



Housing, Homelessness & Rough Sleeping Strategy 2023-28 Action Plan

Priority 1: We will increase our provision of quality, sustainable and affordable housing

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
<p>We will increase the supply of affordable housing</p> <p>(This will include seeking carbon net zero homes on 100% of CBC owned land-led sites; and seeking to upgrade the specification of CBC-owned s106 affordable homes acquisitions.)</p>	Continue to develop pipeline of potential 106 acquisitions and land led schemes identified	Ongoing through 2023 and beyond	<p>Housing Strategy & Partnerships Manager and Cheltenham Borough Homes via the following partnership arrangements:</p> <p>Cabinet Member Housing Working Group Strategic Housing Delivery Group Golden Valley Partnership Meetings</p>
We will increase the supply of affordable housing	(Delivery target of 450 CBC-owned affordable homes over 5 years)	2023-28	<p>Housing Strategy & Partnerships Manager and Cheltenham Borough Homes via the following partnership arrangements:</p> <p>Cabinet Member Housing Working Group Strategic Housing Delivery Group Golden Valley Partnership Meetings</p>
We will increase the supply of affordable housing	Acquisition of market homes for sale (mainly ex-council homes), including homes under the Local Authority Housing Fund initiative (Target 40)	23-24	CBH – Head of Development
We will increase the supply of affordable housing	Delivery of Monkscroft school site (c.70 affordable homes)	2026/27	CBH – Head of Development

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will increase the supply of affordable housing	Swindon Road (c.24 affordable homes)	2024/25	CBH – Head of Development
We will increase the supply of affordable housing	Garage sites (9 affordable homes)	2024/25	CBH – Head of Development
We will increase the supply of affordable housing	Completion of 106 schemes owned by CBC (14 affordable homes)	2023/24	CBH – Head of Development
We will increase the supply of affordable housing	Overall affordable housing target of 100 affordable homes by Registered Providers across the Borough	2023/24	CBH – Head of Development
We will increase the supply of affordable housing	Close collaboration with CBH re the Golden Valley (GV) Development to consider potential affordable housing delivery via CBH	Summer/Autumn 2023	CBC – Senior Development Manager CBH – Head of Development
We will increase the supply of affordable housing	GV planning submission	Summer/Autumn 2023	CBC – Senior Development Manager CBH – Head of Development
We will increase the supply of affordable housing	Explore provision of homes via Modern Methods of Constructions (MMC)	2023-2025	CBC – Senior Development Manager CBH – Head of Development
We will increase the supply of affordable housing	New contract between CBC and Homes England to enable access to grant funding via the Affordable Homes Programme.	Summer 2023	Housing Strategy & Partnerships Manager and CBH – Head of Development

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will identify use of commuted sums and Homes England grant funding to enable delivery of affordable homes that might otherwise be unviable.	Identification of land and property that would not be viable for the delivery of affordable homes without the injection of commuted sums	Regular review and allocation during 2023/24	Housing Strategy & Partnerships Manager Cheltenham Borough Homes Other Registered Providers
We will actively monitor development and show how CBC is delivering against housing requirement targets.	Via a five year housing land supply position statement	Summer 2023	Planning Policy
We will progress a new Joint Plan	Spatial Options and Key Policy Areas , including new housing policies (reg.18) Remaining milestones to be confirmed	Autumn 2023	CBC - Planning Policy Housing Strategy & Enabling Tewkesbury Borough Council Gloucester City Council
We will produce an action plan to address the current deficiency in the 5 year housing land supply	Action Plan approved, subject to outcomes of government reforms on future requirements	To be confirmed	Planning Policy Housing Strategy & Enabling
We will provide training to Members on planning, and identify other engagement activities which will be carried out on an annual basis	Timetable agreed Delivery of activities	Ongoing	Development Management
We will keep under review the Leader's Allocations of Executive Functions to ensure it provides sufficient agility to enable the acquisition of homes for affordable housing purposes	Review as needed in light of future acquisition programme	Ongoing	Housing Strategy & Partnerships Manager Property Services Cheltenham Borough Homes

