



# **Housing, Homelessness and Rough Sleeping Strategy 2023-28**

## **Action Plan update 2024**

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

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will increase the supply of affordable housing  (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.)	Continue to develop pipeline of potential 106 acquisitions and land led schemes identified	Ongoing through to 2028	Housing Development – New Business Manager
We will increase the supply of affordable housing	(Delivery target of 450 CBC-owned affordable homes over 5 years)	To March 2028	Housing Development, New Business Manager
We will increase the supply of affordable housing	Delivery of Monkscroft school site (c.70 affordable homes) Planning application Start on site Completion	Autumn 2024 Autumn 2025 Autumn 2027	Housing Development, Regeneration Manager
We will increase the supply of affordable housing	Swindon Road (c.24 affordable homes)  Start on site Completion	Autumn 2024 Summer 2026	Housing Development, New Business Manager
We will increase the supply of affordable housing	Manor Farm: s.106 site (70 affordable homes) Start on site Completion	Winter 2024 Autumn 2028	Housing Development, New Business Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will increase the supply of affordable housing	Overall affordable housing target of 115 affordable homes by Registered Providers and CBC across the Borough during 2024/25	2024/25	Senior Housing Enabling Officer Registered Providers
We will increase the supply of affordable housing	GV planning submission  Bring GV land to the market for development	complete  Autumn/Winter 2024	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 2024	Housing Development, New Business Manager
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 2024/25 and beyond	Housing Strategy & Partnerships Manager
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 2024	Planning Policy Team
We will progress a new Strategic and Local Plan	Preferred Options, which will include new housing policies (regulation 18 – part 2)	March 2025	Planning Policy Team Housing Strategy & Enabling Tewkesbury Borough Council

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	Remaining milestones to be confirmed, but should be in accordance with the published Local Development Scheme		Gloucester City Council
We will produce a Cheltenham, Gloucester and Tewkesbury Affordable Housing Guidance Note	Agreement from Affordable Housing Partnership  Cabinet Approval	Autumn/Winter 2024  Spring 2025	Housing Strategy & Enabling Affordable Housing Partnership (CBC lead)
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	Summer 2024	Planning Policy Team
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	Planning Team - 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	Property Services and Housing Development Team
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	Autumn 2025	Housing Strategy & Enabling Affordable Housing Partnership (CBC leading)

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	Develop systems and processes ahead of potential implementation of First Homes	Winter 2025	Housing Strategy & Enabling
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 advisory note for developers to support affordable housing policies	2024-25	Housing Strategy & Enabling Cheltenham, Gloucester and Tewkesbury Affordable Housing Partnership
We will review our Affordable Housing Partnership of Preferred Registered Providers	Review of exclusion criteria around updated customer standards	Summer 2024	Housing Strategy & Enabling
We will review our Affordable Housing Partnership of Preferred Registered Providers	Evaluation of new requests from RPs to become Preferred Providers	Autumn/Winter 2024/25	Housing Strategy & Enabling Affordable Housing Partnership (CBC lead)
We will review our Affordable Housing Partnership of Preferred Registered Providers	Review Memorandum of Understanding	Summer 2024	Housing Strategy & Enabling Affordable Housing Partnership (CBC lead)
We will increase the supply of CBC-owned private rented accommodation	Initial review of cost assumptions, including exploring the potential for providing houses in multiple occupation (HMOs)	24/25	Director – Major Development and Regeneration

## 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	<p>We will implement Wave 2.1 of the Social Housing Decarbonisation Project, improving the energy efficiencies of c.200 council-owned homes.</p> <p>We will explore the potential for further funding opportunities via the government's anticipated Wave 3 of SHDP to be announced in Autumn 2024</p>	<p>Autumn2025</p> <p>Autumn/Winter 2024/25</p>	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	Head of Technical & Investment Services
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	Developers will be provided the Climate Change Supplementary planning document to advise and guide on how to ensure new developments are low carbon.	Ongoing	Director of Climate Change.
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	SAP rating target 74.2	Spring 2025	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	Target of 100% of council-owned homes to be at least EPC C Milestone targets to be monitored from 25/26	2030	Head of Technical & Investment Services
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	24/25 (ongoing)	Private Sector Housing Team
We will provide higher quality CBC-owned homes that are safe and well-maintained	Build TSM (KPI) reporting onto CBC website	Summer 2024	Comms Team
We will provide higher quality CBC-owned homes that are safe and well-maintained	Commissioning of a new stock condition survey	Summer 2024	Head of Technical & Investment Services
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	Summer 2024	Head of Building Services
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:	2024/25	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	2024/25 (and ongoing)	Housing Development Team
We will improve standards in the private sector	Commissioning of a county-wide housing condition survey  Completion of county-wide housing condition survey and report setting out findings	complete  24/25	Private Sector Housing Team
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 2024/25	2024/25	Private Sector Housing Team
We will improve standards in the private sector	Carrying out accreditation inspections on request as part of CBC's Fit for Rent initiative	2024/25	Private Sector Housing Team
We will make best use of our existing homes and reduce the number of empty homes in the Borough	We will establish arrangements over the potential acquisition of long term empty homes for use as affordable housing.	2024/25	Private Sector Housing Team
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	Private Sector Housing Team



