Housing, Homelessness & Rough Sleeping Strategy

2023-28

Action Plan update November 2026

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1. Supporting the Government's National Plan to End Homelessness

This Action Plan supports the Government's National Plan to End Homelessness and contributes to the delivery of its key themes, including prevention, early intervention, crisis response and recovery.

The actions contained within this Action Plan support these ambitions by:

- Strengthening homelessness prevention and early intervention,
- Improving temporary accommodation and crisis response arrangements,
- Reducing rough sleeping,
- Supporting recovery and long-term housing stability, and
- Improving outcomes for people experiencing multiple disadvantage.

Whilst structured around local priorities, this Action Plan contributes to the national ambition that homelessness should be prevented wherever possible and, where it occurs, it should be rare, brief and non-recurring.

2. Reducing Homelessness for Priority Cohorts

Cheltenham Borough Council recognises that some groups face an increased risk of homelessness and require targeted support. Specific activity to support these groups is reflected throughout this Action Plan.

Priority Cohort	Our Approach
People leaving prison and probation services	Strengthen pathways and partnership working to prevent homelessness on release
Care leavers and young people	Deliver joint protocols and tailored accommodation and support pathways
People leaving hospital	Work with health partners to ensure that nobody leaves hospital into homelessness
Survivors of domestic abuse	Provide access to safe accommodation and specialist support
People experiencing multiple disadvantage	Deliver coordinated and trauma-informed multi-agency support

Targeted activity for these groups is embedded within Priorities 3 and 4 of this Action Plan and supports the Government's expectation that nobody should leave a public institution into homelessness.

3. Performance Monitoring and Strategic Targets

Cheltenham Borough Council is committed to delivering measurable improvements to prevent homelessness, reduce rough sleeping and improve housing outcomes.

The targets within this Action Plan reflect both local priorities and the Government's Local Outcomes Framework for homelessness and rough sleeping.

Baselines are drawn from the latest available local data returns, with annual trajectories established through to 2028/29. Collectively, these targets support the national ambitions to:

- Eliminate prolonged use of Bed and Breakfast accommodation for families.
- Increase successful homelessness prevention and relief outcomes.
- Reduce and ultimately halve long-term rough sleeping.

Progress against these targets will be monitored through the governance arrangements as set out within this Action Plan, and will be used to inform future service planning, commissioning activity and annual Action Plan reviews.

Figure 1 (opposite) outlines how this Action Plan fits in with our Housing & Homelessness Strategy and the targets as set out by the government in its National Plan to End Homelessness, along with our monitoring and review arrangements.

Figure 1: Monitoring and Performance Framework



The following table sets out Cheltenham Borough Council's baseline position and annual targets:

Metric	Baseline	Ref Point	2026 Targets	2027 Targets	2028 Targets	2026 Actual
Households with Children in Temporary Accommodation (per 1,000 households)	0.19	30 Sep 2025	0.18	0.18	0.17	0.23
Rough Sleepers (Single Night Count)	8	Autumn 2025	7	6	5	TBC after Autumn Count 2026
Successful Prevention & Relief Outcomes (%)	46%	Jul-Sep 2025	47%	50%	52%	53%
Successful Prevention & Relief Outcomes (Multiple Disadvantage)	26.3%	Jul-Sep 2025	30%	46%	47%	31% (est.)
Long-Term Rough Sleepers	7	Nov 2025	6	4	3	5
Families in B&B Over 6 Weeks	0	Sep 2025	0	0	0	0

Targets align with MHCLG's Local Outcomes Framework. Performance is assessed against nationally prescribed reporting periods. Temporary accommodation and B&B measures are assessed at 30th September each year; prevention and relief outcomes are assessed using July-September quarterly data; rough sleeping measures are assessed using national Autumn and November reporting periods.

Delivery of Targets and Local Context

Performance Context and Rationale for Future Targets

The targets set out above reflect both Government priorities and local circumstances. In establishing targets for 2027 and 2028, the Council has sought to strike an appropriate balance between ambition and deliverability, taking account of local housing market conditions, historic performance and the Government's objective of improving homelessness outcomes.

Households with Children in Temporary Accommodation

The Council's recorded position at 30th September 2026 was 0.23 households with children in temporary accommodation per 1,000 households, compared with a target of 0.18. However, this snapshot masks consistently stronger performance throughout the year. Over the 12-month period ending September 2026, the Council's average position was 0.19 households per 1,000 households, equating to approximately 10 families in temporary accommodation at any one time, the majority of whom were accommodated within the Council's own temporary accommodation stock. The Council's targets for 2027 and 2028 have therefore been informed by its 12-month average performance and are intended to deliver further improvement whilst recognising the exceptionally low baseline from which the Council is already operating.