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will increase transparency for developers regarding our expectations over the delivery of affordable homes, thereby speeding up the negotiation process on s106 agreements	First Homes Technical Advice Note	2023/24	Affordable Housing Partnership (CBC leading)
We will increase transparency for developers regarding our expectations over the delivery of affordable homes, thereby speeding up the negotiation process on s106 agreements	Develop systems and processes ahead of potential implementation of First Homes	24-25	Housing Strategy & Enabling Head of Planning Housing Strategy & Enabling
We will review our joint workplan with our Housing Partnership of Preferred Registered Providers	Work plan agreed with Preferred Providers and LAs	23/24	Affordable Housing Partnership (CBC leading)
We will review our joint workplan with our Housing Partnership of Preferred Registered Providers	- Review of exclusion criteria around updated customer standards	Winter 23/24	Housing Strategy & Enabling
We will review our joint workplan with our Housing Partnership of Preferred Registered Providers	- Review Memorandum of Understanding	Summer 2024	Housing Strategy & Enabling
We will increase the supply of private rented accommodation via Cheltenham Borough Homes	Initial review of cost assumptions, including exploring the potential for providing houses in multiple occupation (HMOs)	23/24	CBH – Exec Director (Finance & Resources) CBC – Housing Strategy & Partnerships Manager

Priority 2: We will make best use of our existing housing, improving the quality of homes and reducing carbon emissions

Goals and Actions	Targets and Milestones	Target Date	Lead/ Partnerships
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	We will complete Wave 1 of the Social Housing Decarbonisation Project, improving the energy efficiencies of 50-60 council-owned homes	Summer/Autumn 2023	CBH – Head of Technical & Investment Services
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	We will implement Wave 2.1 of the Social Housing Decarbonisation Project, improving the energy efficiencies of c.200 council-owned homes.	2023-2025	CBH – Head of Technical & Investment Services
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	We will develop a Carbon Reduction Action Plan as part of CBC's declared climate emergency.	Summer 2023	CBH – Head of Technical & Investment Services
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	We will examine opportunities to improve biodiversity, flood resilience and recycling via our CBC planned investment programmes (through neighbourhood works)	2024/25	CBH – Head of Technical & Investment Services
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	SAP rating target 73.5	Spring 2024	CBH – Head of Technical & Investment Services
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	Target of 100% of council-owned homes to be at least EPC C	2030	CBH – Head of Technical & Investment Services

Goals and Actions	Targets and Milestones	Target Date	Lead/ Partnerships
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	We will regularly monitor and review performance of the jointly commissioned Warm & Well scheme	23/24 (ongoing)	CBC – Private Sector Housing
We will provide higher quality CBC-owned homes that are safe and well-maintained	- Build TSM (KPI) reporting onto CBC website	Summer 2024	CBH - Governance & Business Assurance Manager
We will provide higher quality CBC-owned homes that are safe and well-maintained	Firming up, via the CBC-CBH Management Agreement, of client responsibilities and reporting arrangements in respect of the health & safety of CBC-owned homes	2023/24	CBC – Housing Strategy & Partnerships Manager
We will provide higher quality CBC-owned homes that are safe and well-maintained	Implementation & completion of a repairs transformation project to include: data, technology and efficiency improvements	2024	CBH Head of Building Services
We will provide higher quality CBC-owned homes that are safe and well-maintained	Developing and publishing a new Asset Management Plan based upon a proactive asset management principles	Summer 2023	CBH - Head of Technical & Investment
We will provide higher quality CBC-owned homes that are safe and well-maintained	Review of CBC's void standard, developing new ideas for improvement initial phase- scoping project:	2023/24	CBH - Head of Building Services

