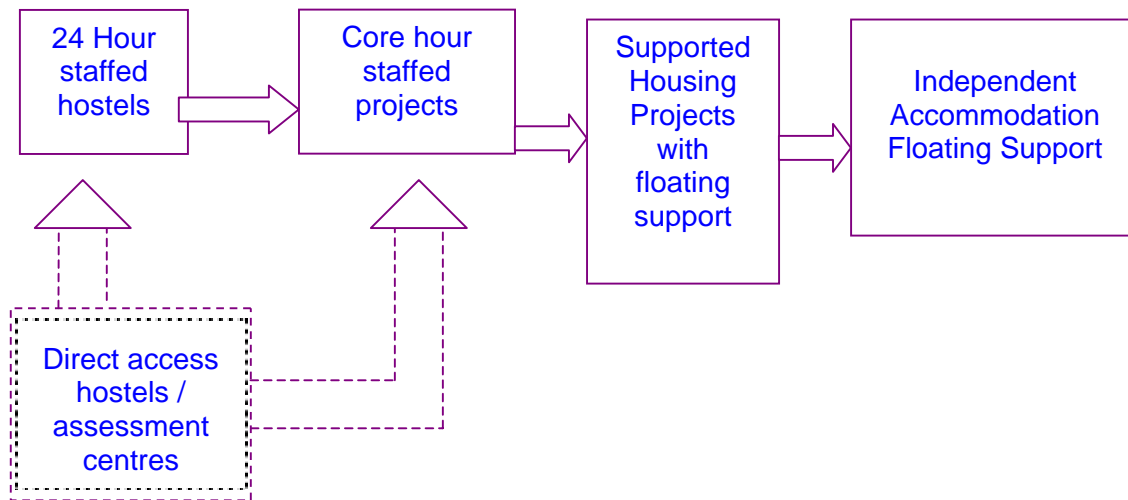
However, assuming that all this group require support is not tenable. The Housing Needs Assessment identified that:

- In Gloucestershire there are almost 53,000 young people between 16 and 25 years of age. According to Shelter's Gloucestershire annual report for 2001-2002, 4 young people on average everyday in Gloucestershire become homeless. The service saw 1,074 new clients during 2001-2002, which divided by district shows that the largest numbers of young people presenting to Shelter were in the urban areas of Gloucester (37%) and Cheltenham (26%).
- 219 young people in Gloucestershire up to the age of 18 were referred to ASRA (Alternative Solutions to Running Away) for information, advice and support.
- In the Gloucestershire Housing Needs Assessment 2004 there were 26 young people in Gloucestershire who were found to be staying in a household that was not part of their immediate family.
- It is estimated that there are at least 325 young people and single homeless people who are currently being supported in floating support services to help maintain independent living, which are in the main secured through the strategic homelessness access route.
- There are seven generic floating support services across Gloucestershire that cover all age ranges, which include young people who are housed generally in Local Authority or registered social landlord properties and are offered tenancy support services in order to sustain their tenancies.
- During 2001 the rate of under 18 conceptions per 1000 girls for Gloucestershire was 37.4, in the South West this was 36.8 and in England and Wales this was 42.5.
- 24.5% of young respondents from the Housing Needs Assessment were in the social rented sector, whereas for the rest of the survey population this was 13.8%.
- 22.5% of the young survey population in Gloucestershire were in the private rented sector, whereas 8.3% of the overall survey population were renting privately.
- 30.0% of the young survey population live in terraced properties, 27.5% live in purpose built flats and 27.5% live in semi-detached properties.
- 57.3% of the young survey population have been at their address for less than two years, compared to 18.6% of the rest of the survey population.
- 19.9% of the young survey population have moved more than once over the past five years, whereas 8.7% of the rest of the survey population have moved once over the past five years.
- 21.4% of the young survey population intend to move over the next two years.
- Out of the survey population of 16-17 year olds 25.0% are single parents, and of the 18-24 year olds 15.4% are single parents, which is significantly higher than the rest of the survey population where 4.3% are single parents.
- 63.0% of the survey population of 16-17 year olds and 30.2% of 18-24 year olds are a couple with at least one dependent child, compared to 30.2% of the rest of the survey population.
- 14.1% of the single parent households are under 25 years.
- Of the households with one child aged 0-4 years 36.3% are receiving financial support, and of those households with two children in this age group 42.9% are receiving financial support.
- Of the households containing one child between the ages of 5 and 15, 25.6% are receiving financial support, and those households with two children within this age group, 21.6% are receiving financial support, and with three children 27.3% are receiving financial support.

- Of the households containing one young person between the ages of 16 and 17 11.9% were in receipt of financial support and those households with two young people in this age group, 18.2% were in receipt of financial support.

The current model is based on a hierarchy of support needs with the need to move through the system rather than a hierarchy of housing needs where your housing needs are met (preferably once) and support packages are tailored to meet need.

The current model is:



The market is required to become far less rigid in the pattern of move through and ensure all interventions work as intended moving to a supported housing needs hierarchy. This requires a system that links support and housing together to ensure best use of resources and greatest impact in developing the service user. The revised model will have far fewer intermediate projects. The trend for services to deliver for the majority of service users receiving support to be 16-19 years old except where they exhibited particular vulnerabilities will continue.

### Care Leavers

Care Leavers form a small but key group that is recognised that they have the same concerns/needs of other young people but because of their ongoing relationship with Solutions it is felt important that the continuity offered by Solutions is continued through the provision of Floating Support whilst establishing independent accommodation.