Cheltenham's performance compares very favourably with national and regional averages. At December 2025, the equivalent rate was 3.51 households per 1,000 households across England and 1.08 households per 1,000 households across the South West.

Successful Prevention and Relief Outcomes

This measure records the proportion of homelessness prevention and relief duties that end successfully as a result of suitable accommodation being secured. Cheltenham's baseline performance of 46% was broadly comparable to the national position when the Government published its National Plan to End Homelessness.

The Council exceeded its 2026 target, achieving a success rate of 53% during the July to September 2026 reporting period. However, prevention and relief outcomes can fluctuate significantly from quarter to quarter due to variations in caseloads, housing market conditions and the complexity of individual cases. Accordingly, the targets for 2027 and 2028 have been informed by the Council's rolling 12-month average performance of 48% to September 2026 rather than the July to September quarter in isolation. This approach is considered to provide a more reliable basis for measuring sustained service improvement over time.

Successful Prevention and Relief Outcomes for Households Experiencing Multiple Disadvantage

This measure relates to households experiencing multiple disadvantage, which is defined as those presenting with at least three distinct support needs. Whilst the Council's baseline performance was 26.3% and the July to September 2026 outcome is currently estimated at 31%, the final figure will be confirmed through MHCLG's national

reporting process. The targets for 2027 and 2028 have been informed by a more representative rolling 12-month average success rate of 44%. This includes the Council's current estimate of 35% for the period April to June 2026, which is also subject to confirmation by MHCLG.

Performance against this measure has varied significantly between reporting periods, ranging from 65% during October to December 2025 to 31% during July to September 2026. Such fluctuations are expected given the relatively small number of households involved and the varying complexity of support needs. Individual outcomes can therefore have a disproportionate impact on quarterly performance.

The targets for 2027 and 2028 are intended to reflect longer-term performance trends rather than short-term quarterly variations and demonstrate the Council's ambition to improve outcomes for some of the most vulnerable households requiring homelessness assistance.

Rough Sleeping and Long-Term Rough Sleeping

The Council's targets for rough sleeping and long-term rough sleeping have been developed in line with the Government's ambition to significantly reduce rough sleeping and, in particular, to halve long-term rough sleeping over time. Cheltenham continues to maintain relatively low rough sleeping numbers compared with many local authorities. However, reducing rough sleeping remains challenging due to the continuing flow of new individuals presenting to services having recently become homeless.

The Council's partnership approach therefore focuses not only on reducing the overall number of people sleeping rough on any given night, but also on preventing repeat rough sleeping and supporting individuals to sustain settled accommodation. The targets set out above reflect this long-term approach and are designed to deliver continued improvement whilst remaining realistic and achievable.

Families in Bed and Breakfast Accommodation

The Council has consistently met its target of ensuring that no family remains in bed and breakfast accommodation for longer than six weeks, and maintained this position during 2026. Whilst some local authorities continue to experience significant challenges in this area, Cheltenham has successfully maintained compliance with the statutory requirement through proactive homelessness prevention, effective use of temporary accommodation and early move-on planning.

The Council remains committed to ensuring that the use of bed and breakfast accommodation for families is rare, brief and only used where unavoidable. The targets for 2027 and 2028 therefore seek to maintain the Council's strong performance and ensure that no family remains in bed and breakfast accommodation for six weeks or more.

4. Ensuring the Suitability and Availability of Temporary Accommodation

Cheltenham Borough Council's approach to the procurement, allocation and management of temporary accommodation is set out in the Council's Temporary Accommodation Policy.

The Council is committed to ensuring that temporary accommodation is safe, suitable and of good quality, whilst minimising the time households spend in temporary accommodation, particularly emergency accommodation such as Bed and Breakfast.

Through this Action Plan we will:

- Maintain low levels of temporary accommodation use,
- Minimise the use of Bed and Breakfast accommodation, particularly for families,
- Improve the quality and suitability of emergency placements,
- Seek to reduce the use of out-of-area placements, and
- Keep under review move-on pathways into settled accommodation so as to ensure time spent in temporary accommodation is as temporary as possible.

The Council will continue to review demand, supply and placement outcomes to ensure that temporary accommodation remains sufficient, suitable and responsive to local need.

