



Housing, Homelessness & Rough Sleeping Strategy 2018-23



Action Plan Update 2019

Outcome 1: Increasing the provision of affordable housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
<p>We will use the newly created housing supply working groups to oversee progress towards identifying sites and evaluating their suitability for acquisition and the delivery of affordable housing and private rented (PRS) accommodation</p>	<p>Pipeline of potential acquisitions land led schemes identified</p> <p>Target 25-50 Private Rented Homes delivered by end of year 1</p> <p>Delivery target of minimum 19 affordable homes of which a minimum of 10 will be 'additionality' (i.e. homes delivered over and above market forces alone)</p> <p>Delivery target of minimum 100 affordable homes, of which a minimum 70 will be 'additionality'.</p>	<p>Summer 2019 (and continuous review)</p> <p>Summer 2020</p> <p>2019/20</p> <p>2020/21</p>	<p>Lead Commissioner – Housing Services and Cheltenham Borough Homes via the following partnership arrangements:</p> <p>Cabinet Member Working Group Strategic Housing Delivery Group Housing Supply Review Group Operational Working Group</p>
<p>We will identify use of commuted sums and Homes England grant funding to enable delivery of affordable homes that might otherwise be unviable.</p>	<p>Identification of land and property that would not be viable for the delivery of affordable homes without the injection of commuted sums</p>	<p>Summer 2019 (and continuous review)</p>	<p>Lead Commissioner – Housing Services</p> <p>Cheltenham Borough Homes</p> <p>Other Registered Providers</p>
<p>We will oversee the financial model testing for the provision of PRS accommodation via Cheltenham Borough Homes prior to any loan approvals</p>	<p>Financial modelling agreed</p>	<p>Summer 2019</p>	<p>Lead Commissioner – Housing Services</p> <p>Cheltenham Borough Homes</p>
<p>We will ensure that appropriate</p>	<p>Cabinet Approval of any changes to</p>	<p>Autumn 2019</p>	<p>Lead Commissioner – Housing</p>

governance arrangements are in place to enable delivery	CBC-CBH Management Agreement and Articles of Association		Services Cheltenham Borough Homes
We will actively monitor development and show how CBC is delivering against housing requirement targets.	Via annual housing monitoring report	Winter 2020	Planning Policy
We will undertake a new Joint Core Strategy Housing Review	Pre- Submission Plan consultation Submission to the Secretary of State Examination Adoption	Summer 2020 Autumn 2020 Winter 2020/21 Winter 2021	Planning Policy Tewkesbury Borough Council Gloucester City Council
Member training and engagement activities identified which will be carried out on an annual basis	Timetable agreed Delivery of activities	Summer 2019 Spring 2020	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; we will also consider developing a buy-back policy if greater strategic focus is required for the acquisition of homes previously lost through right to buy.	Review	Winter/Spring 2019/2020	Lead Commissioner – Housing Services Property Services Cheltenham Borough Homes
We will ensure we have an up to	Commissioned Local Housing Needs	Winter 2019	Housing Strategy & Enabling

date understanding of housing needs across the Borough, including the needs of older and/or frail people to help inform future planning policy	Assessment Housing with Care Strategy	Summer 2019	Planning Policy Other district authorities Gloucestershire County Council/NHS
We will increase transparency for developers regarding our expectations over the delivery of affordable homes, thereby speeding up the negotiation process on 106 agreements	Supplementary Planning Document	2021-22	Affordable Housing Partnership (CBC lead)
We will explore opportunities for increasing provision of student accommodation to meet the anticipated growth in population	Policy position captured; now awaiting adoption of Cheltenham Plan	Spring 2020	Planning Policy