On average there are 12-18 care leavers between 16-19 supported by Solutions in independent accommodation. Therefore the current service provision of 15 units floating support meets demand.

### Single Homeless

GASPS and CHRS data identifies the movement/first outcomes of the known population. However it is difficult from data available or research to estimate the demand for single homeless. However in the main those requiring support have either a mental illness, drug or alcohol addition or long offending records. Apart from the direct access services in central Gloucester managed by GEAR, which acts as a referring agency to both specialist and generic services, demand is identified through the analysis of the demand of the other service user groups.

### v. Young Parents

A significant level of investment in young parents services in the period from 1997-2001 has led to supply and demand to be established to be in equilibrium across the county. There needs to be a slight shift in resources to ensure a greater availability of support is available to the most vulnerable

group within this population in particular in Gloucester City where the greatest demand for high level accommodation based services are needed.

#### **vi. Drug and Alcohol**

The Drug and Alcohol market has three separate services

1. Independent abstinence accommodation based project
2. Step down model of housing and support for users who have completed 12 step treatment programme.
3. Floating Support service

The Home Office Drug Strategy supported housing forecast model identifies the need for different models of service. Using the 2003/4 DAAT data on number of users the model forecasts a gap of both hostel type (285 to 369 units) and floating support provision (206 to 357 units).

In addition to the shortage of specialist places they are management problems of supporting known drug users in mainstream housing. The majority of other supported housing provision (in particular young persons housing) have exclusion policies for use of illegal drugs. Therefore access to or maintenance of other forms of supported housing is difficult.

The Gap analysis identifies that the amount of step down supported accommodation referred from treatment centres is in equilibrium.

The analysis of the market has identified the need to make the Floating Support services independent from supported housing to enable it to focus on those who currently are maintaining some form of housing whilst on community based treatment programmes or having left treatment without accessing step services.

#### **vii. Offenders**

The level of unmet housing need identified by the criminal justice system (SWING and OASYS) is very high. However it is much more difficult to identify / quantify support needs because of the wide range of

vulnerabilities and the fact they are subsumed into most parts of the Supporting People supply.

There are three identified gaps in supply

1. Accommodation and support for offenders who present a very high and high risk of harm (24 hour cover)
2. Accommodation and support offenders in drugs /alcohol either in custody or in community based treatment
3. Accommodation and support for young offenders

There are two designated services in Gloucestershire that accommodate and support the most vulnerable offenders. However because of the scarcity of supply nationally a high proportion of the units are used for incoming residents. Langley House Trust as at 31/7/04 had 66% of its capacity filled by non- Gloucestershire residents.

Therefore despite the provision there is still a shortage of supply for this group.

The key element to addressing the unmet need is about opening access to other support services and to ensure that they as a group are not excluded from mainstream allocation processes.

#### **viii. Travellers**

There are four main traveller populations within the county - Romany, Irish, fairground workers and new travellers. It is difficult to identify the actual numbers but between April and November 2004 the population was estimated to be 588 of which 180 lived on Council managed sites, 326 on private sites and 82 on unauthorised sites. National research indicates c.50% of those identifying themselves as travellers live in mainstream housing therefore the total population is c.1000 people.

Currently Supporting People provides no services to this group. The population has very high rates of illiteracy, poor health and experiences social exclusion from mainstream services and a number of households would (estimated to be between 40-50) benefit from Supporting People services.

## ix. Physical and Sensory Disabilities

There is a lack of data on the support needs of this group. The last specific research in Gloucestershire dates back to 1986 and a report called the "Hidden 3000". The Housing Needs Survey has identified respondents who indicate they have a physical and/or a sensory disability and then disregard for forecasting purposes those whose disability is primarily a result of ageing.

The key findings of the Housing Needs Assessment are:

- The 2001 Census count of those aged less than 65 with an LLSI in Gloucestershire is 43,671. This is higher than the reported figure of those with a physical disability in Gloucestershire's *Supporting People Interim Strategy*. This estimate includes those in a communal establishment. It is unclear whether or not the Interim Strategy figure includes this group. Given the nature of the 2001 Census data it is not possible to refine this population to those that are specifically physically disabled according to the DDA definition.
- When compared to the prevalence rate by age across England and Wales (11.4%), it is apparent that Gloucestershire has a lower incidence of LLSI within those aged <65 at 9.2%. Gloucestershire's Housing Needs Survey 2004 estimates an under 65 LLSI population of 16,889.
- The propensity to purchase a property is lower for those households where the respondent has an LLSI. A far higher proportion of these households rent from the social sector. It is apparent from examining the movement between all tenures that those households represented by a respondent with an LLSI exhibit less moves and less movement between tenures. In addition more than a fifth of respondents aged less than 65 that have an LLSI live on their own.
- The rate of employment within the LLSI group is much lower than that within the respondent without an LLSI group, 18.7% compared to 55.1%. This is expected and confirms that found within

the larger scale Labour Force Survey. The proportions of those with and without an LLSI are more comparable for part time work. The unemployment rate for those with an LLSI is more than twice that for those without. As a result 20.8% of households represented by a respondent with an LLSI receive Disability Living Allowance, whilst 13.3% of these households receive Incapacity Benefit. 2.4% receive Severe Disablement Allowance.