5. Governance, Monitoring and Accountability

Cheltenham Borough Council's Housing, Homelessness and Rough Sleeping Strategy 2023–28 and accompanying Action Plan were approved by Cabinet and are reviewed and published annually to ensure that it remains responsive to local needs, partnership priorities and national policy developments. Delivery of the Council's Strategy and Action Plan is supported by a range of Member, officer and partnership governance arrangements designed to provide leadership, accountability and oversight.

Political Leadership

The Council's lead Member for homelessness and rough sleeping is the Cabinet Member for Housing and Customer Services.

Housing Committee provides formal Member oversight of housing services, including regular review of homelessness and rough sleeping performance.

The Head of Strategic Housing meets monthly with the Cabinet Member for Housing and Customer Services providing the opportunity to review performance and to consider any emerging issues and key priorities.

Officer Oversight

Strategic officer responsibility for homelessness and rough sleeping rests with the Head of Strategic Housing.

Operational oversight is provided through a monthly Housing Operations Group, which reviews service performance, risks, trends and emerging pressures across housing services.

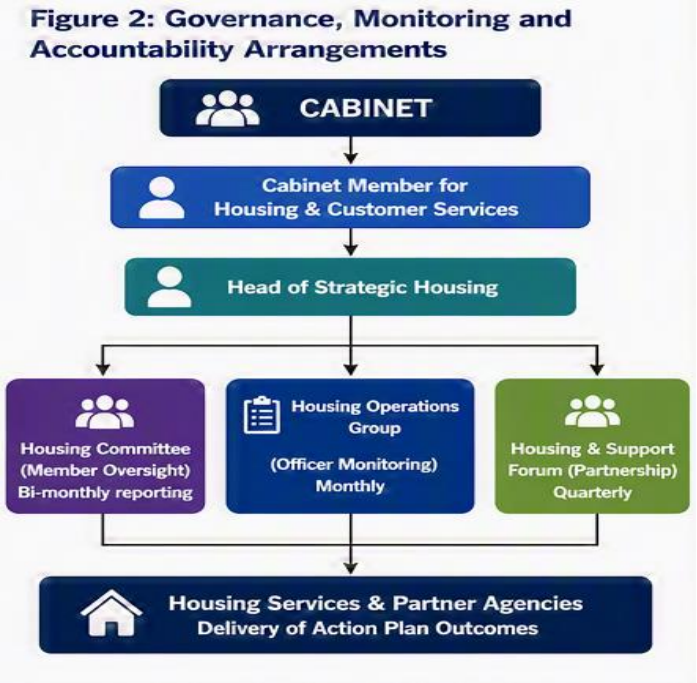
Partnership Accountability

Our quarterly Housing and Support Forum brings together statutory agencies, Registered Providers, support organisations and voluntary sector partners to review performance, share intelligence and coordinate responses to local homelessness pressures.

Independent Scrutiny

The Council's Overview and Scrutiny Committee provides independent challenge and assurance through its annual work programme and themed reviews when required.

Figure 2 (opposite) outlines the Council's governance, monitoring and accountability arrangements:



6. Partnership Working

Cheltenham Borough Council works with a wide range of local, countywide and national partners to prevent homelessness and reduce rough sleeping. These arrangements support both strategic planning and operational delivery, and place particular emphasis on prevention and early intervention.

Strategic Partnerships

There are a range of countywide partnerships that provide strategic leadership and oversight for homelessness, rough sleeping and wider housing priorities.

The Gloucestershire Strategic Housing Partnership provides the overarching strategic framework for housing across the county. It is supported by the Strategic Housing Oversight Group, which promotes collaboration across local housing authorities and countywide partners.

The Programme Management Group, chaired by Cheltenham Borough Council, oversees jointly commissioned homelessness and rough sleeping services and uses performance information to inform future commissioning and service improvement.

Alongside these arrangements, Gloucestershire's Domestic Abuse Local Partnership Board oversees delivery of the Domestic Abuse Strategy and associated housing-related services and support.