Outcome 2- Making best use of housing and improving our neighbourhoods

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	Completion of All Saints ward		Enforcement Manager
	Commencement on St Peter's Ward	Summer 2019	
We will seek to implement an Article 4 direction in the St Pauls Ward regarding HMOs	Public consultation	Summer 2019	Planning Policy
	Adoption	Summer 2020	
We will reduce the number of homes with Category 1 Health Safety Hazards by identifying properties	We will aim to increase the safety of more than 900 homes during 2019/20	Spring 2020	Enforcement Manager

and ensure appropriate action is taken			
We will improve standards in the private rented sector through the council's accreditation scheme 'Fit for rent'	The Enforcement team will continue to make accreditation inspections on request in 2019/2020. The charge for inspection will be kept at £300 for 2019/2020.	Ongoing	Enforcement Manager
We will reduce the number of empty homes in the Borough	We will proceed with negotiations to purchase vacant properties by identifying and formally agreeing the negotiation procedures and formalising funding arrangements, including potential acquisition via the HRA and use of commuted sums Options for use of Compulsory Purchase Orders (CPOs) will continue to be explored on bringing the most difficult properties back into use We will aim to bring 35-40 empty homes back into use during 2019/20	2019/20 Spring 2020	Enforcement Manager
We will regularly monitor and review performance of the jointly commissioned Warm & Well scheme	Aim for c.40 energy efficiency measures to be implemented, with potential savings estimated to be c.£10,000 to those households benefiting	Spring 2020	Enforcement Manager
We will install new more thermally efficient windows and doors throughout all of our council homes	Completion of door renewal programme Completion of window replacement programme	Spring 2020 Spring 2021	Cheltenham Borough Homes – Head of Technical & Investment Services
We will improve the energy	c. 1000 remaining homes to have	Spring 2021	Cheltenham Borough Homes – Head

<p>performance of our council homes</p>	<p>boilers replaced over the following 2 years</p> <p>We will implement the Cornish property improvement plan (Midwinter and Elmfield Avenue)</p> <p>We will provide individual support to tenants in relation to their energy usage, bills and savings where they are referred by their Tenancy Management Officer or the Benefits and Money Advisor to ensure that their properties are effectively insulated</p> <p>We will review the communal heating systems in some of our sheltered housing schemes, with a view to improving their reliability and efficiency.</p> <p>Average SAP rating target to increase to 72.2</p> <p>All homes will have a minimum SAP rating of 60</p>	<p>Autumn 2020</p> <p>Ongoing</p> <p>Spring 2020</p> <p>Spring 2020</p> <p>Spring 2020</p>	<p>of Technical & Investment Services</p>
<p>We will implement an Asset Management modelling toolkit to understand the Net Present Value of our council homes, to enable the council to make more informed decisions about future investment</p>	<p>Re-testing following install new QL Housing Management system</p>	<p>Spring/Summer 2020</p>	<p>Cheltenham Borough Homes – Head of Technical & Investment Services</p>

options of our council homes.			
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	Identified as part of Capital Investment Programme % of dwellings deemed non-decent target: 0.35%	Ongoing Spring 2020	Cheltenham Borough Homes – Head of Technical & Investment Services
We will undertake a commissioning review to help inform future investment decisions regarding our sheltered housing dwellings	Options appraisal of the poorest performing two or three sheltered schemes Options for the warden call replacement will be consulted on and a decision made. Implement a programme for the upgrade of communal finishes on remaining schemes.	Spring 2020 Spring 2020 Spring 2020	Cheltenham Borough Homes – Head of Technical & Investment Services
We will review our Help to Move Scheme to incentivise downsizing	Review of outcomes of pilot in September 2019 with possible extension of pilot to January 2020, supported by a further review	Autumn/Winter 2019/20	Cheltenham Borough Homes – Head of Housing Services

Outcome 3A - Tackling Homelessness

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
We will work with CBH's Housing Options Team to ensure new funding opportunities are directed into initiatives that are effective and	Review of outcomes against existing funding commitments Cabinet approval of new funding	Autumn 2019 Winter 2020	Lead Commissioner – Housing Services CBH - Housing Options Team