- Based on the income and housing costs analyses it is apparent that the given lower employment and higher unemployment rates among those respondents with an LLSI a lower household income is generally received by households represented by an LLSI respondent. Additionally, and although the rent/mortgage costs of this group are generally lower, as a proportion of income this cost is higher than that paid by those households represented by a non-LLSI respondent.
- There are significantly less aspirations within the LLSI group to become owner-occupiers. 57.1% of those that currently rent from the Council expect to continue renting from the Council on their next move, and of those that currently rent privately, 65.8% expect to rent from the Council on their next move.
- Overall 9.2% (21,801) of households receive care/support for at least one member of their family. Of those respondents under the age of 65 with an LLSI, 20.9% (3,537) receive care/support. 91.5% of these respondents that receive care do so in the form of home help (cleaning/gardening/shopping). 31.9% receive personal physical care (bathing/dressing/feeding).

The gap, in the main, appears not to be in the amount of available support but the lack of fully adapted mainstream accommodation available for rent primarily or purchase. Therefore there is a need for mainstream housing developments to include purpose built adapted accommodation within them.



#### **x. Domestic Violence**

Anecdotal evidence as to the numbers accessing the direct access refuge system is that the current supply in Gloucestershire is sufficient to meet demand and makes a significant contribution to the South West provision and locally within the sub region (authorities we border).

The Housing Needs Survey identified that:

There are a number of barriers identified within the Housing Needs Survey and after research that will limit the demand for refuges. Floating Support is recognised as a viable alternative to refuges where cross agency working is in place to enable early response. In 2004/5 the amount of floating support available was reduced by 25 units because of the loss of National Lottery funding for the Stonham project. The demand is still apparent with a knock on effect on the referral agencies who have reduced capacity to signpost users onto.

#### **xi. Homeless Families**

The number of support services available for homeless families is very limited and is often allocated based on the household's housing rather than Support need.

It is estimated, from evidence of the operation of the Homeless Support service in Gloucester City in 2003/4, that c.20% of homeless families would benefit from the receipt of support services that would reduce the likelihood of further tenancy/housing failure and increase levels of social inclusion at period of crisis.

#### **Xii. HIV/Aids**

#### **Xiii. Refugees**

**APPENDIX Q**

**Gloucester City Council Homelessness Action Plan**

**1. Establish Framework for Progressing and Raising Profile of Homeless Strategy & Action Plan**

<b>Aim</b>	<b>Lead</b>	<b>Measures</b>	<b>Strategic Links</b>	<b>Timescale</b>
<b>Achieve aims and objectives identified in the Homeless Strategy and Review and Action Plan in partnership with Multi Agency Homelessness Forum</b>	MAHF  Homeless Co-ordinator	Review at Quarterly MAHF meetings  Successful evaluation	Gloucester City Council Corporate Strategy  Gloucester City Housing Strategy	April 06
<b>Project plan consultation process in readiness for Homeless Review/ Strategy 2008/2013</b>	MAHF  Homeless Co-ordinator  Homeless Teamleader  Enabling Team	Establish Provider Focus Group	Gloucester City Council Corporate Strategy  Gloucester City Housing Strategy	April 06

**2. Co-ordination and Facilitation of Joint Working between all Agencies/ Statutory Bodies/ Partners / Members/ Homeless Customers**

<b>Aim</b>	<b>Lead</b>	<b>Measures</b>	<b>Strategic Links</b>	<b>Timescale</b>
<b>Joint working within Gloucester City</b>	MAHF  Homeless Co-ordinator	Effective two way distribution/diss-eminatation joint working protocols fed through MAHF to all agencies  Annual validation visits to homeless provisions within Gloucester City	Gloucester City Council Corporate Strategy  Gloucester City Housing Strategy  ODPM 5 Year Strategy	April 05
<b>Joint working at Countywide level</b>	CHIG  Homeless Co-ordinator  MAHF	Ratification of Countywide Joint Protocols  Production of countywide advice brochures  Secure funding	Gloucester City Council Corporate Strategy  Gloucester City Housing Strategy  ODPM 5 Year Strategy	June 05  April 06

**2. Co-ordination and Facilitation of Joint Working between all Agencies/ Statutory Bodies/ Partners / Members/ Homeless Customers (cont'd)**

<b>Aim</b>	<b>Lead</b>	<b>Measures</b>	<b>Strategic Links</b>	<b>Timescale</b>
<b>Incorporate new legislation and good practice</b>	Homeless Co-ordinator MAHF	Identify new legislation and good practice and implement within Authority and feed through MAHF to homeless services	Gloucester City Council Corporate Strategy Gloucester City Housing Strategy ODPM 5 Year Strategy	April 06
<b>Service User consultation fed into continuous service improvement</b>	Service User Focus Group Homeless Co-ordinator Homeless Team leader MAHF	Establish homeless customer consultation by establishing Homeless Customer Consultation Groups  Measure outcomes homeless customer involvement  Publish measured outcomes	Gloucester City Council Corporate Strategy Gloucester City Housing Strategy ODPM 5 Year Strategy Supporting People Strategy	April 06
<b>Research homeless services available to homeless, potentially homeless clients with multiple needs</b>	Enabling MAHF CHIG Homeless Co-ordinator	Enabling Team to undertake consultation process  Measured outcomes of research reported to MAHF/CHIG	Gloucester City Housing Strategy ODPM 5 Year Strategy Supporting People Strategy	April 06



