



Housing & Homelessness strategy 2018 - 2023

Action Plan 2018 +

Outcome 1 –Increasing the Provision of Affordable Housing

Priority 1: Facilitating the supply of housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD (in bold) / PARTNERSHIPS
We will track progress of housing supply against our projected delivery trajectory. Should delivery be off-target, we will identify additional activities required to address supply issues.	Annual report on performance. Range of relevant activities will be pursued, as identified in the housing strategy, if off-target Establish a Housing Supply Implementation Group, made up of reps from key service areas, to oversee delivery of potential solutions.	Summer 2018 Summer 2018	Planning Policy Development Management Property Services Housing Strategy & Enabling Cheltenham Borough Homes – New Supply
We will undertake a range of operational activities to minimise the risk of site delivery issues at various stages of the planning process	Member training and engagement activities identified which will be carried out on an annual basis Delivery issues overseen by Housing Supply Implementation Group.	March 2019 Summer/Autumn 2018	Development Management Housing Strategy & Enabling
Where there is a delay in an anticipated start date or where construction on the site has stalled, we will work with the site owner / developer to identify ways to restart or bring forward development.	Identification of stalled sites and potential options/solutions agreed through Housing Supply Implementation Group.	Summer/Autumn 2018	Planning Policy Development Management Property Services Housing Strategy & Enabling

			Cheltenham Borough Homes – New Supply
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Priority 2: Securing additionality in the provision of affordable housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD (in bold)/ PARTNERSHIPS
We will maximize the delivery of affordable housing on viability challenged 106 sites by facilitating the acquisition of a proportion of market homes for use as affordable homes.	<p>Agree funding requirements to support Cheltenham Borough Homes to deliver more affordable homes</p> <p>Agree use of commuted sums to subsidise open market costs</p> <p>Seek to ensure adopted Cheltenham Plan captures our aspirations</p> <p>Develop protocol arrangements between Housing Enabling and Development Management to facilitate the provision of additionality.</p>	<p>Summer/Autumn 2018</p> <p>Summer/Autumn 2018</p> <p>31st December 2018</p> <p>Summer 2018</p>	<p>Housing Strategy & Enabling</p> <p>Planning Policy</p> <p>Property Services</p> <p>Development Management</p> <p>Cheltenham Borough Homes – New Supply</p> <p>Registered Providers</p>
We will buy back homes previously lost through Right to Buy and develop a policy position to support implementation	<p>Policy position approved.</p> <p>Approval of potential use of commuted sums, where required</p>	<p>Summer/Autumn 2018</p> <p>Summer/Autumn 2018</p>	<p>Housing Strategy & Enabling</p> <p>Property Services</p> <p>Cheltenham Borough Homes – New Supply</p>
We will consider acquisition of	Agree funding requirements to support Cheltenham	Summer/Autumn	Housing Strategy & Enabling

new land for development	Borough Homes deliver more affordable homes Agree potential use of commuted sums to subsidise costs, where appropriate Identification of sites	2018 Summer/Autumn 2018 Summer/Autumn 2018	Property Services Cheltenham Borough Homes – New Supply
We will focus on stalled sites with planning consent and if necessary acquiring these sites through Compulsory Purchase Orders	Explore potential for a Supplementary Planning Document to reflect appetite to acquire through CPO, if necessary. Identification of sites via Housing Supply Implementation Group	2019/20 Summer/Autumn 2018	Housing Strategy & Enabling Planning Policy Property Services Cheltenham Borough Homes – New Supply
We will acquire homes from the open market – subject to a need to spend right to buy receipts	Suitable properties identified and relevant approvals granted.	Spring 2019	Housing Strategy & Enabling Property Services Cheltenham Borough Homes
We will develop and maintain a pipeline of affordable housing on Council owned land	Review of potential pipeline via Operational Working Group	Now and ongoing	Housing Strategy & Enabling Property Services Cheltenham Borough Homes -New Supply