<p>deliver value for money</p>	<p>arrangements</p> <p>48 homelessness acceptances 275 positive homelessness prevention and reliefs</p> <p>23 households in Temporary Accommodation (of which no more than 5 will be in B&B).</p>	<p>2019/20</p> <p>2019/20</p> <p>31st March 2020</p>	
<p>We will work in partnership with other districts to aid the delivery of new services to support homeless households accessing PRS accommodation (subject to relevant funding bid requirements being met)</p>	<p>Partnership Agreement in place</p>	<p>Summer 2019</p>	<p>Housing Strategy & Enabling</p> <p>District Authorities across Gloucestershire</p>
<p>We will review the Homeseeker Plus Choice Based Lettings Allocations Scheme</p>	<p>Consultation with stakeholders Cabinet approval of changes to policy</p>	<p>Summer 2019 Autumn 2019</p>	<p>Lead Commissioner – Housing Services/Housing Strategy & Enabling</p> <p>CBH - Housing Options Team</p> <p>Other district authorities across Gloucestershire</p>
<p>We will work with CBH Housing Options and low-level accommodation based support providers to ensure the implementation of fair and effective pathways to independent living.</p>	<p>Review of working practices against agreed KPIs</p>	<p>Autumn 2019 and Spring 2020</p>	<p>Lead Commissioner – Housing Services/Housing Strategy & Enabling</p> <p>Accommodation Based Support Providers</p>

			CBH – Housing Options Team
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 term of 3 year grant (2018-21)	Housing Strategy & Enabling
We will work collaboratively with our partners in the recommissioning of Accommodation Based Support services	Services recommissioned	Spring 2020	Housing Strategy & Enabling Gloucestershire County Council District Authorities
We will tackle debt and benefit issues and support financial and digital inclusion, and the provision of independent housing rights advice	We will monitor, review and consider future delivery options for debt, benefits and housing rights advice	Autumn 2019	Lead Commissioner – Housing Services
We will seek to ensure agencies comply with the new Duty to Refer requirements	Review via the quarterly Housing & Support Forum meetings	2019/20	Housing Strategy & Enabling CBH – Housing Options Team Members of Housing Support Forum
We will ensure that we make best use of Discretionary Housing Payments to support households who are in a short term crisis	Review outcomes from new protocol arrangements agreed between CBH – Housing Options Team and CBC – Revenue Benefits Team Ongoing awareness raising and sharing of outcomes/expenditure to date via Housing Support & Forum	Quarterly performance meetings Quarterly partnership meetings	Housing Strategy & Enabling CBH – Housing Options Team CBC – Revenue Benefits Team
In the event of our MHCLG allocated DHP funding running out, we will apply for the MHCLG for approval to allocate funding from the council's	Regular review of spend against budget	Ongoing	s.151 officer/ Head of Revenues and Benefits Housing Strategy & Enabling

Housing Revenue Account to top up Discretionary Housing Payments for our council tenants			Cheltenham Borough Homes
We will develop alternative accommodation options for care leavers and ensure consistency for care leavers across the six districts	We will review the Southwark Protocol (joint working arrangements between the county and district councils for homeless 16-17 year olds	Autumn 2019	CBH – Housing Options Team District Authorities Gloucestershire County Council
We will work towards complying with the Chartered Institute of Housing's 'Making a Stand' initiative to support victims of domestic abuse	Key initiatives implemented, as part of the pledge	Autumn 2019	CBH – Community Services
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 of existing pathways	2020-21	CBH – Housing Option Team
We will build positive relations with quality care mental health services to support a joined-up approach to safeguarding.		Spring 2020	CBH – Community Services
Cheltenham Housing Aid Centre will actively seek funding to ensure their Doorway Project (which offers specialist housing advice to vulnerable people suffering with substance and/or alcohol abuse) can continue	Funding opportunities identified	Spring 2020	CHAC

Outcome 3B – Tackling Rough Sleeping

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
<p>We will work collaboratively with partners to ensure recently awarded funding opportunities are implemented effectively across the borough, by reviewing outcomes. This includes the rolling out of additional funding for:</p> <p>Somewhere safe to stay and navigator funding (Safe places to bring people off the streets and undertake assessments to connect to correct housing options/support services for those with complex needs/co-existing conditions)</p> <p>Assertive Outreach services to support rough sleepers into accommodation</p> <p>ActionGlos – supporting entrenched rough sleepers to live independently and into training, education or employment</p>	<p>Monthly partnership meetings Quarterly reviews</p> <p>Rough sleeper estimate/count: 5 or under</p> <p>Regular reviews of outcomes</p>	<p>2019/20</p> <p>Autumn 2019</p> <p>Ongoing to summer 2021</p>	<p>Housing Strategy & Enabling</p> <p>District Authorities and County Council</p> <p>Clinical Commissioning Group/health</p> <p>Police and Crime Commission</p> <p>CHIG and CHIG + county-wide partnerships</p> <p>P3 Pivotal Homelessness Coordinator Housing Strategy & Enabling</p>
<p>We will seek to ensure future funding opportunities are actively sourced.</p>	<p>As opportunities arise these will be picked up via monthly partnership meetings</p>	<p>2019/20</p>	<p>Housing Strategy & Enabling</p> <p>District Authorities and County Council</p> <p>Clinical Commissioning Group/health</p>