### 3. Prevent Homelessness and Re-occurrence of Homelessness

Aim	Lead	Measures	Strategic Links	Timescale
<p><b>Reduce number of accepted homelessness applications</b></p>	<p>Prevention Officer Glofysh Homeless Co-ordinator</p>	<p>Establish joint program of preventative visits to schools/ colleges/youth centres Produce prevention advice brochures Resource cost of brochure production Increase suitable accommodation through private sector portfolio by 25% Establish Tenancy Rescue Initiative Increase Rent in Advance by 50% Increase Meet &amp; Greet service by 50%</p>	<p>Gloucester City Council Corporate Strategy Gloucester City Housing Strategy ODPM 5 Year Strategy Supporting People Strategy</p>	<p>April 06</p>
<p><b>Ensure housing partners committed to preventing homelessness and repeat homelessness</b></p>	<p>Prevention Officer Homeless Teamleader Homeless Co-ordinator MAHF</p>	<p>Prevention policies integrated into all local housing providers policies and procedures that promote tenancy sustainment Establish “early warning system” whereby all housing providers advise Prevention Officer as soon as tenancy conditions breached</p>	<p>Gloucester City Council Corporate Strategy Housing Strategy ODPM 5 Year Strategy</p>	<p>April 06</p>

**4. Ensuring there is Sufficient Accommodation and Support Available for People who are, or may Become Homeless**

<b>Aim</b>	<b>Lead</b>	<b>Measures</b>	<b>Strategic Links</b>	<b>Timescale</b>
<b>Increase temporary accommodation portfolio and promote choice</b>	Prevention Officer Homeless Co-ordinator Enabling	Increase furnished interim accommodation by further 6 units  Increase PSTA portfolio by 50%  Establish HAL Scheme	Gloucester City Council Housing Strategy  ODPM 5 Year Strategy	April 06
<b>Sustain tenancies to reduce repeat homelessness</b>	Homeless Co-ordinator Supporting People Team Partner Homeless Support Agencies	Enter into partnership agreement with specialist providers to maximise provision of support to vulnerable homeless households  Through partnership, provide support to assist maintenance of Tenancy Rescue Initiative clients	Gloucester City Council Housing Strategy  ODPM 5 Year Strategy  Supporting People Strategy	April 06

## APPENDIX R

### PRIVATE SECTOR HOUSE CONDITION SURVEY 2004

#### Executive Summary Report

##### 1. Introduction

- 1.1 This report presents an Executive Summary of the findings to emerge from a comprehensive sample survey of private sector housing conditions across the City of Gloucester. The study has been conducted on behalf of Gloucester City Council by David Adamson & Partners Limited.
- 1.2 Using national guidance issued by the Office of the Deputy Prime Minister, the study has involved a sample of 1200 randomly selected dwellings representative of all areas and of all house types, ages and private sector tenures. At each sample dwelling a full internal and external survey of physical attributes and conditions has been completed; supported by a short interview with occupying households.
- 1.3 This report is supported by a detailed report of survey findings and by a computerised database of information on sampled properties.

##### 2. Housing Conditions An Overview

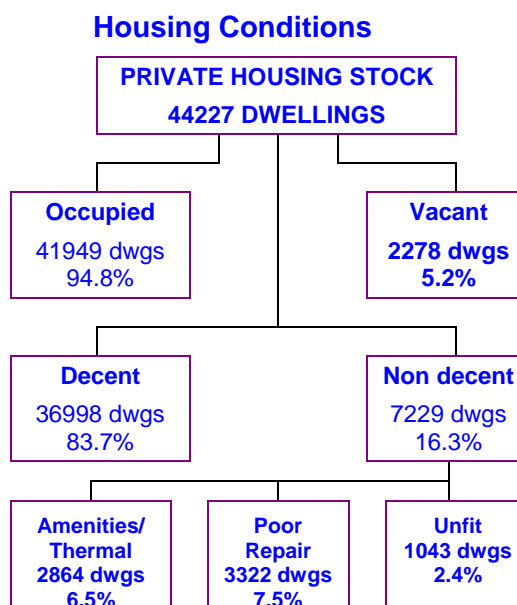
- 2.1 The measurement of housing conditions locally can be related to national legislation and policy targets. Private housing stock in the City of Gloucester totals 44227 dwellings. Within this, 7229 dwellings or 16.3% fail to comply with the Government's Decent Homes Standard. The remaining 36998 dwellings or 83.7% are satisfactory and meet the Decent Homes Standard. Reasons for non-compliance with the Decent Homes Standard in the City of Gloucester are:-

- ❑ Failure to meet minimum statutory standard (ie. unfit for human habitation) - 1043 dwellings or 2.4%

- ❑ Failure to be in reasonable repair (but not unfit) - 3322 dwellings or 7.5%
- ❑ Failure to provide reasonable modern amenities and/or thermal comfort - 2864 dwellings or 6.5%

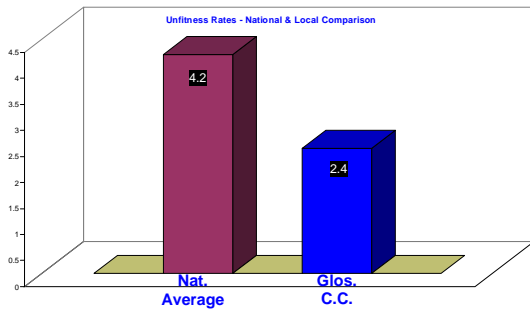
A rate of 16.3% for non-decent homes in the City is below the national rate of 31.9% for private sector dwellings in the last English House Condition Survey in 2001.