Priority 3: Increasing the supply of long term Private Rented Housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
To deliver a supply of private rented housing	Parameters and funding	Summer/Autumn	Executive Directors and Senior

through Cheltenham Borough Homes	requirements agreed, and relevant approvals in place	2018	Leadership Team – Cheltenham Borough Council and Cheltenham Borough Homes Housing Strategy & Enabling
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Priority 4: Ensuring that our homes remain affordable

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will review affordability levels for Affordable Rent particularly in relation to larger homes	Heads of Terms agreed with JCS district housing partners with a view to exploring potential for future Supplementary Planning Document on affordable housing.	March 2019	Housing Strategy & Enabling

Priority 5: Making best use of our commuted sums

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will maximise the flexibility of use of commuted sums within s106 agreements in order that it can be used to provide good quality private rented homes and to increase their accessibility for low income households	Position captured within the Cheltenham Plan	31 st December 2018	Housing Strategy & Enabling

Priority 6: Improving the Affordable Housing Offer for Older People

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
To support the development of a county-wide Housing with Care Strategy.	April 2019	Expected publication date April 2019	Housing Strategy & Enabling Gloucestershire County Council:

The Housing with Care Strategy aims to increase the amount and range of housing with care available for older and disabled people, improve the quality of life for people with accommodation needs and to support people to remain independent and avoid admission to residential care where possible.			Outcome Manager: Older People Housing with Care Project Board
To ensure the HAPPI ten key design principles are captured when providing new accommodation for older people	Explore potential for incorporation of requirements into Supplementary Planning Document Negotiate into 106 agreements	2019/20 ongoing	Housing Strategy & Enabling Housing Strategy & Enabling
Jointly commission a new Strategic Housing Market Assessment (SHMA) to capture the needs of older people and identify a target population of new housing that should be developed for older people on suitable well-connected sites close to local amenities.	Specification agreed across districts within Gloucestershire	2019	Housing Strategy & Enabling Planning Policy District housing & planning authorities across Gloucestershire

Priority 7: Supporting new provision for households with physical disabilities and other specialist housing needs

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will ensure that all new accommodation for older people is adaptable so that their accommodation remains suitable as older people become less mobile	Establish a consistent position across the county through development of a Housing with Care Strategy	2019/20	Housing Strategy & Enabling Planning Policy
	Explore potential for incorporating requirements into Supplementary Planning	2019/20	Housing Strategy & Enabling Planning Policy

	Document		
We will regularly review on Homeseeker plus the specific accommodation needs of households (under 65) and families with disabilities so that we can cater for their needs on a site by site bases through our s106 negotiations and through our own pipeline of new affordable housing	Explore potential for incorporating requirements into Supplementary Planning Document	2019/20	Housing Strategy & Enabling Planning Policy
We will review the needs of Gypsies, Travellers and Travelling Show people to build any new identified needs within our Cheltenham Plan	A site will be allocated in the Cheltenham Plan to meet Cheltenham's GTTS need	December 2018	Planning Policy
We will explore opportunities for increasing provision of student accommodation to meet the anticipated growth in population	This is captured in the JCS Policy SD11 + Emerging Cheltenham Plan Policy HM1	31 st December 2018	Planning Policy University of Gloucestershire

Outcome 2 – Making Best use of existing housing and improving our neighbourhoods

Priority 1: Improving standards in the private rented sector

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will roll out a programme of identification and inspection of HMOs across the borough to ensure that any remediation works are carried out and to ensure that the management standards meet the regulatory requirements	Review of HMOs on a ward by ward basis	Ongoing	Built Environment - Housing Enforcement
We will seek to implement an Article 4 direction in the St Pauls Ward regarding HMOs	Article 4 will be captured in the Cheltenham Plan but will only be enforceable 1 year later	One year after adoption of Cheltenham Plan (Approx Dec 2019)	Planning Policy
Every two years we will review areas of the town at	Review of HMOs on a ward by	Ongoing	Built Environment -Housing