Goals and Actions	Targets and Milestones	Target Date	Lead/ Partnerships
We will provide higher quality CBC-owned homes that are safe and well-maintained	Examining opportunities for the regeneration and redevelopment of housing estates and other sites across Cheltenham	2023/24 (and ongoing)	CBH - Head of Development Services
We will improve standards in the private sector	Commissioning of a county-wide housing condition survey	2023/24	CBC – Private Sector Housing
We will improve standards in the private sector	Subject to the findings of the above, roll out a programme of identification and inspection of HMOs across the borough to ensure any remediation works are carried out and management standards meet regulatory requirements	2024 (if implemented)	CBC – Private Sector Housing
We will improve standards in the private sector	Identification of properties with Health & Safety Hazards and taking appropriate action – we will aim to increase the safety of more than 600 households during 2023/24	2023/24	CBC – Private Sector Housing
We will improve standards in the private sector	Carrying out accreditation inspections on request as part of CBC's Fit for Rent initiative	2023/24	CBC – Private Sector Housing
We will make best use of our existing homes and reduce the number of empty homes in the Borough	We will establish and embed joint protocol arrangements with CBH over the potential acquisition of long term empty homes for use as affordable housing.	2023/24	CBC – Private Sector Housing

Goals and Actions	Targets and Milestones	Target Date	Lead/ Partnerships
We will make best use of our existing homes and reduce the number of empty homes in the Borough	Options for use of Compulsory Purchase Orders (CPOs) will continue to be explored on bringing the most difficult properties back into use in conjunction with formalised negotiation procedures.	Ongoing, as required	CBC – Private Sector Housing
We will make best use of our existing homes and reduce the number of empty homes in the Borough	Ongoing delivery of CBH's Help to Move Scheme to Incentivise downsizing	2023/24 (ongoing)	CBH – Head of Housing Services

Priority 3: We will tackle homelessness and the causes of homelessness

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will work across partnerships to ensure there is a coordinated approach to supporting households with complex needs (including mental ill-health and drugs & alcohol misuse)	Promotion of early reporting of 'Duty to Refer' by partner organisations	23/24	CBH – Housing Options Team
We will work across partnerships to ensure there is a coordinated approach to supporting households with complex needs (including mental ill-health and drugs & alcohol misuse)	Keep under review the effectiveness of non-commissioned, Intensive Housing Management (IHM) accommodation, improving standards where necessary	23/24 (and ongoing)	CBH- Revs & Benefits Team