- 2.2 32% of households living in non decent dwellings are vulnerable (ie. in receipt of income or disability related benefits) compared to 43% nationally (EHCS 2001). Overall, 22% of vulnerable households in the City live in non decent dwellings.
- 2.3 Non Decency is not evenly distributed across the City and is more highly concentrated in the older terraced housing areas.



##### 3. Housing Unfitness

- 3.1 The standard of fitness applied was that defined in Section 604 of the Housing Act 1985 as amended. An estimated 1043 dwellings in the City are unfit, representing an average rate of 2.4%. Local rates of unfitness are below the National average; estimate at 4.2% for private housing in 2001.



3.2 Unfitness is not evenly distributed across the City but is higher in particular areas and housing sectors; these are:

- The older housing areas including the Neighbourhood Management Area in Barton and Tredworth
- Vacant housing stock
- Pre-1919 housing
- Private Rented Sector

3.3 Factors influencing the decision to classify a dwelling unfit are related to the pre-1919 character of unfit dwellings. 81% of unfit dwellings are defective on repair, 31% on structural stability and 12% on dampness.

#### 4. Housing Decency - Disrepair

4.1 A further 3322 dwellings while not unfit fail to meet the repair criterion of the Decent Homes Standard. These dwellings are at risk of deteriorating into unfitness, and represent 7.5% of all private dwellings.

4.2 Rates of disrepair remain higher in the pre-1919 housing stock and for the private-rented sector. Disrepair is however extending into the inter-war and early post-war housing stock and the owner-occupied sector.

#### 5. Amenities And Thermal Efficiency

5.1 2864 private dwellings (6.5%) while not unfit or in disrepair fail the amenity and/or energy efficiency criteria of the Decent Homes Standard. The majority of failures are related to defects on energy efficiency. The average SAP Rating for the private housing in the City is estimated at 61.

5.2 Energy efficiency defects are still above average in the private-rented sector and for pre-1919 housing but affect all areas of the City's housing stock.

#### 6. Costs To Remedy Unsatisfactory Housing

6.1 The minimum cost to repair and improve non decent housing in the City is estimated at £29.645m.

6.2 Costs to remedy unfitness account for 35% of the total cost to achieve decency, whilst disrepair accounts for 60%.

#### 7. Households In Unsatisfactory Dwellings

7.1 Poor housing conditions within the City are associated with households in social and economic disadvantage. This affects the ability of households to repair and improve their dwellings; in particular:

- Elderly households and young single households
- Households on benefit and/or low incomes
- Vulnerable households

7.2 While economic and social disadvantage can impair a household's ability to improve or repair their dwelling, other factors apply and in particular attitudes to and awareness of actual housing conditions. There is a significant lack of perception of housing condition problems among households:

- 72.4% of households living in unfit dwellings are reasonably satisfied with their current housing
- 55.5% of households have not carried out major repairs/improvements to their home in the past 5 years
- Only 11% of households living in unfit dwellings intend to repair/improve their home in the next 5 years

## 8. Conclusions and Recommendations

8.1 This report has detailed the findings to emerge from the survey of private sector dwellings and households. Overall the survey indicates that 36998 dwellings, or 83.7% are in satisfactory condition. The remaining 7229 dwellings, or 16.3% are in unsatisfactory condition, failing the requirements of the Decent Homes Standard. 1043 dwellings were assessed as unfit for habitation representing 2.4% of private housing stock; an additional 3322 dwellings, or 7.5%, while not unfit are in disrepair. The remaining 2864 dwellings, 6.5%, fail the amenity and energy requirements of the Decent Homes Standard.

8.2 Private housing conditions are better than the National average for Fitness and Decency.

8.3 To improve non decent housing will incur minimum costs of £29.645m. The survey has identified a number of key local issues within this investment framework which will need to be addressed in any strategic Council response to the survey findings. These include:

- An uneven distribution of physical housing problems across the housing stock with above average rates of unsatisfactory housing conditions in the private rented sector and for pre-war housing.
- An uneven distribution of physical housing problems geographically across the City with above average rates of unfit and a concentration of housing problems in the older housing areas. Particularly affected is the Neighbourhood management area in Barton and Tredworth.
- A correlation between physical housing condition problems and socio-economic disadvantage. Elderly households are particularly affected together with those on low incomes and those economically vulnerable. 32% of households living in non-decent housing are economically vulnerable.

8.4 The survey provides a benchmark for the targeting of investment and for monitoring the impact of future housing strategies. In so doing, the Council should also consider the dynamics of the housing market in general, and the strategic resource options available to it within its Housing Investment Programme.