Figure 3 (opposite) outlines some of the key partnership arrangements and how they support each other:

Figure 3: Strategic Partnership and Reporting Arrangements



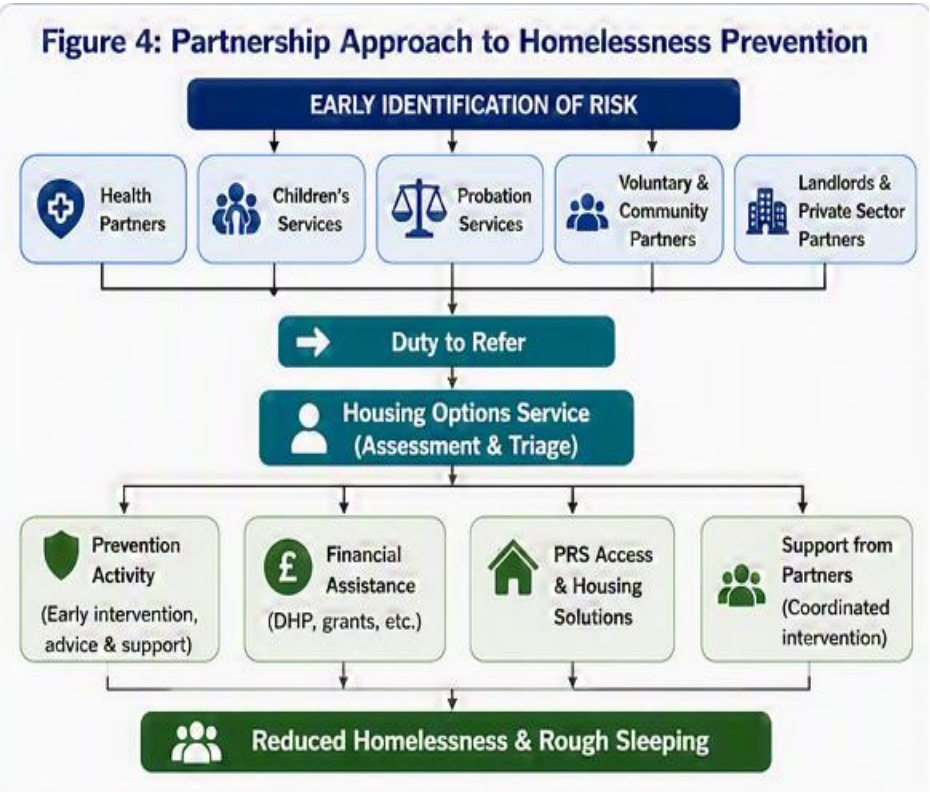
Operational Partnerships

Operationally, the Council seeks to work closely with statutory agencies, such as Health Services, Children's Services, Probation, Social Care, as well as advice agencies and Registered Providers, with a view to identifying risk early and to intervening where possible before homelessness occurs.

This includes:

- Statutory Duty to Refer arrangements.
- Multi-Agency Public Protection Arrangements (MAPPA).
- Multi-Agency Risk Assessment Conferences (MARAC).
- Joint working with Citizens Advice and other advice providers.
- Multi-agency support planning for households with complex needs.

Figure 4 (opposite) summaries these operational partnership arrangements to preventing homelessness:

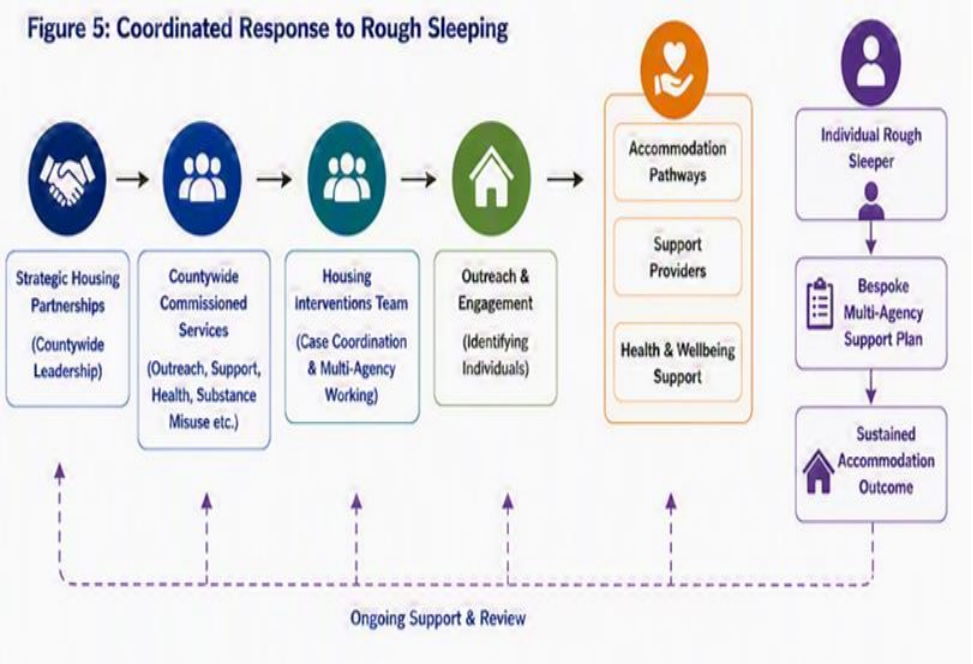


Partnership Response to Rough Sleeping

The Council works closely with commissioned providers and partner agencies to ensure rough sleeping is prevented wherever possible and, when it occurs, it is brief and non-recurring. Key arrangements include:

