



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

## **Action Plan update 2025**

## 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 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 Manager
We will increase the supply of affordable housing	Delivery of Monkscroft school site (c.70 affordable homes) Planning application Start on site Completion	Spring/Summer 2024 Summer 2026 Spring 2029	Housing Development Manager
We will increase the supply of affordable housing	Swindon Road (c.24 affordable homes)  Start on site Completion	Summer 2025 Spring 2027	Housing Development Manager
We will increase the supply of affordable housing	Manor Farm: s.106 site (70 affordable homes)  Completion	Spring 2028	Housing Development Manager

<b>Goals and Actions</b>	<b>Targets and Milestones</b>	<b>Target Date</b>	<b>Lead/Partnerships</b>
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 2025/26	March 2026	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 2025	Head of Development
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 2025/26 and beyond	Head of Strategic Housing
We will progress a new Strategic and Local Plan	Preferred Options, which will include new housing policies (regulation 19)  Remaining milestones to be confirmed, but should be in accordance with the published Local Development Scheme	Spring 2026	Planning Policy Team Housing Strategy & Enabling  Tewkesbury Borough Council  Gloucester City Council
We will produce a Cheltenham, Gloucester and Tewkesbury Affordable Housing Guidance Note	Agreement from Affordable Housing Partnership  Cabinet/Cabinet Member Approval	Autumn/Winter 2025  Spring 2026	Housing Strategy & Enabling Affordable Housing Partnership (CBC lead)

<b>Goals and Actions</b>	<b>Targets and Milestones</b>	<b>Target Date</b>	<b>Lead/Partnerships</b>
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 2025	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	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	2025-26	Housing Strategy & Enabling Cheltenham, Gloucester and Tewkesbury Affordable Housing Partnership

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will review our Affordable Housing Partnership of Preferred Registered Providers	Review further scope of Affordable Housing Partnership in light of new regulatory framework.	2026/27	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)	Start date under review, subject to capacity and expertise	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>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.</p>	<p>Autumn/Winter 2025/26</p> <p>2025-28</p>	Climate, Flooding and Decarbonisation Manager/CBC’s Technical & Investment Team

<b>Goals and Actions</b>	<b>Targets and Milestones</b>	<b>Target Date</b>	<b>Lead/ Partnerships</b>
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	CBC's Technical and Investment Team
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/now BAU	Planning teams
We will support CBC's aspiration for Cheltenham to be net zero carbon by 2030	SAP rating target 74.4	Spring 2026	Interim Services Improvement Lead
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	Interim Services Improvement Lead
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	25/26 (ongoing)	Private Sector Housing Team
We will provide higher quality CBC-owned homes that are safe and well-maintained	Commissioning of a new stock condition survey – to be completed by:	December 2025	Interim Services Improvement Lead
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	2025/26 (and ongoing)	Housing Development Team

Goals and Actions	Targets and Milestones	Target Date	Lead/ Partnerships
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 enforcement and operating guidance.	2025/26	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	2025/26	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 Bill.	2025/26	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.	2025/26	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	2025/26 (and 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	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	2025/26 (and ongoing)	Revs & Benefits 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	2025/26 (and ongoing)	Housing Options Team
We will work across partnerships to ensure there is a coordinated approach to supporting households with complex needs (including	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

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
mental ill-health and drugs & alcohol misuse)			
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	2025/26 (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)	2025/26 (year 2 of implementation)	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)	March 2026	Housing Strategy & Enabling Gloucestershire partnership
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  Review of service	Now embedded  2024/25 – reviewed and no further funding available.	Housing Options Manager
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)	6 monthly	Housing Strategy & Enabling Officer

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	Nightstop to pilot a range of initiatives as follows: <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>	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	25/26	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 2025	Housing Options Manager
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	2025/26 (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	2025/26 (and ongoing)	Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	rented accommodation, subject to available finance		
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	2025/26 (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 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	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 seek to minimise placements into Bed & Breakfast Accommodation and time spent in inappropriate accommodation	Target - no more than 3 households in B&B at any one time	End of each quarter	Housing Options Manager
We will work with partners to ensure we continue to support the Gloucestershire Armed Forces Covenant	Active monitoring of good practice guidelines so that local approaches remain aligned	Ongoing	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