**COMPARATIVE CONDITION AND INVESTMENT PROFILE BY AREA AND TENURE**

	TOTAL HOUSING STOCK	NON DECENT HOUSING						TOTAL NON DECENT		COSTS TO ACHIEVE DECENTCY
	dwgs	No.	%	No.	%	No.	%	No.	%	£M
<b>AREA</b>										
Neighbourhood Management Area	5410	287	5.3	462	8.5	479	8.9	1228	22.7	6.447
Outside NMA	38817	756	1.9	2861	7.4	2384	6.1	6001	15.5	23.198
<b>TENURE</b>										
Owner-occupied	36149	471	1.3	2563	7.1	1821	5.0	4856	13.4	19.567
Private Rented	3293	382	11.6	412	12.5	805	24.4	1599	48.6	6.333
Rsi	2315	6	0.3	159	6.9	231	10.0	396	17.1	0.478
Other	161	0	0.0	10	6.2	6	3.7	16	9.9	0.006
Vacant/Unobtainable	2310	184	8.0	178	7.7	0	0.0	362	15.7	3.208
<b>ALL SECTORS</b>	<b>44227</b>	<b>1043</b>	<b>2.4</b>	<b>3322</b>	<b>7.5</b>	<b>2864</b>	<b>6.5</b>	<b>7229</b>	<b>16.3</b>	<b>29.645</b>

## APPENDIX S

### GLOSSARY

<b>Affordable Housing</b>	Affordable housing is defined throughout the RHS as an umbrella term for housing of a good standard which is affordable by local people on low – moderate incomes. At present, in most parts of the region this means housing, of any tenure, that is available at significantly below the normal cost of housing available on the open market. Local variations in housing costs against household incomes define relevant affordability constraints. Reference should also be made to ODPM Circular 6/98.
<b>Affordable Homes Programme (AHP) (previously known as the Approved Development Programme (ADP))</b>	One element of the Regional Housing Pot, administered by the Housing Corporation and used to fund social housing.
<b>Arms Length Management Organisations (ALMOs)</b>	A company set up by a local authority to manage and improve all or part of its housing stock.
<b>Barker Review (2004)</b>	Review (March 2004) by Kate Barker setting out a range of policy recommendations for addressing the lack of supply and responsiveness of housing in the UK.
<b>Black &amp; Minority Ethnic (BME)</b>	Black and minority ethnic persons/ households.
<b>Brownfield land</b>	Land which has been previously developed.
<b>Cash Incentive Scheme</b>	The Cash Incentive Scheme enables local authorities to offer financial assistance to existing tenants to enable them to move into owner occupation.
<b>Choice Based Lettings</b>	Choice based lettings are lettings policies that enable households to exercise greater control in deciding where they wish to live.
<b>CITB Construction Skills</b>	The Sector Skills Council for the Construction Industry and the Built Environment provides assistance in all aspects of recruiting, training and qualifying the construction workforce.
<b>Community Cohesion Toolkit</b>	Guidance, advice and ideas to help local authority communications officers to work with elected members, key spokespeople and the media on community cohesion, issued by the Community Cohesion Review team set up by the Home Office following the disturbances in Bradford, Burnley and Oldham in the summer of 2001.
<b>Decent Homes Standard</b>	To be defined as ‘decent’ a home must: meet the current statutory minimum for housing (the ‘Fitness Standard’); be in a reasonable state of repair; have reasonably modern facilities and services; provide a reasonable degree of thermal comfort (effective insulation and efficient heating)
<b>Disabled Facilities Grant</b>	A means tested grant paid to the owner of a property to enable it to be adapted for a disabled person
<b>EcoHomes</b>	Building Research Establishment (BRE) rating for the environmental sustainability of housing.
<b>English House Condition Survey</b>	Five yearly stock survey undertaken to assess the condition of stock and its improvement, in all tenures and sectors.
<b>English Partnerships</b>	The national regeneration agency, helping the Government to support high quality, sustainable growth in England.
<b>Fuel Poverty</b>	A household which needs to spend more than 10% of its income on all fuel use in order to comfortably heat their home would be defined as being in fuel poverty.



<b>Government Office for the South West (GOSW)</b>	Government Office South West represents the interests and drives the activities of a number of 10 central Government departments in the South West.
<b>Home Improvement Agencies (HIAs)</b>	Not-for-profit organisations who help homeowners and private sector tenants who are older, disabled or on low income to repair, improve, maintain or adapt their homes, enabling clients to remain in their own home, safe, secure, warm and independent.
<b>Homebuy</b>	Proposed low cost home ownership scheme designed to help tenants of RSLs and local authorities, key workers, and others in priority need buy equity stakes in either their existing home (Social HomeBuy), a new home (New build HomeBuy), or a home on the open market (Open Market HomeBuy).
<b>Home Builders Federation (HBF)</b>	National trade body for house builders
<b>Housing Act 2004</b>	The Act introduces changes to Right to Buy policy; the HMO licensing scheme; Home Information Packs; the Housing Health and Safety Rating system, and; a new requirement on local authorities to assess the particular housing needs of gypsies and travellers.
<b>Housing Association (HA)</b>	See registered social landlord
<b>Housing Corporation (HC)</b>	A public body, sponsored by the Office of the Deputy Prime Minister (ODPM), whose role is to register, regulate and fund Registered Social Landlords (RSLs) in England.
<b>Housing Health and Safety Rating System</b>	The HHSRS will replace the current Fitness standard and will establish minimum legally enforceable condition standards for all housing.
<b>Housing Market Assessment</b>	A study into the long-term housing demand, supply and needs of a market area. A market area can be defined, in simple terms, as the geographic area within which the majority of households move.
<b>“iN business for neighbourhoods” campaign</b>	A national alliance of housing associations working to create good neighbourhoods in cities, towns and villages across England. National Housing Federation initiative born out of the necessity to change the poor image of housing associations.
<b>Integrated Regional Strategy</b>	A set of long-term objectives and priorities. The Regional Assembly, together with partner regional agencies, is preparing an implementation plan called 'Now Connecting'.
<b>Intermediate housing</b>	Housing that can provide a bridge between full owner occupation and full social renting. Examples can include Shared Ownership and Low Cost Market Housing.
<b>Key Workers</b>	Those workers who are essential to the provision of public services and who are employed by a public body.
<b>Lifetime Homes</b>	Lifetime Homes have sixteen design features that ensure a new house or flat will meet the needs of most households with an emphasis on accessibility and design features to make homes flexible enough to meet changing requirements.
<b>Local Development Frameworks</b>	The local development documents, set out in the form of a portfolio, which collectively deliver the spatial planning strategy for the local planning authority's area.
<b>Low Cost Home Ownership (LCHO)</b>	A general term covering shared ownership schemes, Voluntary Purchase Grant (VPG), Right to Acquire (RTA) and the Homebuy scheme.
<b>Modern Methods of Construction (MMC)</b>	Construction that uses modern processes to help provide more, better quality houses in less time.
<b>National Asylum Support Service (NASS)</b>	National organisation responsible for overseeing support arrangements for asylum seekers.