risk of high concentrations of HMOs, including St Pauls to ensure that any remediation works are carried out, that the management standards meet the regulatory requirements and to help inform Planning Policy in respect of any proposal to extend or maintain the Article 4 direction	ward basis		Enforcement Planning Policy
We will implement enforcement powers contained in the Housing and Planning Act 2016 in order to address the issues of rogue landlords		Ongoing	Built Environment - Housing Enforcement
We will reduce the number of homes with Category 1 Health Safety Hazards by identifying properties and ensure appropriate action is taken		Ongoing	Built Environment - Housing Enforcement
We will improve standards in the private rented sector through the councils accreditation scheme 'Fit for rent'		Ongoing	Built Environment - Housing Enforcement

Priority 2: Reducing the number of Empty Homes

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will work with owners to get their properties back into use again, whether through sale, let or occupation		Ongoing	Built Environment -Housing Enforcement
When appropriate we will seek to purchase properties with the cooperation of the owner, for either resale, or letting (through private rent or as affordable housing). Where necessary we will take enforcement action to compulsorily purchase.	Suitable properties identified	Ongoing	Built Environment -Housing Enforcement Housing Strategy & Enabling Property Services Cheltenham Borough Homes
We will review council tax charges on empty homes		31 st December	Revenues and Benefits

and increase them if appropriate		2018	
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Priority 3: Affordable Warmth and tackling fuel poverty

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will regularly monitor and review performance of the jointly commissioned Warm & Well scheme	Quarterly meetings	Ongoing within contract period	Built Environment - Housing Enforcement
We will install new more thermally efficient windows and doors throughout all of our council homes	5,000 Homes	2022: Currently 2 nd year of a 6 yr programme	Cheltenham Borough Homes– Property Services
Where our council homes have solar energy technology we will work with tenants to communicate the potential benefits of this technology	Solar PV operation and maintenance project	31 st March 2025	Cheltenham Borough Homes- Property Services
We will improve the energy performance of our council homes through delivery of an ongoing boiler renewal programme with the installation of 'A' rated boilers and through the installation	Average SAP rating 70.5 Replacement of 1,450 boilers as part of 3 year plan	31 st March 2019 31 st March 2019	Cheltenham Borough Homes- Property Services
We will model the energy data of our council housing stock to better understand how we can further improve the energy effectiveness of our home & assist in tackling fuel poverty	Average SAP rating 70.5 Improve energy efficiency of homes project HRA Asset Review Project	31 st March 2019 31 st March 2020 31 st March 2020	Cheltenham Borough Homes – Property Services

Priority 4: Maintaining the quality of, and making better use of, our council homes

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will implement an Asset Management modelling	Asset Modelling Project	31 st March 2020	Cheltenham Borough Homes –

toolkit to understand the Net Present Value of our council homes, to enable the council to make more informed decisions about future investment options of our council homes.	HRA Asset Review Project	31 st March 2020	Property Services
We will maintain compliance with the Decent Homes Standard and consider potential options for the remaining non-traditional builds with a view to progressing with the most appropriate solutions	% dwellings non-decent at the end of the period 0.97 % Delivery of non-traditional properties project	31 st March 2019 31 st March 2020	Cheltenham Borough Homes – Property Services
We will undertake a commissioning review to help inform future investment decisions regarding our sheltered housing dwellings	A review of our sheltered schemes project	31 st March 2020	Cheltenham Borough Homes – Property Services
CBC will consider how the design of new build affordable accommodation can support people wishing to downsize from family sized accommodation	Discuss at Housing Supply Implementation Group Incorporate findings from Housing with care strategy and the sheltered housing review	2019/20	Housing Strategy & Enabling Cheltenham Borough Homes – New Supply
We will review our Help to Move Scheme to incentivise downsizing	Downsizing Review Project	31 st December 2020	Cheltenham Borough Homes – Housing & Communities