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	Ongoing delivery of CBH's Help to Move Scheme to Incentivise downsizing  Target for 24/25 = 20	2024/25 (ongoing)	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	2024/25	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	2024/25 (and ongoing)	Revs & Benefits Team
We will work across partnerships to ensure there is a coordinated approach to supporting households with complex needs (including	Ensure Housing Options Service's Housing Interventions Officers are able to work flexibly across areas to provide a proactive approach to	2024/25 (and ongoing)	Housing Options Team

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
mental ill-health and drugs & alcohol misuse)	working with households with complex needs		
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	2024/25 (complete and now ongoing as business as usual)	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	2024/25 (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	Implementation of new Places of Safety Service (increase provision across the county from 12 to 24)	2024/25	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)	Summer 2025	Housing Strategy & Enabling Gloucestershire partnership Greensquare
We will ensure that appropriate accommodation and support services are available are available for survivors of domestic abuse	Embedding county-wide Domestic Abuse Interventions Officers within Housing Options Service	Now embedded	Housing Options Manager
	Review of service	2024/25	

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	<p>Review funding arrangements and continuation of grant-funded Gloucestershire Nightstop Service</p> <p>New grant awarded to March 2027 Regular monitoring of outcomes</p>	<p>Complete</p> <p>6 monthly</p>	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"> <li>- Supported lodgings scheme</li> <li>- Peer befriending project</li> <li>- Day stop service (providing intensive support and a safe space for young homeless people)</li> </ul>	<p>Ongoing</p> <p>Complete – now in operation</p> <p>Complete – now in operation</p>	Gloucestershire Nightstop
We will identify and respond to the housing needs of young people, including care leavers	Sign-off and implement new county-wide protocol for 16/17 years olds to ensure effective joint working across housing & children's services	Summer 2024	Housing Options Manager
We will identify and respond to the housing needs of young people, including care leavers	Sign-off and implement new protocol arrangements for care leavers, ensuring a trauma-informed approach is taken to evaluating housing needs	Summer 2024	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	2024/25 (and ongoing)	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	2024/25 (and ongoing)	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	2024/25 (and ongoing)	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	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	New solutions found and in place, will be an ongoing review in light of increasing pressures	Housing Options Manager Housing Strategy & Partnerships Manager
We will seek to minimise placements into Bed & Breakfast	Target - no more than 5 households in B&B at any one time	End of each quarter	Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
Accommodation and time spent in inappropriate accommodation			
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	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	Housing Strategy & Partnerships Manager
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	Apply data from Housing Options Service to ensure homelessness prevention funding is directed into the most appropriate homelessness prevention initiatives	2024/25 (and ongoing)	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 for 24/25	Quarterly	Housing Options Service
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	No more than 96 homelessness acceptances for 24/25	End March 2024	Housing Options Service
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	No less than 400 homelessness prevention and reliefs for 24/25	End March 2024	Housing Options Service
We will ensure that systems and partnerships remain effective and	Work with partners to ensure Ukraine and Refugee Sponsorship	2024/25	Housing Strategy & Partnerships Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
agile in the face of newly emerging challenges	Scheme and other related initiatives continues to be developed and remain effective in preventing homelessness		Housing Options Manager Gloucestershire County Council
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	Review of Homeseeker Allocations Policy	2024-26	Housing Strategy & Partnerships Manager Homeseeker Management Board
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	Review out of hours provision and potentially commission new contract	Spring 2026	Housing Options Manager
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.	Complete – rep from Inclusion Gloucestershire now attending. Now ongoing for continued development	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:	Quarterly  March 2025	County-wide Programme Management Group (CBC chair)