- Weekly rough sleeper reviews
- Complex Case Cell meetings.
- Team Around Me support arrangements.
- START referral meetings (looking at access into Accommodation Based Support)
- Exit Planning meetings with P3 to enable move-on from Cheltenham's Safe to Stay hub.
- Joint working with Environmental Health on antisocial behaviour.
- Housing First and tenancy sustainment reviews.

These arrangements provide coordinated support for people sleeping rough and those at risk of returning to rough sleeping, as can be demonstrated by figure 5 (opposite):



7. Our priorities setting out how CBC will meet our local targets

Preventing homelessness and reducing rough sleeping requires a broad and coordinated approach across both housing and related support services, including health services. Whilst some activities within this Action Plan relate directly to preventing homelessness and reducing rough sleeping (i.e. priorities 3 and 4), others focus on creating conditions that are necessary to improve our long-term housing stability. This in turn helps to reduce the risk of homelessness from occurring at all. These wider strategic priorities, and activities underpinning them, should therefore be viewed as collectively supporting the performance measures and targets as set earlier in this Action Plan.

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

The actions set out under this priority indirectly contribute to improving performance against CBC's homelessness and rough sleeping targets. Maximising the delivery of affordable housing will support our aims to prevent homelessness, reduce the use of temporary accommodation, and reduce rough sleeping.

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 s.106 acquisitions, Right to Buy buybacks, and land-led schemes	Ongoing through to 2028	Housing Development Manager
We will increase the supply of affordable housing	Delivery of Monkscroft school site (c.70 affordable homes) Start on site Completion	 2027/28 2029/30	Housing Development Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will increase the supply of affordable housing	Swindon Road (c.24 affordable homes) Started on site – Nov 2025 Completion	 2027/28	Housing Development Manager
We will increase the supply of affordable housing	Regents Village: s.106 site (70 affordable homes) Completion	 2026/27	Housing Development Manager
We will increase the supply of affordable housing	Overall affordable housing target of 100 affordable homes by Registered Providers and CBC across the Borough during 2026/27	March 2027	Senior Housing Enabling Officer Registered Providers
We will increase the supply of affordable housing	Golden Valley Reserved Matters planning permission for first phase southern parcel Bring Golden Valley land to the market for development Estimated delivery of the first affordable homes on northern parcel Estimated delivery of first affordable homes on southern parcel site	Complete Complete 2027/28 2028/29	Head of Development
We will identify use of commuted sums and Homes England grant	Identification of land and property that would not be viable for the	Regular review and allocation during 2026/27 and beyond	Head of Strategic Housing

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
funding to enable delivery of affordable homes that might otherwise be unviable.	delivery of affordable homes without the injection of commuted sums.		
We will progress a new Strategic and Local Plan	Development of a suite of Affordable Housing Policies Submission to the Secretary of State (Regulation 22) Hearings (Regulation 24) Inspector's final report (Regulation 25) Adoption (Regulation 26)	 November 2026 To be confirmed (subject to Planning Inspector Programme As above	Planning Policy Team 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	Complete	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	Review as needed in light of future acquisition programme	Ongoing	Property Services and Housing Development Team

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
acquisition of homes for affordable housing purposes			
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 implementation of First Homes	Complete	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	Complete	Housing Strategy & Enabling Cheltenham, Gloucester and Tewkesbury Affordable Housing Partnership
We will review our Affordable Housing Partnership of Preferred Registered Providers	Review further scope of Affordable Housing Partnership in light of new regulatory framework.	2028	Housing Strategy & Enabling Affordable Housing Partnership (CBC lead)
We will undertake a needs assessment of supported housing and exempt accommodation, with a view to informing a Supported Housing Strategy	Commission a needs assessment – completion by: Develop a supported housing strategy setting out how our future supported housing needs will be met	Winter 2026 Spring 2027	Housing Strategy & Enabling Manager County wide partnerships

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

The actions set out under this priority indirectly contribute to improving performance against CBC's homelessness and rough sleeping targets. Making best use of our existing housing and improving the quality of homes will support our aims to prevent homelessness (such as by reducing fuel poverty), which in turn will help to reduce the use of temporary accommodation, and reduce rough sleeping.