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will work across partnerships to ensure there is a coordinated approach to supporting households with complex needs (including mental ill-health and drugs & alcohol misuse)	Ensure Housing Options Service's Housing Interventions Officers are able to work flexibly across areas to provide a proactive approach to working with households with complex needs	23/24 (and ongoing)	CBH – Housing Options Team
We will work across partnerships to ensure there is a coordinated approach to supporting households with complex needs (including mental ill-health and drugs & alcohol misuse)	Work with ex-offenders who are homeless to help explore alternative housing solutions balancing risks and taking account of the needs of the local area	23/24	CBH – Housing Options Team
We will ensure that appropriate accommodation and support services are available are available for survivors of domestic abuse	Awareness raising of domestic abuse services amongst teams across relevant agencies to ensure	23/24 (and ongoing)	Commissioned services via the Domestic Abuse Partnership
We will ensure that appropriate accommodation and support services are available are available for survivors of domestic abuse	Commissioning of new Places of Safety Service	Autumn 2023	Domestic Abuse Partnership - Outcomes Manager
We will ensure that appropriate accommodation and support services are available are available for survivors of domestic abuse	Commissioning, monitoring and keeping under review target hardening and sanctuary services. (New contract)	Spring/Summer 2023	Housing Strategy & Partnerships Manager
We will ensure that appropriate accommodation and support	Embedding county-wide Domestic Abuse Interventions Officers within Housing Options Service	2023/24	CBH – Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
services are available are available for survivors of domestic abuse			
We will identify and respond to the housing needs of young people, including care leavers	Review funding arrangements and continuation of grant-funded Gloucestershire Nightstop Service	Autumn/Winter 2023	CBC - Housing Strategy & Enabling Officer
We will identify and respond to the housing needs of young people, including care leavers	<p>Nightstop to pilot a range of initiatives as follows:</p> <ul style="list-style-type: none"> - Supported lodgings scheme - Peer befriending project - Day stop service (providing intensive support and a safe space for young homeless people) 	23/24	CBH – Housing Options Manager
We will identify and respond to the housing needs of young people, including care leavers	Implement new county-wide protocol for 16/17 years olds to ensure effective joint working across housing & children's services	23/24 (and ongoing)	CBH – Housing Options Manager
We will identify and respond to the housing needs of young people, including care leavers	Implement new protocol arrangements for care leavers, ensuring a trauma-informed approach is taken to evaluating housing needs	23/24 (and ongoing)	CBH – Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will identify and respond to the housing needs of young people, including care leavers	Keep under review pathways into and out of supported housing to ensure they remain effective	23/24 (and ongoing)	CBH – Housing Options Manager
We will help homeless households access the private rented sector	Keeping under review, and flexible, the assistance that can be made available to homeless households to enable them to access private rented accommodation, subject to available finance	23/24 (and ongoing)	CBH – Housing Options Manager
We will help homeless households access the private rented sector	Ensuring households with shortfalls in rent can seek Discretionary Housing Payments on a short-term basis, while alternative options are considered	23/24 (and ongoing)	CBH – Housing Options Manager
We will help homeless households access the private rented sector	In the event of our DLUHC allocated DHP funding running out, we will apply for the DLUHC for approval to allocate funding from the council's Housing Revenue Account to top up Discretionary Housing Payments for our council tenants	As required	CBC – Revs & Bens Team/s151 Officer
We will seek to minimise placements into Bed & Breakfast Accommodation and time spent in inappropriate accommodation	Consider new emergency accommodation solutions within the Borough, via partner agencies	23/24	CBH- Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will seek to minimise placements into Bed & Breakfast Accommodation and time spent in inappropriate accommodation	Target - no more than 5 households in B&B at any one time	End of each quarter	CBH – Housing Options Manager
We will work with partners to ensure we continue to support the Gloucestershire Armed Forces Covenant	Active monitoring of good practice guidelines so that local approaches remain aligned	Ongoing	CBH – Housing Options Manager
We will work with partners to ensure we continue to support the Gloucestershire Armed Forces Covenant	Keeping under review the potential to expand social housing provision of homes for veterans, if supported by sufficient evidence of local needs	As required	CBC Housing Strategy & Partnerships Manager
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	Work with Housing Options Services to ensure homelessness prevention funding is directed into the most appropriate homelessness prevention initiatives	23/24 (and ongoing)	CBC – Housing Strategy & Partnerships Manager
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	Monitoring and keeping under review the effectiveness of the Housing Options Service in supporting our outcomes	Ongoing	CBC – Housing Strategy & Partnerships Manager
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	- No more than 20 households in Temporary Accommodation	Quarterly	CBH – Housing Options Service

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	- No more than 60 homelessness acceptances for 23/24	End March 2024	CBH – Housing Options Service
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	- No less than 290 homelessness prevention and reliefs for 23/24	End March 2024	CBH – Housing Options Service
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	Work with partners to ensure Ukraine Sponsorship Scheme continues to be effective in supporting host and sponsors, and mitigating where possible the potential for homelessness	2023/24	CBC- Housing Strategy & Partnerships Manager CBH – Housing Options Manager Gloucestershire County Council
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	Work with voluntary agencies via our Housing & Support Forum and involve people with lived experience in the forum to help shape future service delivery.	Ongoing	Housing Strategy & Enabling Officer

Priority 4: We will seek to prevent rough sleeping; and when it occurs, ensure that it is rare and non-recurring

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Commissioning, monitoring & review of county-wide rough sleeping services, as follows: Rough Sleeper Outreach and Support Service	Quarterly	County-wide Programme Management Group (CBC chair)
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Commissioning, monitoring & review of county-wide rough sleeping services, as follows: Provision of somewhere safe to stay hubs	Quarterly	County-wide Programme Management Group (CBC chair)
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Delivery of Enhanced Housing Support Service	Quarterly	County-wide Programme Management Group (CBC chair)
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Increase our Housing led provision within CBC-owned homes by additional 6 homes on top of 6 supported entrenched rough sleeper	March 2024	Housing Strategy & Enabling CBH – Head of Community Services
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Agree an exit plan regarding NSAP provision/source alternative funding	Summer 2023	Strategic Housing Partnership