Outcome 3 – Tackling Homelessness

Priority 1: Developing the Prevention Offer and improving access into the private rented sector

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will set up a landlord incentive scheme for the private sector	Homelessness Reduction Act Project	31 st December 2018	Cheltenham Borough Homes Housing Options
We will set up a lodgings scheme for single people	Homelessness Reduction Act	31 st December	Cheltenham Borough Homes

	Project	2018	Housing Options
We will review use of the 'prevention purse' to enable bespoke solutions to be found for people at risk of homelessness	Homelessness Reduction Act Project	31 st December 2018	Cheltenham Borough Homes Housing Options Housing Strategy & Enabling
We will produce additional literature / communication package for people at risk of homelessness on information about how to access the private rented sector more easily	Homelessness Reduction Act Project	31 st December 2018	Cheltenham Borough Homes Housing Options
We will procure a software provider to deliver Homeseeker Plus to ensure continuity when the current contract expires in September 2018 and will ensure that the system meets the requirements as set out in the Homelessness Reduction Act		1 st October 2018	Housing Strategy & Enabling Cheltenham Borough Homes- Housing Options
We will Review Homeseeker Plus Choice Based Lettings Allocations Scheme to ensure it best supports our requirements under the Homelessness Reduction Act	Partnership agreement reached Cabinet approval of any required changes	Autumn / Winter 2018 Spring 2019	Housing Strategy & Enabling Homeseeker Management Board Cheltenham Borough Homes Housing Options
We will investigate the potential for relevant and recognised external accreditation of the service	Desk top review	2019/20	Cheltenham Borough Homes – Housing Options Housing Strategy & Enabling
We will review existing protocols, joint working arrangements, referral arrangements and housing and support pathways to ensure compliance with Duty to Refer requirements	Homelessness Reduction Act Project	Duty to refer legislation takes effect from October 2018	Cheltenham Borough Homes – Housing Options
Cheltenham Housing Aid Centre (CHAC) will seek to ensure they can continue to administer	Continued commissioner support from Gloucestershire	Ongoing	Cheltenham Housing Aid Centre

Gloucestershire County Council's rent deposit scheme helping people with a deposit into the private rented sector.	County Council		
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Priority 2: Tackling debt and benefit issues, supporting financial and digital inclusion and the provision of housing rights advice

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will explore initiatives to support individuals into work while continuing to help tackle their immediate benefit issues	Potential delivery models from desk top review (in 2019/20) of homelessness service) Income generated on behalf of Housing Options customers	31 st December 2020 £1.2m per year	Cheltenham Borough Homes - Benefit and Money Advisor Housing Strategy & Enabling
We will ensure effective delivery of the council's commissioned Advice and Inclusion Service	Quarterly monitoring Review after year 2 (for extension post year 3 of contract)	Ongoing 2019	Housing Strategy & Enabling CCP Cheltenham Borough Homes
We will ensure that we make best use of Discretionary Housing Payments to support households who are in a short term crisis	Regular review of spend and promotion of the scheme via the Housing & Support forum	Ongoing	Revenues and Benefits Housing & Support Forum
In the event of our MHCLG allocated DHP funding running out, we will apply for the MHCLG for approval to allocate funding from the councils Housing Revenue Account to top up Discretionary Housing Payments for our council tenants	Regular review of spend	Ongoing	s.151 officer/ Head of Revenues and Benefits Housing Strategy & Enabling Cheltenham Borough Homes
Enable customers to increasingly interact with CBH	Going Digital Project	31 st March 2020	Cheltenham Borough Homes –

services via 'digital' channels			Community Investment
We will continue to offer the In debt a Way to Pay Scheme in order to maximise the choices available to households who are in need	Monitoring at quarterly performance review meetings with CCP – debt advice provider	Ongoing	Housing Strategy & Enabling CCP – Advice & Inclusion Service