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 implement Wave 2.1 of the Social Housing Decarbonisation Project, improving the energy efficiencies of c.200 council-owned homes. Following a successful funding bid under the government's Warm Homes: Social Housing Fund (WH:SHF), we will implement energy improvements to a further 400 homes, including a proportion receiving low carbon heating systems.	Complete 2025-28	Climate, Flooding and Decarbonisation Manager/CBC's Technical & Investment Team
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)	Ongoing	Technical and Investment Team

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	Developers will be provided with the Climate Change Supplementary planning document to advise and guide on how to ensure new developments are low carbon.	Complete/now BAU	Planning team
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	Technical and Investment Team
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	26/27 (ongoing)	Private Sector Housing Team
We will provide higher quality CBC-owned homes that are safe and well-maintained	Stock condition survey on CBC homes	26/27 (ongoing)	Technical and Investment Team
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	2026/27 (and ongoing)	Housing Development Team
We will improve standards in the private sector	Making properties safe by exercising our duties and powers in relation to Cat 1 and 2 hazards, taking appropriate action as identified by the Housing Health and Safety Rating Scheme (HHSRS) in line with HHSRS	2026/27 (and ongoing)	Private Sector Housing Team

Goals and Actions	Targets and Milestones	Target Date	Lead/ Partnerships
	enforcement and operating guidance.		
We will improve standards in the private sector	Carrying out accreditation inspections on request as part of CBC's Fit for Rent initiative	2026/27	Private Sector Housing Team
We will improve standards in the private rented sector	We will maintain a full and competent workforce to meet the new regulatory duties within the Renters Reform Act.	2026/27	Private Sector Housing Team
We will make best use of our existing homes and reduce the number of empty homes in the Borough	Using our powers to deal with empty properties that cause a statutory nuisance. Working with partners to establish arrangements over deterrents to leave properties vacant and/or potential acquisition of long-term empty homes for use as affordable housing.	2026/27	Private Sector Housing Team
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	2026/27 (and ongoing)	Head of Housing Services

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

The actions set out under this priority directly contribute to improving performance against all of the Council's homelessness and rough sleeping targets. We will continue to explore the potential for expanding our provision of alternatives to Bed & Breakfast accommodation in Cheltenham, as well as the provision of long term, affordable private rented accommodation for larger families who are homeless. We will also implement a range of initiatives to tackle domestic abuse and to support survivors of domestic abuse, whilst also keeping under review protocol arrangements with key statutory partners, such as Children's Services in respect of care leavers and 16-17 year olds. In addition, we will continue to explore ways to help households access private rented accommodation, with potential support by way of deposit loans, etc.

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	Ongoing	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 (prelude to the government's up and coming new licensing standards)	2026/27 (and ongoing)	Revs & Benefits Team Private Sector Housing Housing Strategy and Options Teams

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)	Implement new licencing standards for supported housing and exempt accommodation	2027/28 (exact dates to be confirmed by MHCLG)	Private Sector Housing
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	(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	2026/27 (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)	2026/27 (year 3 of implementation)	Domestic Abuse Partnership - Outcomes Manager
We will ensure that appropriate accommodation and support services are available are	Commissioning, monitoring and keeping under review target hardening and sanctuary services. (New contract)	2026/27	Housing Strategy & Enabling Gloucestershire partnership

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
available for survivors of domestic abuse			
We will identify and respond to the housing needs of young people, including care leavers	Monitoring of outcomes arising from grant funding arrangements (New grant awarded to Nightstop to March 2027) Review potential new grant arrangements from April 2027	6 monthly Autumn/Winter 2026	Housing Options Manager Housing Options Manager
We will identify and respond to the housing needs of young people, including care leavers	Nightstop to pilot a range of initiatives as follows: - Supported lodgings scheme - Peer befriending project - Day stop service (providing intensive support and a safe space for young homeless people)	Ongoing Complete – now in operation Complete – now in operation	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	2026/27	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-	Complete	Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	informed approach is taken to evaluating housing needs		
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	2026/27 (and ongoing)	Housing Options Manager
We will identify and respond to the housing needs of applicants being discharged from prison or hospital	Monitor outcomes from both prison and hospital discharge referrals and review pathways	2026/27 (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	2026/27 (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	2026/27 (and ongoing)	Housing Options Manager
We will help homeless households access the private rented sector	In the event of our MHCLG allocated DHP funding running out, we will apply to MHCLG for approval to allocate funding from the council's Housing Revenue Account to top up Discretionary	As required	Revs & Bens Team/s151 Officer