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	Re commissioning of Rough Sleeper Outreach and Support Service (subject to funding)		
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:  Recommissioning of somewhere safe to stay hubs (subj to funding)	Quarterly  March 2025	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 Recommissioning of service (subject to funding)	Quarterly  September 2025	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  Manage and maintain support provision to end of funding  Consider exit plans/alternative funding arrangements post March 2025	Complete  March 2025  Autumn/Winter 2024-25	Housing Strategy & Partnerships Manager Head of Community Services

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	<p>Agree an exit plan regarding NSAP provision/source alternative funding for its continuation post March 2024</p> <p>Consider future of NSAP provision post March 2025</p>	<p>complete</p> <p>Autumn/Winter 2024-25</p>	<p>Strategic Housing Partnership</p> <p>Housing Strategy &amp; Partnerships Manager</p>
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Ensure gaps in accommodation based support understood and inform future commissioning decisions	March 2025	<p>Strategic Housing Oversight Partnership</p> <p>Housing Strategy &amp; Partnerships Manager</p>
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	<p>Identify new funding opportunities for post March 2025, to facilitate the continued commissioning of rough sleeping services</p> <p>Discussions/lobbying with DLUHC</p>	<p>Winter 2024/25</p> <p>Now and ongoing to winter 2024/25</p>	<p>Strategic Housing Partnership</p> <p>Housing Strategy &amp; Partnerships Manager</p>
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Target of no more than 5 rough sleepers at any time	Weekly monitoring	Housing Strategy & Enabling Strategic Housing Oversight Partnership
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	<p>Programme Management Group</p> <p>Housing Strategy &amp; Partnerships Manager</p>
We will strengthen pathways and specialist support services to	Integration of a new Multiple Disadvantage & Homelessness	Quarterly monitoring	Strategic Housing & Partnerships Manager



Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
prevent rough sleepers from returning to the streets	Outreach Team across key service areas, including somewhere safe to stay hubs, temporary & emergency accommodation, etc. from returning to the streets		Programme Management 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	2024/25 (and ongoing)	Housing Options Team – (Senior Housing Interventions Officer)
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	2024/25 (and ongoing)	Housing Options Team
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	2024/25 (and ongoing)	Housing Options Team
We will develop our emergency accommodation provision offer	Examine the potential for additional provision within the district, such as the use of housing pods  Business case/options paper  Single pod pilot implemented: - Site identified - Planning application	Winter 2024  Summer 2024  Summer 2024	Housing Strategy & Enabling   CCP

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will develop our emergency accommodation provision offer	Review of the Severe Weather Emergency Accommodation Protocol	Summer 2024	Housing Strategy & Enabling County-wide homelessness operational partnership
We will develop our emergency accommodation provision offer	Review effectiveness of the winter 23/24 SWEP provision pilot	Summer 2024	Housing Strategy & Enabling
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	2024/25 (and ongoing)	Housing Strategy & Enabling (and operational partners)
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 Based Support and Private rented sector)	2024/25 (and ongoing)	Housing Strategy & Enabling P3 support services Housing Options Service
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 2024	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	2024/25 (and ongoing)	Housing Strategy & Enabling (commissioners and providers)
We will enhance our operational partnerships to ensure that	Promote alternatives to begging initiatives, in particular, council's motion to promote Billy Chip	2024/25 (and ongoing)	Housing Strategy & Enabling

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
interventions are better coordinated	Consultation with retailers New launch	Summer 2024 Autumn 2024	Cheltenham BID Housing Strategy & Enabling
We will enhance our operational partnerships to ensure that interventions are better coordinated	<p>Exploration of how faith communities and VCS in general can support efforts to prevent and reduce rough sleeping.</p> <p>Explore good practice elsewhere (via DLUHC)</p> <p>Explore options with Inclusive &amp; Creative Communities Group Discussions with YMCA as follow-up to Faith in Housing meeting</p>	<p>2024/25</p> <p>Summer 2024</p> <p>Summer/Autumn 2024</p> <p>Summer/Autumn 2024</p>	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)	2024/25 (and ongoing)	Head of Community Services (Housing Management)

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	Increasing biodiversity gain via community-led initiatives across CBC's communal spaces	2024/25 (and ongoing)	Head of Community Services (Housing Management)
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	2024/25 (and ongoing)	Private Sector Housing Partnership, 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	2024/25 (and ongoing)	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	2024/25 (and ongoing)	Housing Strategy & Enabling
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	2024/25 (and ongoing)	CBC – Partnerships and Research Officer; Community and Support Services Manager (housing management)
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	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 (and ongoing)	Head of Housing Services