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	for its continuation post March 2024		Housing Strategy & Partnerships Manager
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Ensure gaps in accommodation based support and community based support are understood and acted upon	2023/24	Programme Management Board Housing Strategy & Partnerships Manager
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Identify new funding opportunities for post March 2025, to facilitate the continued commissioning of rough sleeping services	23-25	Strategic Housing Partnership Housing Strategy & Partnerships Manager
We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets	Ensuring hospital in-reach support service discharge rough sleepers into accommodation	Quarterly monitoring	Programme Management Group Housing Strategy & Partnerships Manager
We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets	Ensuring hospital in-reach support service discharge rough sleepers into accommodation	Quarterly monitoring	Strategic Housing Partnership Gloucestershire County Council Housing Strategy & Partnerships Manager
We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets	Integration of a new Multiple Disadvantage & Homelessness Outreach Team across key service areas, including somewhere safe to stay hubs, temporary & emergency accommodation, etc.	Quarterly monitoring	CBH - Housing Options Manager County-wide Operational Managers Group
We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets	Strengthening pathways with probation services for those leaving prison and at risk of homelessness/rough sleeping	2023/24	CBH Housing Options Team – (Senior Housing Interventions Officer)

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets	Close integration of Housing Options Service with Accommodation Based Support providers to minimise risk of evictions	2023/24 (and ongoing)	Housing Options Team CBC - Housing Strategy & Enabling
We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets	Review of operational partnerships to ensure that households' support needs around mental ill-health and drugs & alcohol misuse are identified and better met	2023/24 (and ongoing)	Housing Options Team CBC - Housing Strategy & Enabling
We will develop our emergency accommodation provision offer	Examine the potential for additional provision within the district, such as the use of housing pods	Winter 2024	Housing Strategy & Enabling
We will develop our emergency accommodation provision offer	Review of the Severe Weather Emergency Accommodation Protocol	Autumn 2023	Housing Strategy & Enabling County-wide homelessness operational partnership
We will enhance our operational partnerships to ensure that interventions are better coordinated	Develop bespoke action plans for entrenched rough sleepers, keeping progress under review	Summer 2023 (and ongoing)	Housing Strategy & Enabling
We will enhance our operational partnerships to ensure that interventions are better coordinated	Develop mechanisms for early identification of individuals known to be at risk of rough sleeping (from family/friends, Accommodation	2023/24	Housing Strategy & Enabling P3 support services Housing Options Service

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	Based Support and Private rented sector)		
We will enhance our operational partnerships to ensure that interventions are better coordinated	Work collaboratively across districts to ensure there is a consistent approach to carrying out our annual rough sleeping count for DLUHC	Autumn 2023	Housing Strategy & Enabling
We will enhance our operational partnerships to ensure that interventions are better coordinated	Promotion of Streetlink to ensure rapid intervention for newly identified rough sleepers	2023/24 (and ongoing)	Housing Strategy & Enabling (commissioners and providers)
We will enhance our operational partnerships to ensure that interventions are better coordinated	Promote alternatives to begging initiatives, in particular, council's motion to promote Billy Chip	2023/24 (and ongoing)	Housing Strategy & Enabling

Priority 5: We will invest in our communities to help make them safer, stronger and healthier