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	Housing Payments for our council tenants		
We will seek to minimise placements into Bed & Breakfast Accommodation and time spent in inappropriate accommodation	Develop and implement a new Temporary Accommodation Policy Cabinet approval:	Autumn 2026	Housing Options Manager
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	Ongoing (New solutions found and in place, will be an ongoing review in light of increasing pressures.)	Housing Options Manager Head of Strategic Housing
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	Senior Housing Strategy & Enabling Officer
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 and develop new opportunities where funding allows, e.g.	2026/27 (and ongoing)	Head of Strategic Housing

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	Prevention initiative (private rented accommodation managed by DHI) Alternatives to B&B initiative via P3 Further development of CBC's Housing Options Service (review of functions, good practice and consistency in service provision)	Ongoing Ongoing 2026/27	
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	No more than 105 homelessness acceptances for 26/27	End March 2027	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 and Refugee Sponsorship Scheme and other related initiatives continues to be developed and remain effective in preventing homelessness	2026/27	Head of Strategic Housing 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 and implement changes	2026/27	Housing Options 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 commission new contract	Spring 2027	Housing Options Manager
We will ensure that systems and partnerships remain effective and	Work with voluntary agencies via our Housing & Support Forum and	Complete – rep from Inclusion Gloucestershire and a rep from	Housing Strategy & Enabling Officer

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
agile in the face of newly emerging challenges	involve people with lived experience in the forum to help shape future service delivery.	CBC Tenant Voice now attending. Now ongoing for continued development	

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

The actions set out under this priority directly contribute to improving performance against all of the Council's homelessness and rough sleeping targets. We will continue to implement a range of strategic and operational initiatives, from recommissioning of appropriate rough sleeping support and accommodation services, to developing improved ways of working with key partners, such as with supported housing providers.

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Recommissioning of Rough Sleeper Outreach and Support Service Monitoring and review of the service	Completed April 2026 Quarterly	County-wide Programme Management Group (CBC chair)
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Review service needs ahead of potential recommissioning of somewhere safe to stay hub Monitoring and review of service	2026/27 Quarterly	County-wide Programme Management Group (CBC chair)
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Review Enhanced Housing Support Service ahead of potential recommissioning of this service	2026/27	County-wide Programme Management Group (CBC chair)

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	Review and monitor performance	Quarterly	
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Utilising the government's Rough Sleeping Programme grant funding, increase our Housing First type provision within CBC-owned homes to up to 12 homes (subject to the number of individuals being supported through Housing First currently not in accommodation). Manage and maintain support provision, with continued funding to support the provision of a trauma-informed ACE support worker within CBC's housing management service	2027-29 2027-29	Housing Options Manager, P3 and CBC Housing Management Services
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Consider an options appraisal for current county-wide NSAP (Next Steps Accommodation Programmed) provision, ahead of any possible future commissioning post March 2027	2026-27	Strategic Housing Partnership Head of Strategic Housing
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Ensure gaps in accommodation based support are understood and inform future commissioning decisions understood – shaped both by our jointly commissioned Rough Sleeper Needs Assessment, and subsequent	2025-27 Complete Spring 2027	Strategic Housing Oversight Partnership Gloucestershire County Council Head of Strategic Housing Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	Supported Housing Needs Assessment		
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Utilising the government's Rough Sleeping Programme grant funding, create 2 new posts within CBC's Housing Interventions Team to provide greater emphasis on preventing rough sleeping from occurring or reoccurring.	Now and ongoing to winter 2026/27	Head of Strategic Housing Housing Options 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 Head of Strategic Housing
We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets	Monitoring and review and potential recommissioning of 'CHPSS' (Complex Homelessness Partnership Support Service) across key service areas, including somewhere safe to stay hubs, temporary & emergency accommodation, etc. from returning to the streets	Quarterly monitoring ahead of recommissioning options post 2027	Strategic Housing & Partnerships Manager Programme Management Group
We will strengthen pathways and specialist support services to prevent rough sleepers from returning to the streets	We will examine the potential for new homes to be acquired by a supported registered housing provider to increase the provision of low support/exempt accommodation in Cheltenham,	2027/28	Head of Strategic Housing Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	where current analyses of needs support this.		
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	2026/27 (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	2026/27 (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	2026/27 (and ongoing)	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)	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	2026/27 (and ongoing)	Housing Options Team
We will develop our emergency accommodation provision offer	Examine effectiveness of CCP's housing pod initiative and potential expansion, depending on availability of suitable sites and needs.	2026/27	Housing Strategy & Enabling Housing Options Service CCP