Priority 3: Tackling youth homelessness

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will regularly monitor the outcomes of the grant funded Gloucestershire Nightstop service in terms of its provision of emergency accommodation for young people.	6 Monthly Monitoring Meetings	Ongoing throughout terms of 3 yr grant	Housing Strategy & Enabling
We will review how we can carry out more home visits on young people to understand the issues affecting the family household as a whole	Identify the benefits and resource Requirements	2019 / 2020	Cheltenham Borough Homes- Housing Options
We will review the care leavers protocol to ensure that care leavers have adequate opportunities for alternative housing provision and to ensure the protocol reflects any changing needs	Homelessness Reduction Act Project	31 st December 2018	Cheltenham Borough Homes – Housing Options
To develop alternative accommodation options for care leavers and ensure consistency for care leavers across the six districts	Planning meetings with strategic partners to share ideas and develop protocols	Ongoing to 2018/19	Prospects - Youth Support Team
We will maintain close working relationships with Gloucestershire County Council to ensure we feed into the county any issues that might influence the design and specification on future service provision via countywide partnership meetings to access ABS provision	Intelligence gathered from CBC commissioning arrangements and from local partnerships	Ongoing to 2019/20	Housing Strategy & Enabling County Homelessness Implementation Group (CHIG)

We will review move on arrangements from Accommodation Based Support services continues to work effectively	Quarterly monitoring via Housing & Support forum	Ongoing	Housing Strategy & Enabling Cheltenham Borough Homes – Housing Options Housing & Support Forum
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Priority 4: Tackling domestic abuse

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will review funding requirements and county wide joint commissioning arrangements to support the provision of a Sanctuary Scheme and target hardening measures	Review of contract completed and future funding identified	30 th September 2018	Cheltenham Borough Homes- Housing Options Housing Strategy & Enabling
We will ensure that enforcement action is taken against perpetrators of domestic abuse who are CBH tenants in partnerships with the police	Annual position statement via liaison group (May / June)	ongoing	Cheltenham Borough Homes – Safer Estates Team The Police Gloucestershire Domestic Abuse Support Service
We will continue to operate the Domestic Abuse Forum to raise awareness and support delivery of key initiatives	Annual position statement via liaison group (May / June)	Ongoing	Cheltenham Borough Homes – safeguarding and equality

Priority 5: Tackling Rough Sleeping

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
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We will monitor and review joint commissioning arrangements of the county wide Assertive Outreach Service	Partnership agreement on future funding commitments	Summer 2018	Housing Strategy & Enabling
	Decision over whether to extend existing contract for a further year, or go out to re-procurement	Summer 2018	County Homelessness Implementation Group
We will monitor and review ACTION Glos as part of countywide partnership for delivering services for entrenched rough sleepers	Quarterly review	Ongoing to 2021	Housing Strategy & Enabling County Homelessness Implementation Group
We will review the Severe Weather Protocol (SWEP) arrangements to develop a Cheltenham Standard (coupled with county alignment, where possible)	County discussions with districts to consider whether county-alignment is possible	Summer 2018	Housing Strategy & Enabling
	Consideration of future funding requirements	Autumn 2018	County Homelessness Implementation Group

Priority 6: Supporting vulnerable people

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will work with Gloucestershire County Council to help inform needs and to influence future service specification requirements regarding recommissioning of the Accommodation Based Support service	Understanding of key issues via local partnership and performance monitoring meetings	Ongoing to 2020	Housing Strategy & Enabling County Homelessness Implementation Group
We will review Homeseeker Plus to ensure that those ready for independent housing are able to access it on a timely basis	Assessment of issues via Housing & Support Forum and Housing Options quarterly performance review meetings	Autumn 2018/Winter 2019	Housing Strategy & Enabling Homeseeker Management Board