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will support CBC's aspiration for Cheltenham to be carbon net zero by 2030	Helping communities become more environmentally aware through activities such as CBH's neighbourhood works programmes to deliver improved waste reduction and recycling (via Community Investment Plans) - To commence	2024/25	CBH - Head of Community Services
We will support CBC's aspiration for Cheltenham to be carbon net zero by 2030	Increasing biodiversity gain via community-led initiatives across CBC's communal spaces - To commence	2024/25	CBH – Head of Community Services
We will support CBC's aspiration for Cheltenham to be carbon net zero by 2030	Joint commissioning, monitoring and review of Warm & Well Services to support take-up of energy efficiency measures, etc	2023/24 (and ongoing)	Private Sector Housing Partnership, CBC – Private Sector Housing Team
We will help communities most affected by the cost of living crisis	Supporting 'Facing Hardship', a financial inclusion group to ensure strategic oversight of community support & provision	2023/24	CBC – Partnerships and Research Officer
We will help communities most affected by the cost of living crisis	Commissioning, monitoring & review of CBC's Advice & Inclusion Service	2023/24 (and ongoing)	Housing Strategy & Enabling/Housing Strategy & Partnerships Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will help communities most affected by the cost of living crisis	Delivery of community-led initiatives, such as wiggly worm (food project) and warm spaces project	2023/24 (and ongoing)	CBC – Partnerships and Research Officer; CBH – Community and Support Services Manager
We will help communities most affected by the cost of living crisis	Exploring external funding opportunities to review and grow CBH's training & employment service offer (via Community Investment plans)	2024/25	CBH- Head of Housing Services
We will help communities most affected by the cost of living crisis	Develop stronger partnership arrangements so as to improve awareness of CBH's Benefits & Money advice service	2024/25	CBH- Head of Housing Services
We will collaborate with partner organisations to tackle issues associated with child poverty, via the No Child Left Behind initiative	Assistance in the delivery of the county council's Holiday Activity & Food (HAF) programme	Summer 2023 (and annually)	CBC - Head of Communities, Wellbeing & Partnerships; CBH – Head of Communities
We will collaborate with partner organisations to tackle issues associated with child poverty, via the No Child Left Behind initiative	Supporting our annual NCLB award ceremony	Winter 2024 (and annually)	CBC- Partnership Team Leader
We will collaborate with partner organisations to tackle issues associated with child poverty, via the No Child Left Behind initiative	Delivering our Adverse Childhood Experience Programmes, to include geographical based initiatives (e.g. St Marks) as well as from referrals across the borough	2023/24 (and ongoing)	CBH – Head of Communities

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will collaborate with partner organisations to tackle issues associated with child poverty, via the No Child Left Behind initiative	Identification of emerging priorities and agreeing additional activities for young people	2023/24 (and beyond)	CBC – Head of Communities, Wellbeing & Partnerships Communities Partnership
We will deliver initiatives to help prevent or alleviate mental ill-health	Support of 'Heads Up' to promote understanding and breaking stigmas	2023/24	CBC Partnerships & Research Office
We will deliver initiatives to help prevent or alleviate mental ill-health	Development of gardening projects for CBC tenants	2023/24	CBH - Tenancy Services Manager
We will deliver initiatives to help prevent or alleviate mental ill-health	Further development of CBH's weekly Ability Hub	2023/24	CBH – Community Investment Manager
We will deliver initiatives to help prevent or alleviate mental ill-health	Development of a sports strategy to promote physical activity	2023/24	CBC - Head of Communities, Wellbeing & Partnerships
We will seek to tackle and prevent anti-social behaviour in our communities	Promoting the safety of women and girls via the coordination of a new 'women & girls feel safe and respected' working group	2023/24	CBC – Partnerships and Research Office
We will seek to tackle and prevent anti-social behaviour in our communities	Ensuring effective intelligence sharing among partners and support agencies to enable swift action that puts victims first	2023/24 (and ongoing)	Solace CBC – Head of Public Protection