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	<p>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.</p> <p>Prevention initiative (alternative accommodation) via DHI</p> <p>Alternative to B&amp;B initiative via P3</p> <p>Further development of CBC's Housing Options Service</p>	<p>2025/26 (and ongoing)</p> <p>Summer 2025</p> <p>Summer 2025</p> <p>Summer 2025</p>	Head of Strategic Housing
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	No more than 25 households in Temporary Accommodation for 25/26	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 110 homelessness acceptances for 25/26	End March 2026	Housing Options Service
We will ensure that systems and partnerships remain effective and agile in the face of newly emerging challenges	No less than 350 homelessness prevention and reliefs for 25/26	End March 2026	Housing Options Service
We will ensure that systems and partnerships remain effective and	Work with partners to ensure Ukraine and Refugee Sponsorship Scheme and other related initiatives	2025/26	Head of Strategic Housing Housing Options Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
agile in the face of newly emerging challenges	continues to be developed and remain effective in preventing homelessness		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	2025-26	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 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 and a rep from CBC Tenant Voice 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:  Re commissioning of Rough Sleeper Outreach and Support Service (subject to funding)	Quarterly  Complete	County-wide Programme Management Group (CBC chair)

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:  Recommissioning of somewhere safe to stay hubs (subj to funding)	Quarterly  2025/26	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  2025/26	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 2026	Complete  March 2026  2025-26	Head of Strategic Housing Head of Community Services
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Consider an options appraisal for current county-wide NSAP provision, ahead of potential future grant funding provision post March 2026	2025-26	Strategic Housing Partnership  Head of Strategic Housing

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
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 understood	2025-27	Strategic Housing Oversight Partnership Gloucestershire County Council Head of Strategic Housing
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Identify new funding opportunities for post March 2026, to facilitate the continued commissioning of rough sleeping services  Discussions/lobbying with MHCLG	Now and ongoing to winter 2025/26	Strategic Housing Partnership Head of Strategic Housing
We will work collaboratively across strategic partnerships to ensure the effective commissioning of services	Target of no more than 3 rough sleepers at any time	Weekly monitoring	Strategic Housing Oversight Partnership Housing Options Team
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	Integration of a new Multiple Disadvantage & Homelessness Outreach Team across key service areas, including somewhere safe to stay hubs, temporary & emergency accommodation, etc. from returning to the streets	Quarterly monitoring	Strategic Housing & Partnerships Manager Programme Management Group
We will strengthen pathways and specialist support services to	Strengthening pathways with probation services for those leaving	2025/26 (and ongoing)	Housing Options Team – (Senior Housing Interventions Officer)

<b>Goals and Actions</b>	<b>Targets and Milestones</b>	<b>Target Date</b>	<b>Lead/Partnerships</b>
prevent rough sleepers from returning to the streets	prison and at risk of homelessness/rough sleeping		
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	2025/26 (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	2025/26 (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.	2025/26	Housing Strategy & Enabling CCP
We will develop our emergency accommodation provision offer	Review of the Severe Weather Emergency Accommodation Protocol	Summer 2025	Housing Strategy & Enabling County-wide homelessness operational partnership
We will develop our emergency accommodation provision offer	Review effectiveness of the winter 24/25 SWEP provision pilot	Summer 2025	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	2025/26 (and ongoing)	Housing Options Team (and operational partners)

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
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)	2025/26 (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 2025	Housing Options/ 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	2025/26 (and ongoing)	Housing Options/Strategy & Enabling (commissioners and providers)

### 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)	2025/26 (and ongoing)	Head of Community Services (Housing Management)