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	Assistance in the delivery of the county council's Holiday Activity & Food (HAF) programme	3 programmes: Summer, Winter Spring 2024/25 (and annually)	Head of Communities, Wellbeing & Partnerships; Head of Communities (housing management)
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 2025 (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	2024/25 (and ongoing)	Head of Communities (housing management)
We will collaborate with partner organisations to tackle issues associated with child poverty, via the No Child Left Behind initiative	<p>New NCLB strategic board now established, and agreeing a workplan up to 2025 under 4 objectives</p> <ul style="list-style-type: none"> <li>• To grow the NCLB partnership to increase the organisations actively supporting the project.</li> <li>• To support young people to overcome the challenges they face to become thriving adults.</li> <li>• To support the wellbeing of children and families to help mitigate the cost-of-living crisis.</li> <li>• To develop an evaluation framework that provides</li> </ul>	2025	<p>Head of Communities, Wellbeing &amp; Partnerships</p> <p>Communities Partnership</p>

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	evidence of impact and informs future delivery		
We will deliver initiatives to help prevent or alleviate mental ill-health	Support of 'Heads Up' to promote understanding and breaking stigmas	2024/25	CBC Partnerships & Research Officer
We will deliver initiatives to help prevent or alleviate mental ill-health	Development of gardening projects for CBC tenants	2024/25 (and ongoing)	Tenancy Services Manager
We will deliver initiatives to help prevent or alleviate mental ill-health	Via a newly refreshed Inclusion hub	2024/25 (and ongoing)	Community Investment Manager
We will deliver initiatives to help prevent or alleviate mental ill-health	Development of a sports strategy to promote physical activity	2024/25	Head of Communities, Wellbeing & Partnerships
	Vision & Outcomes agreed by Cabinet	Complete	
	Phase 2: built facilities and playing pitch assessments – noted by Cabinet	Complete	
	Options appraisal commissioned on future provision of Leisure@ Cheltenham and Prince of Wales stadium.	2024/25	
	Playing pitch strategy – approved by Cabinet	2024/25	

Goals and Actions	Targets and Milestones	Target Date	Lead/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	2024/25	Partnerships and Research Officer
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	2024/25 (and ongoing)	Solace Head of Public Protection
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  Project to be developed to review ASB services (as part of our development of our compliance with the Regulator's Consumer Standards, and to improve perception of ASB satisfaction survey)	2024/25 (and ongoing)  2024/25	Head of Communities, Wellbeing & Partnerships Head of Community Services (housing management)
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	2024/25 (and ongoing)	Head of Community Services (housing management)

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will seek to tackle and prevent anti-social behaviour in our communities	Establishing a Youth Voice Forum	2024/25	Head of Communities, Wellbeing & Partnerships
We will seek to tackle and prevent anti-social behaviour in our communities	Explore potential for Domestic Abuse Housing Alliance Accreditation for housing management services	2024-26	Safeguarding Equality & Inclusions Manager (housing management)
We will seek to tackle and prevent anti-social behaviour in our communities	Reviewing the requirement for Local Lettings Plans on site-specific areas	2024/25 (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.	2024/25 (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	TBC (subject to delivery timescales)	Head of Development
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	TBC (subject to delivery timescales)	Head of Development
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	TBC (subject to delivery timescales)	Head of Development



Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
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	2024/25 (and beyond)	Housing Strategy & Partnerships Manager  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	Complete	Head of Community Services (housing management) Head of Community Safety, Wellbeing & Partnerships
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	Implementation of plans:	Ongoing to 2028	Community Investment Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
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.	2024/25 (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.	2024/25	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	2024/25	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	2024/25 (and ongoing)	CBC's Lifeline Alarm Team, Hospital discharge and enablement teams, Housing, Health and Care NHS Gloucestershire/Gloucestershire County Council.
Prepare the lifeline service for the analogue to digital switch over.	Upgrade existing telecare equipment from analogue to digitally compatible equipment for new and existing customers.	December 2025.	CBC Lifeline Alarm team
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.	2025/26	CBC 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	Installation of key safes for vulnerable people who don't have full lifeline service to help with hospital discharge or who are housebound.	2024/25 (and ongoing)	CBC 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).	2024/25 (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	2024/25 (and ongoing)	Private Sector Housing Team
We will create opportunities for independent and healthy living for our vulnerable residents	Exploring mechanisms to better ensure that affordable homes already adapted for disabled use are re-let to residents with disabilities.	2024-25	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	2024/25	Petersfield Partnership Head of Communities, Wellbeing & Partnerships