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will seek to tackle and prevent anti-social behaviour in our communities	Continued, dedicated anti-social behaviour team within CBH and ongoing collaborative working with partners	2023/24 (and ongoing)	CBC – Head of Communities, Wellbeing & Partnerships CBH – Head of Community Services
We will seek to tackle and prevent anti-social behaviour in our communities	Targeting youth provision to ensure that support is provided at the right time to prevent issues from escalating: - Engagement with young people	2023/24 (and ongoing)	CBH – Head of Community Services
We will seek to tackle and prevent anti-social behaviour in our communities	- establishing a Youth Voice Forum	2024/25	CBH - Head of Community Services
We will seek to tackle and prevent anti-social behaviour in our communities	Reviewing the requirement for Local Lettings Plans on site-specific areas	2023/24 (and ongoing)	Housing Strategy & Enabling
We will seek to tackle and prevent anti-social behaviour in our communities	Collaboration with our Preferred Registered Providers to embed good practice ahead of developments on the Strategic Allocation Sites.	2023/24 (and ongoing)	Housing Strategy & Enabling
We will embed Social Value and ensure that existing communities benefit from the economic opportunities generated by the Golden Valley Development	Employing a CBC stakeholder management lead to build relationships between communities and cyber-tech businesses	2023/24	CBC – Senior Development Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will embed Social Value and ensure that existing communities benefit from the economic opportunities generated by the Golden Valley Development	Working with partners, including schools and colleges, to help create opportunities for local communities	2023/24	CBC- Senior Development Manager
We will embed Social Value and ensure that existing communities benefit from the economic opportunities generated by the Golden Valley Development	Ensuring communities have opportunities to influence the shape of Golden Valley plans through effective and accessible engagement	2023/24	CBC- Senior Development Manager
We will review viability options for the potential regeneration of homes, where required	Scoping work to inform proposals for potential investment, including community development/engagement in priority areas	2023/24 (and beyond)	Housing Strategy & Partnerships Manager Cheltenham Borough Homes: Technical & Investment; Community Services and Development
We will implement a suite of initiatives for our tenants to: - reduce social isolation and improve overall health & wellbeing, - improve access into education, training and employment, - ensure residents feel safe in their community, and - ensure tenants are involved and engaged both in CBH and in the community	A new set of Community Investment Plans will be developed collaboratively between CBC and CBH	Summer 2023	CBH – Head of Community Services CBC – Head of Community Safety, Wellbeing & Partnerships
We will implement a suite of initiatives for our tenants to:	Implementation of plans:	2023-2028	CBH – Community Investment Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
<ul style="list-style-type: none"> - reduce social isolation and improve overall health & wellbeing, - improve access into education, training and employment, - ensure residents feel safe in their community, and - ensure tenants are involved and engaged both in CBH and in the community 			
We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees	Working with the Home Office and Clearsprings over the sourcing of contingency and dispersed accommodation within Cheltenham, ensuring relevant partner agencies are involved, as necessary.	2023/24 (and ongoing)	Housing Strategy & Enabling, via Strategic Migration Partnership, Oversight Group, and Operational Migration Partnerships.
We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees	Developing and keeping under review new county-wide partnership arrangements to enable effective collaboration.	2023/24	Housing Strategy & Partnerships Manager
We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees	Reviewing grant funding arrangements for GARAS	2023/24	Housing Strategy & Enabling
We will create opportunities for independent and healthy living for our vulnerable residents	Promoting awareness and uptake of CBC's Lifeline Alarm Service	2023/24 (and ongoing)	CBC's Lifeline Alarm Team

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will create opportunities for independent and healthy living for our vulnerable residents	Move current paper based customer data file to a new digital platform.	2024	CBC's Lifeline Alarm Team
We will create opportunities for independent and healthy living for our vulnerable residents	New initiatives identified and agreed via use of the county-wide Better Care Fund, (e.g. insulation of park homes).	2023/24 (and ongoing)	Housing Strategy & Partnerships Manager
We will create opportunities for independent and healthy living for our vulnerable residents	Facilitating large scale adaptations to homes, via means-tested Disabled Facilities Grants, working across the county to optimise efficiencies	2023/24 (and ongoing)	CBC's Private Sector Housing Team
We will create opportunities for independent and healthy living for our vulnerable residents	Exploring mechanism to better ensure that affordable homes already adapted for disabled use are re-let to residents with disabilities.	2023-25	Housing Strategy & Enabling
We will deliver on a range of projects and activities to further support the development of resilient and vibrant communities	Evaluating options around how we can support the Big Local & Saracens Football Club	2023-25	Petersfield Partnership CBC – Head of Communities, Wellbeing & Partnerships; CBH – Head of Communities