			Cheltenham Borough Homes - Housing Options Housing & Support Forum
We will review the county-wide reconnection policy to ensure that move on from accommodation based support is delivered fairly across the county	Initial discussions with CBH housing options	2019/20	Housing Strategy & Enabling Cheltenham Borough Homes - Housing Options
We will take steps to identify tenants at greatest risk of tenancy failure at signup working more pro - actively with tenants at greater risk to ensure they are getting the help, support and advice they need	Supporting successful tenancies project	31 st December 2018	Cheltenham Borough Homes – Tenancy Management
We will work with Gloucestershire County Council to help inform needs and to influence future service specification requirements regarding recommissioning of the Community Based Support Service (CBS)	Understanding of key issues via local partnership and performance monitoring meetings	Ongoing to 2020	Housing Strategy & Enabling County Homelessness Implementation Group
We will work within respective safeguarding policies and agreed processes of the Gloucestershire Safeguarding Childrens Board and the Gloucestershire Safeguarding Adults Board	Section 11 Audit	Annual peer review in March	Cheltenham Borough Council – Partnership Team Leader
We will explore the options available for the implementation of contactless donation points within Cheltenham	Grant arrangements in place	Autumn 2018	Housing Strategy & Enabling
We will continue to 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	Review specific process and literature	Ongoing	Cheltenham Borough Homes- Housing Options
We will continue to work with organisations that support veterans to ensure that pathways are clear	Empty Homes Team will proactively make all relevant	Ongoing	Cheltenham Borough Homes- Empty Homes and Tenancy

and that veterans within CBH accommodation are able to access additional support should they need it	organisations aware if suitable vacant properties Supporting successful tenancies project	31 st December 2018	Management
Cheltenham Housing Aid Centre will continue to seek to run the Doorway Project offering specialist housing advice to vulnerable people who have had or who are currently suffering from alcohol or substance misuse	Annual report to funders	2019	Cheltenham Housing Aid Centre
Cheltenham Housing Aid Centre will deliver a pilot project offering housing advice to people who recognise that their mental health is being negatively affected by their current housing situation	Comply with Gloucestershire County Council's monitoring and evaluation requirements	March 2019	Cheltenham Housing Aid Centre
Cheltenham Housing Aid Centre will help their clients access essential household goods for their homes – linking in closely with local furniture recycling centres	Annual report to funders	2019	Cheltenham Housing Aid Centre
Cheltenham Housing Aid Centre will continue to chair the weekly 18+ START meetings in Cheltenham which is a multi-agency panel set up to decide the allocation of supported housing bed spaces to homeless people with complex and chaotic needs	Report to Supporting People and attend reviews as necessary	2019	Cheltenham Housing Aid Centre

Outcome 4 – Improving the health and wellbeing of our communities

Priority 1: Achieving Healthy and Sustainable Communities

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will work with our preferred registered providers to seek a consistent approach is taken regarding lettings and housing management policies	Workshop and headline lettings plans agreed for Strategic Allocations	Autumn 2018	Housing Strategy & Enabling Preferred Registered Providers via Affordable Housing Partnership
We will support the implementation of ‘Welcome to the Future – A local model for building socially sustainable communities’ as a model for social sustainability	Promoting use of toolkit for planning staff and awareness raising with officers	Ongoing	Development Management
We will review current lettings plans with CBH	Plans reviewed and any changes agreed	Spring 2019	Housing Strategy & Enabling Cheltenham Borough Homes – Tenancy Management
We will consider supporting the Home Office request for the provision of accommodation for asylum seekers in private rented accommodation.	Review of anticipated need requirements and any potential impact/risks	Spring 2019	Housing Strategy & Enabling
We will monitor the Armed Forces accommodation lettings plan to ensure these homes remain available for veterans	Plan reviewed and any changes agreed	Spring 2019	Housing Strategy & Enabling Cheltenham Borough Homes – Tenancy Management
We will review the community plan for the Big Local Project for St Peters and the Moors to ensure key	Delivery of 18-19 plan	March 2019	Cheltenham Borough Council – Big Local Project Co-ordinator

outcomes are being delivered			
We will recruit a fixed term post to coordinate the delivery of the community based project based in Oakley that creates the right culture, environment and conditions to enable more people to look after their health and well being	Coordinator in post	July 2018	Cheltenham Borough Council – Strategy & Engagement Manager