			Police and Crime Commission
We will review outcomes from last winter's SWEP (severe weather protocol) and agree any necessary adjustments ahead of 2019/20 winter	Approach to winter 2019/20 SWEP agreed	Summer 2019	Housing Strategy & Enabling District Authorities
We will support the Assertive Outreach Team in coordinating an annual count or estimate of the number of people rough sleeping throughout Cheltenham	Mechanism agreed with partners on this year's street count	Autumn 2019	Housing Strategy & Enabling District authorities P3

Outcome 4 – Improving the health and wellbeing of our communities

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD (in bold) / PARTNERSHIPS
We will ensure that future communities established on the strategic urban extensions are cohesive and sustainable.	Review and new evaluation of Preferred Registered Provider arrangements	Autumn 2020	Lead Commissioner – Housing Services
	Local Lettings Plan agreed	Spring 2020	Tewkesbury & Gloucester District Authorities Preferred Registered Providers
We will review viability options for the potential regeneration of homes in the west of Cheltenham	More detailed financial appraisals	Spring 2020	Lead Commissioner – Housing Services Cheltenham Borough Homes

We will review existing lettings plans to ensure that an appropriate balance is being achieved between meeting housing need and ensuring communities are cohesive and sustainable	Lettings Plans reviewed	Winter 2019	Housing Strategy & Enabling CBH – Community Services
We will support the implementation of ‘Welcome to the Future – A local model for building socially sustainable communities’ as a model for social sustainability	We will explore how we can incorporate this model within a future Supplementary Planning Document	2020/21	Housing Strategy & Enabling Planning Policy
We will, through our emerging growth plan, identify ways we can support skills and training across the borough	Creation of a Growth Board for Cheltenham and its development of a Business Plan	2019/20	Director of Planning
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	6 monthly Community Investment Impact reports	2019 - 2021	CBH – Community Services
We will promote awareness and take up of the council’s Lifeline Alarm Service	Range of promotion initiatives implemented throughout the year Introduction of an internet based application process	2019/20	Enforcement Manager
We will promote the awareness and uptake of assistive technology to	Implementation of the Vibby falls detector	2019/20	Enforcement Manager

<p>help improve the wellbeing, safety and independence of residents in Cheltenham</p>	<p>Pilot and review outcomes of GPS tracking pendants</p>	<p>2019/20</p>	
<p>We will work with key partners on a developing a range of initiatives that supports independent living</p>	<p>Evaluation of outcomes from the Hospital Discharge Support post</p> <p>We will launch a project to look at supporting people with hoarding issues within CBC properties</p> <p>We will explore the potential for Health Impact Assessment Toolkit to be introduced to assist developers in their plans for delivering homes on large sites</p> <p>We will review outcomes of the recently launched Home sharing scheme, where an older person can share their house with a young person in return for 10 hours of support a week.</p> <p>We will undertake research to identify new ways by which active communities can be developed which support people to live independently in line with the Gloucestershire Integrated Care System Aim – i.e. to support people to stay healthy and independent and develop active communities that promote prevention/ self-care.</p>	<p>Winter 2019</p> <p>Winter/Spring 2020</p> <p>2020</p>	<p>Gloucestershire County Council/health</p> <p>Gloucestershire County Council/health CBH – Community Services</p> <p>Gloucestershire County Council/health District Authorities Lead Commissioner – Housing Services Planning Policy</p> <p>Gloucestershire county council/health District Authorities</p> <p>Gloucestershire county council/health</p> <p>District Authorities</p>

<p>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</p>	<p>The DFG Forum will continue to develop a Hub and Spoke approach to bring the 6 districts together</p>	<p>2019/20</p>	<p>District Authorities Gloucestershire county council/health</p>

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