<b>National Housing Federation (NHF)</b>	The trade body of housing associations, working with and in support of members and other partners to promote the values and strategic interests of the social housing sector.
<b>Neighbourhood Renewal</b>	National strategy aimed at preventing, arresting and reversing the wholesale decline of deprived neighbourhoods. Funding available for supported regeneration in the 88 most deprived local authority districts over three years. The fund is administered by the Neighbourhood Renewal Unit in ODPM.
<b>ODPM PSA7 – the Decent Homes Target</b>	By 2010, bring all social housing into a decent condition with most of this improvement taking place in deprived areas, and for vulnerable households in the private sector, including families with children, increase the proportion who live in homes that are in decent condition.
<b>Option Appraisal</b>	A consultation exercise involving local authority staff and members, tenants and leaseholders looking at different options for increasing investment in a local authority's housing stock
<b>Planning and Compulsory Purchase Act 2004</b>	Introduces a statutory system for regional planning; a new system for local planning; reforms to the development control, compulsory purchase and compensation systems; and removes crown immunity from planning controls
<b>Planning Policy Guidance Notes (in particular PPG3)</b>	Issued by central Government setting out its national land use policies for England on different areas of planning. These are being replaced by Planning Policy Statements. PPG 3 covers housing policies.
<b>Planning Policy Statements</b>	Issued by central Government to replace the existing Planning Policy Guidance Notes, in order to provide greater clarity and to remove from national policy advice on practical implementation, which is better expressed as guidance rather than policy
<b>Principal Urban Area (PUA)</b>	Identified in the South West Regional Planning Guidance as the 11 largest urban areas in the South West. These are: the Bristol conurbation, Bath, Weston-Super-Mare, Swindon, Gloucester, Cheltenham, the Bournemouth/ Poole conurbation, Exeter, Taunton, Plymouth and Torbay.
<b>Private Finance Initiative (PFI)</b>	When companies enter into a PFI agreement, they agree to build large-scale capital projects and lease them back to the public sector over a period of 30 years or more. Housing PFI is intended to be an alternative to direct procurement, stock transfer or Social Housing Grant for providing investment in social housing.
<b>Race Relations (Amendment) Act 2000</b>	The Race Relations (Amendment) Act 2000 came into force on Monday 2 April 2001. It strengthens and extends the scope of the 1976 Race Relations Act; it does not replace it. The legislation seeks to prevent discrimination directly or indirectly in any functions carried out by public authorities.
<b>Regional Economic Strategy</b>	The Regional Economic Strategy is prepared by the SW Regional Development Agency on behalf of the region. It provides the framework for the sustainable economic development of the South West.
<b>Regional Housing Pot</b>	Total capital funds that the Region has to invest.
<b>Regional Planning Guidance (RPG)</b>	A strategy and framework to manage the future distribution of land-use activities with a region over the medium to longer term. Regional Planning Guidance for the South West was issued in September 2001. From September 2004 this is now the Regional Spatial Strategy.
<b>Regional Spatial Strategies</b>	Statutory frameworks for regions covering a 15-20 year period, within which local development frameworks and transport plans