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will develop our emergency accommodation provision offer	Review and implement any changes to the Severe Weather Emergency Accommodation Protocol Commission services for delivery of SWEP	Complete for 2026 October 2026	Housing Strategy & Enabling County-wide homelessness operational partnership
We will enhance our operational partnerships to ensure that interventions are better coordinated	Develop bespoke multi-agency action plans for long-term rough sleepers, keeping progress under review	2026/27 (and ongoing)	Housing Options Team (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), having regard to MHCLG's rough sleeper risk assessment toolkit.	2026/27 (and ongoing)	Housing Strategy & Enabling 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 2026	Housing Options Manager
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	2026/27 (and ongoing)	Housing Options Manager, Partnership commissioners and providers

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

The actions set out under this priority indirectly contribute to improving performance against CBC's homelessness prevention, temporary accommodation and rough sleeping targets. In particular, the range of initiatives set out in this section to tackle the cost-of-living crisis (thereby helping to reduce the risk of debt and homelessness), supporting households with mental ill-health, and our continued focus on tackling anti-social behaviour all seek to provide a source of early homelessness prevention intervention.

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will help communities most affected by the cost-of-living crisis	Joint commissioning, monitoring and review of Warm & Well Services to support take-up of energy efficiency measures, etc.	2026/27 (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	2026/27 (and ongoing)	Partnerships and Research Officer
We will help communities most affected by the cost-of-living crisis	Review CBC's Advice and Inclusion Service (debt, benefits, financial inclusion and housing-rights advice) with a view to recommissioning this service Cabinet approval to tender: Retender: Award of contract: Service starts:	 Complete Autumn 2026 Winter 2026/27 1st April 2027	Head of Strategic Housing

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 Feed Cheltenham	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	Develop stronger partnership arrangements so as to improve awareness of CBH's Benefits & Money advice service	Ongoing	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	3 programmes: Summer, Winter Spring 2026/27 (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 2027 (and annually)	CBC- Partnership Team Leader
We will deliver initiatives to help prevent or alleviate mental ill-health	Via our Inclusion hub	2026/27 (and ongoing)	Community Investment Manager
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	2026/27 (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	2026/27 (and ongoing)	Head of Communities, Wellbeing & Partnerships 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	Targeting youth provision to ensure that support is provided at the right time to prevent issues from escalating: Engagement with young people	2026/27 (and ongoing)	Head of Community Services (housing management)
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	Ongoing	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	2026/27 (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.	2026/27 (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	Ensuring communities have opportunities to influence the shape of Golden Valley plans through effective and accessible engagement. Social Value Strategy to be approved by Cabinet and incorporated into the Development Agreement	Ongoing Complete	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	Asset Management Strategy Scoping work to inform proposals for potential investment, including community development/engagement in priority areas	2026/27 (and beyond)	Technical & Investment; Community Services, Development and Strategic Housing
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 Community Investment Plans	Ongoing to 2028	Community Investment Manager
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 dispersal accommodation within Cheltenham, ensuring relevant statutory partner agencies are involved, as necessary.	2026/27 (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.	2025/26	Head of Strategic Housing

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	Reviewing grant funding arrangements for CWR, the Police, and Adult Education (ESOL)	2026/27	Housing Strategy & Enabling
We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees	Monitor and review contract with GARAS for the provision of asylum seeker support services	Quarterly	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	2026/27 (and ongoing)	CBC's Lifeline Alarm Team, Hospital discharge and enablement teams, Housing, Health and Care NHS Gloucestershire/Gloucestershire County Council.
We will create opportunities for independent and healthy living for our vulnerable residents	Installation of keysafes for vulnerable people who don't have full lifeline service to help with hospital discharge or who are housebound.	2026/27 (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), subject to available funding.	2026/27 (and ongoing)	Head of Strategic Housing
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	2026/27 (and ongoing)	Private Sector Housing Team

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
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, via an Accessibility Register	2026-27	Housing Strategy & Enabling Head of Housing Services