Priority 2: Creating a sense of place through Estate Regeneration and Renewal

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will seek to deliver affordable housing on underutilised garage sites as when suitable sites are identified as part of the pipeline of new supply	Garage Site Review Project	31 st December 2019	Cheltenham Borough Homes-Development – New Supply Housing Strategy & Enabling Property Services
We will consider site options regarding the potential regeneration across parts of West Cheltenham	Cheltenham West Regeneration Project	Autumn 2018	Cheltenham Borough Homes – New Supply Housing Strategy & Enabling West Cheltenham Project Coordinator

Priority 3: Supporting people into training, education and employment

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will provide initiatives that will assist tenants to get into training, education and employment	Number of Employment Initiatives service users entering work % of Employment initiatives	30 by 31 st March 2019 97% by 31 st March	Cheltenham Borough Homes – Employment Initiatives

	service users who are satisfied with the service	2019	
We will support / encourage Registered Providers with affordable housing in Cheltenham to undertake social inclusion initiatives and pathways into employment, etc for their affordable housing tenants	Workshop with preferred providers	Summer/Autumn 2018	Affordable Housing Partnership Housing Strategy & Enabling
Through CBC's emerging economic development action plan we will identify ways we can support skills and training across the borough	Cabinet approval	Autumn 2018	Cheltenham Borough Council- Director of Planning

Priority 4: Tackling anti-social behaviour

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will develop Solace and existing partnership arrangements for tackling anti-social behaviour within Cheltenham to ensure it meets its key objectives in tackling ASB	Solace in Cheltenham was established in February 2018 Performance will be regularly reviewed by the Governance board on a 3 monthly basis	Ongoing	Solace
We will continue to take a preventative approach to tackling ASB, along with rehabilitation of perpetrators- developing diversionary and educational activities particularly with young people to address some of the root causes if ASB	Annual Position statement via liaison group (May / June)	Ongoing	Cheltenham Borough Homes Safer Estates Team Cheltenham Borough Council Police

Priority 5: Supporting independent living for older people, and people with physical disabilities

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD / PARTNERSHIPS
We will review how we support initiatives that reduce social isolation such as CBH's community	Support Community Initiatives Project	31 st March 2020	Cheltenham Borough Homes Community Investment

hubs which provides venues for a range of activities and support for older people living within our communities.			
We will promote awareness and take up of the Lifeline Service		Ongoing	Built Environment -Housing Enforcement
We will promote the awareness and uptake of assistive technology to help improve the wellbeing, safety and independence of residents in Cheltenham		Ongoing	Built Environment -Housing Enforcement
Gloucestershire CCG will closely monitor how the two new posts that will work alongside frontline health teams in acute hospital settings to increase the knowledge about housing options	Number of people supported to live independently	Posts will be reviewed March 2019	Gloucestershire Clinical Commissioning Group
We will work with Gloucestershire CCG to help support other initiatives that will enable older and frail people to be discharged from hospitals on a timely basis into suitable alternative housing	Housing Advisor post in frailty team impacting on independent living	Post will be reviewed March 2019	Gloucestershire Clinical Commissioning Group Housing Strategy & Enabling
We will facilitate large scale adaptations through the availability of means tested Disabled Facilities Grants and work with districts and Gloucestershire County Council to bring about a more consistent approach to how adaptations are provided across the county	More equitable use of DFG funds across Gloucestershire. Reduction in waiting times for DFG	March 2019	Built Environment - Housing Enforcement Disabled Facilities Forum
We will explore Cheltenham Repairs and Maintenance opportunities, including exploring a 'handy-person' service	Produce a feasibility report	31 st March 2020	Cheltenham Borough Homes – Building Services