	can be prepared.
<b>Regional Sustainable Development Framework</b>	Guides and influences decision makers in business, government and the voluntary sector on how best to achieve sustainable development.
<b>Registered Social Landlord (RSL)</b>	Term introduced by the 1996 Housing Act applying to all housing associations or not for profit companies registered with the Housing Corporation to provide social housing. Only such organisations were eligible to receive social housing grant.
<b>Regulatory Reform (Housing Assistance) Order 2002</b>	Order giving new powers to local authorities regarding the provision of private sector renewal assistance.
<b>Right to Buy (RTB)</b>	Policy that enables local authority tenants to buy their homes at a discounted price.
<b>Scheme Design Standards (SDS)</b>	A set of standards published by the Housing Corporation setting out the essential and desirable standards for social housing grant (SHG) funded property acquired or developed by registered social landlords (RSLs).
<b>Section 106 Agreement (S106)</b>	A legally binding agreement under section 106 of the Town and Country Planning Act 1990, rather than a condition of planning permission, that secures facilities or aspects of a development.
<b>Secured by Design</b>	Police led initiative to ensure that housing, amongst other things, is designed and built in a way that helps reduce crime.
<b>South West Housing Body (SWHB)</b>	The Regional Housing Board for the South West and its constituent parts: Steering Group, Working Group and Regional Forum.
<b>South West Local Government Association (LGA)</b>	Body representing all local authorities, police authorities, fire authorities and passenger transport authorities in the South West to promote better local government.
<b>South West Regional Assembly (SWRA)</b>	The Regional Assembly represents the interests of the region in relation to the work of SWRDA. It is also the Regional Planning body for the region. Assembly members include local authority members and representatives of other sectors including education, industry, unions, small businesses, NHS and other regional stakeholders.
<b>South West Regional Development Agency (SWRDA)</b>	Established in 1999. SWRDA is a non-departmental public body. SWRDA aims to co-ordinate regional economic development and regeneration, enabling the South West to improve its relative competitiveness and reduce the imbalances with other regions.
<b>South West Regional Housing Forum</b>	South West Forum that meets quarterly to discuss housing and other related issues which affect the region. Members include representatives from local authorities, registered social landlords, and external partners such as National Housing Federation, Regional Development Agency and Chartered Institute of Housing.
<b>Spending Review</b>	Spending reviews set firm and fixed three-year departmental expenditure limits and, through Public Service Agreements (PSAs), define the key improvements that the public can expect from these resources. Successive spending reviews have targeted resources at the Government's priorities, matched these resources with reforms and set ambitious targets for improvements in key public services. The 2004 Spending Review set plans and PSAs for 2005/06 to 2006/07.
<b>Stock Retention</b>	Option to deliver Decent Homes that means existing council housing remains owned and managed by the local authority.
<b>Supported Housing</b>	Schemes for particular client groups requiring additional management support or care, e.g. people with learning difficulties, young at risk, frail elderly etc. Previously referred to as special

	needs housing.
<b>Supporting People</b>	General term used to cover the programme of reform of funding support services for vulnerable people to improve their quality of life and independence, providing people with housing related support services to remain independent or gain independence in their own home. Existing funding streams for support services have been brought together and placed into a specific grant paid by central Government, administered by local authorities in partnership with NHS bodies and probation services.
<b>Sustainability</b>	The most widely used definition of sustainable development, is the 'Brundtland' definition, which refers to 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. The ODPM defines sustainable development based on four broad objectives: social progress which recognises the needs of everyone; effective protection of the environment; prudent use of natural resources; and maintenance of high and stable levels of economic growth and employment.
<b>Sustainable Communities</b>	Sustainable communities are places where people want to live work and relax. They are inclusive, safe and are of the right size, scale and density to support a vibrant range of social, economic and cultural uses. They have well designed inter- connected streets, parks and other public space. Local people should feel engaged and able to influence the planning, design and long-term stewardship of their community. Guidance on how to create such places is contained in the 'Urban Design Compendium' published by the Housing Corporation and English Partnerships 2000.
<b>Sustainable Communities: Building for the Future</b>	Comprehensive programme of action announced in February 2003 to take forward Government policies to tackle deprivation and shortage of affordable housing and deliver sustainable communities for all. The £22 billion package represents a critical step change in delivering the supply of high quality, affordable housing; reforming the planning system; reversing the causes of decades of low demand and abandonment; and ensuring all social housing reaches a decent standard by 2010. Also known as the Communities Plan.
<b>Urban Design Compendium</b>	The Urban Design Compendium was published by English Partnerships in partnership with The Housing Corporation and examines the factors that make neighbourhoods stimulating and active places in which residents feel comfortable and safe. It aims to provide accessible advice to developers, funding agencies and partners on the achievement and assessment of the quality of urban design for the development and regeneration of urban areas.
<b>Warm Front</b>	Warm Front is the Government's main grant-funded programme for tackling fuel poverty. The scheme was launched in June 2000 and before its name changed to Warm Front, it was called the Home Energy Efficiency Scheme.
<b>"The Way Ahead"</b>	The South West's proposal for delivering sustainable communities in the region.
<b>West of England Housing Market Study</b>	An analysis, published on 14 June 2004, of the housing market and regional economy for the neighbouring authorities of Bristol, Bath & NE Somerset, South Gloucestershire and North Somerset.

**APPENDIX T  
LIST OF CONTACTS**

<b>ISSUES</b>	<b>OFFICER</b>	<b>TITLE</b>	<b>TELEPHONE NO.</b>
Affordable Housing	Jan Kirby	Principal Enabling Officer	396541
Affordable Housing	Stephen McPherson	Development Control Manager	396783
Environmental Health Private Sector Housing Disrepair	Julie Wight	Principal Environmental Health Officer	396320
Local Plan Policy	Mick Thorpe	Head of Local Plan	396835
Arms Length Management Organisation	Ashley Green	Chief Executive	396562
Supporting People	Alistair Shute	Manager, Supporting People	396961
Crime and Disorder Reduction	Pat Dabbs		396984
Housing Policy (non-landlord) Housing Association Liaison Special Needs Housing	Jan Kirby	Principal Enabling Officer	396541
Housing Benefits	Sandra Thomas	Principal Benefits Officer	396468
Rehousing and Homelessness Service	Mary Hopper	Principal Housing Needs Officer	396538
Empty Homes Private Sector Housing Renewal Disabled Facilities Grants Energy Efficiency	Julie Wight	Principal Environmental Health Officer	396320
Black and Minority Ethnic Housing Needs	Jan Kirby	Principal Enabling Officer	396541
Gloucester Heritage Urban Regeneration	Peter Wynn		307309
Community Development Community Cohesion	Francis Gobey	Community Strategy Team Leader	396995
Social Services/Health	Helen Bown	West Glos. PCT/Social Services	389476
Asylum Seekers			