<b>Goals and Actions</b>	<b>Targets and Milestones</b>	<b>Target Date</b>	<b>Lead/Partnerships</b>
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	2025/26 (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	2025/26 (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	2025/26 (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	2025/26 (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	2025/26 (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, and the Benefits and Money Advice service offers (via Community Investment plans)	2025/26 (and ongoing)	Head of Housing Services
We will help communities most affected by the cost of living crisis	Develop stronger partnership arrangements so as to improve	2025/26 (and ongoing)	Head of Housing Services

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	awareness of CBH's Benefits & Money advice service		
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 2025/26 (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 2026 (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	2025/26 (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	No Child Left Behind will deliver a year of youth action. The year will be a call to action for organisations to come together to empower young people in the town and work with them to make Cheltenham a better place for them to grow up in. It will have the following themes: <ul style="list-style-type: none"> <li>• Mental Health</li> <li>• Safety in the Community</li> <li>• Online Safety</li> <li>• Recreation</li> <li>• Engagement and inclusion</li> </ul>	2025	Head of Communities, Wellbeing & Partnerships  Communities Partnership

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
	<p>The year of youth action will focus on a handful of key projects:</p> <ul style="list-style-type: none"> <li>• Setting up a social media channel for young people</li> <li>• Delivering Party in the Park in August 2025</li> <li>• Community Changemakers</li> <li>• Scoping out a youth activity pass</li> <li>• Delivering youth work that meets local needs</li> <li>• Undertaking a review of how CBC meets national guidance on youth engagement via the Hear by Right Framework</li> </ul>		
We will deliver initiatives to help prevent or alleviate mental ill-health	Support of 'Heads Up' to promote understanding and breaking stigmas	2025/26	CBC Partnerships & Research Officer
We will deliver initiatives to help prevent or alleviate mental ill-health	Development of gardening projects for CBC tenants	2025/26 (and ongoing)	Tenancy Services Manager
We will deliver initiatives to help prevent or alleviate mental ill-health	Via our Inclusion hub	2025/26 (and ongoing)	Community Investment Manager
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	2025/26	Partnerships and Research Officer

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
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	2025/26 (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	2025/26 (and ongoing)	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	2025/26 (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	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	2025/26 (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.	2025/26 (and ongoing)	Housing Strategy & Enabling

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
We will embed Social Value and ensure that existing communities benefit from the economic opportunities generated by the Golden Valley Development	Working with partners, including schools and colleges, to help create opportunities for local communities:  A GV skills hub to be launched	Autumn 2025	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:  Social Value Strategy to be approved by Cabinet and incorporated into the Development Agreement	Ongoing  Complete	Head of Development
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	2025/26 (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	Implementation of Community Investment Plans:	Ongoing to 2028	Community Investment Manager

Goals and Actions	Targets and Milestones	Target Date	Lead/Partnerships
- ensure tenants are involved and engaged both in CBH and in the community			
We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees	Working with the Home Office and Clearsprings over the sourcing of contingency and dispersed accommodation within Cheltenham, ensuring relevant partner agencies are involved, as necessary.	2025/26 (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
We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees	Reviewing grant funding arrangements for GARAS and CWR	2025/26	Housing Strategy & Enabling
We will ensure Cheltenham continues to be a welcoming town of sanctuary for Asylum Seekers and Refugees	Implement new commissioning arrangements to provide support to asylum seekers, and to enable community integration	Autumn 2025	Head of Strategic Housing
We will create opportunities for independent and healthy living for our vulnerable residents	Promoting awareness and uptake of CBC's Lifeline Alarm Service	2025/26 (and ongoing)	CBC's Lifeline Alarm Team, Hospital discharge and enablement teams, Housing, Health and Care NHS Gloucestershire/Gloucestershire County Council.

<b>Goals and Actions</b>	<b>Targets and Milestones</b>	<b>Target Date</b>	<b>Lead/Partnerships</b>
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	Installation of keysafes for vulnerable people who don't have full lifeline service to help with hospital discharge or who are housebound.	2025/26 (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).	2025/26 (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	2025/26 (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, via an Accessibility Register	2025-26	Housing Strategy & Enabling Head of Housing Services