



Housing, Homelessness & Rough Sleeping Strategy 2018-23



Action Plan Update 2020

Outcome 1: Increasing the provision of affordable housing

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
<p>We will use our 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 106 acquisitions and land led schemes identified</p> <p>New Development & Regeneration Strategy in place to help inform priorities for delivery of new homes</p> <p>Target 25-50 Private Rented Homes delivered (currently on pause while impact on the market is understood following COVID-19 pandemic)</p> <p>Delivery target of 70 affordable homes of which it is anticipated that <u>all</u> will be 'additionality' (i.e. homes delivered over and above market forces alone).</p>	<p>Ongoing through 2020/21 and beyond</p> <p>2020/21</p> <p>Review target during 2020/21</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 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</p>	<p>Identification of land and property that would not be viable for the delivery of affordable homes without the injection of commuted</p>	<p>Regular review and allocation during 2020/21</p>	<p>Lead Commissioner – Housing Services</p> <p>Cheltenham Borough Homes</p>

otherwise be unviable.	sums		Other Registered Providers
We will ensure that appropriate governance arrangements are in place to enable delivery	Cabinet Approval of any changes to CBC-CBH Management Agreement and Articles of Association, if required.	2020/21	Lead Commissioner – Housing Services
	Review/clarify roles and responsibilities across CBC-CBH to support agility	2020/21	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	Draft Plan (reg.18)	Winter 2020	Planning Policy
	Pre-Submission (reg. 19)	Summer/Autumn 2021	Tewkesbury Borough Council
	Submission to SoS	Winter 2021	Gloucester City Council
	Adoption	2022	
Member training on planning, and engagement activities identified which will be carried out on an annual basis	Timetable agreed Delivery of activities (NB - monthly member training schedule arranged but Covid-19 has made this challenging)	Start in Summer 2020, ongoing training	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	2020/21	Lead Commissioner – Housing Services Property Services Cheltenham Borough Homes
We will ensure we have an up to			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	Housing with Care Strategy	Summer 2020	Planning Policy Other district authorities Gloucestershire County Council/NHS
	Housing with Care District-focused Place-based Plans	2021/22	
We will increase transparency for developers regarding our expectations over the delivery of affordable homes, thereby speeding up the negotiation process on s106 agreements	Affordable Housing Supplementary Planning Document:	2021-22	Affordable Housing Partnership (CBC lead)
	Consultation Adoption – full council	2021 2021/22	
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	Summer 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	Data collection completed and commencement of St Peter's Ward survey	2020/21	Enforcement Manager
	Prepare for St Pauls Ward Survey and associated data collection in connection with article 4 direction requirements.	2020/21	Enforcement Manager
We will seek to implement an Article 4 direction in the St Pauls Ward regarding HMOs	Adoption	Summer 2020	Planning Policy
We will reduce the number of homes with Health & Safety Hazards by	We will aim to increase the safety of more than 700 homes during	March 2021	Enforcement Manager

identifying properties and ensure appropriate action is taken	2020/21		
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 2020/2021. The charge for inspection will be kept at £300 for 2020/2021.	Ongoing	Enforcement Manager
We will reduce the number of empty homes in the Borough	We will establish joint protocol arrangements with CBH over the potential acquisition of long term empty homes for use as affordable housing.	Summer 2020	Enforcement Manager
	We will review internal resourcing with a view to increasing our focus on reducing the number of long term empty homes.	Summer 2020	Enforcement Manager
	Options for use of Compulsory Purchase Orders (CPOs) will continue to be explored on bringing the most difficult properties back into use in conjunction with formalised negotiation procedures.	Ongoing	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 2021	Enforcement Manager
We will install new more thermally efficient windows and doors throughout all of our council homes	Completion of door renewal programme	2020/21	Cheltenham Borough Homes – Head of Technical & Investment Services
	Completion of window replacement	Spring 2022	

	programme		
We will improve the energy performance of our council homes	<p>c. 1000 remaining homes to have boilers replaced.</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>SAP rating target 73</p> <p>All homes will have a minimum SAP rating of 60</p>	<p>Spring 2021</p> <p>Ongoing</p> <p>Spring 2023</p> <p>Spring 2024</p>	Cheltenham Borough Homes – Head of Technical & Investment Services
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 options of our council homes.	Re-testing following installation of new QL Housing Management system – implementation now 2021	Spring/Summer 2021	Cheltenham Borough Homes – Head of Technical & Investment Services
We will maintain compliance with the Decent Homes Standard and consider potential options for the remaining non-traditional builds with a view to progressing with the most appropriate solutions	<p>Identified as part of Capital Investment Programme</p> <p>% of dwellings deemed non-decent target: 0.25%</p>	<p>Ongoing</p> <p>Spring 2021</p>	Cheltenham Borough Homes – Head of Technical & Investment Services
We will undertake a commissioning review to help inform future investment decisions regarding our	Options appraisal of the poorest performing two or three sheltered schemes	timeline under review	Cheltenham Borough Homes – Head of Technical & Investment Services

sheltered housing dwellings	Implementation of a new warden call system	Spring 2021	
	Implement a programme for the upgrade of communal finishes on remaining schemes.	Spring 2021	
We will review our Help to Move Scheme to incentivise downsizing	Pilot relaunched April 2020 for a further 12 month period.	March 2021	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, and partners across the county, to keep under review emerging pressures and identify potential solutions to the increase in homelessness arising from COVID-19	Regular analysis of needs via county wide homelessness cell Potential allocation/Reallocation of funding	Ongoing – to be kept under review during 2020/21	Lead Commissioner – Housing Services CBH – Housing Options Team District Authorities across Gloucestershire Gloucestershire County Council Public Health
We will create 2 new posts within the Housing Options Service to deepen the early intervention homelessness prevention offer for residents at risk of homelessness	Funding allocation agreed (using MHCLG windfall funding) via Cabinet	June 2020	Lead Commissioner – Housing Services CBH – Housing Options Team
We will work with CBH's Housing Options Team to ensure any additional MHCLG funding	Approval of new funding arrangements	Winter 2020/21	Lead Commissioner – Housing Services

opportunities are directed into homelessness prevention initiatives	Target: 70 homelessness acceptances 340 positive homelessness prevention and reliefs 23 households in Temporary Accommodation (of which no more than 5 will be in B&B).	2020/21 31 st March 2021	CBH - Housing Options Team
We will continue to work in partnership with other districts to support homeless households access PRS accommodation through the PRS Access Fund	Partnership Agreement in Place	Autumn 2020	Housing Strategy & Enabling District Authorities across Gloucestershire CBH – Housing Options Team
We will review the Homeseeker Plus Choice Based Lettings Allocations Scheme	Consultation with stakeholders Approval of changes to policy	2020/21	Lead Commissioner – Housing Services/Housing Strategy & Enabling CBH - Housing Options Team Other district authorities across Gloucestershire
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.	Review of working practices against agreed KPIs	Ongoing	Lead Commissioner – Housing Services/Housing Strategy & Enabling Accommodation Based Support Providers CBH – Housing Options Team
We will regularly monitor the outcomes of the grant funded	6 Monthly Monitoring Meetings	Ongoing throughout term of 3 year grant (2018-21)	Housing Strategy & Enabling

Gloucestershire Nightstop service in terms of its provision of emergency accommodation for young people.			
We will review grant funding arrangements with Gloucestershire Nightstop prior to the end of the current grant funding period	Review conditional offer of grant and associated KPIs and ensure any necessary approvals are in place for its continued funding, if appropriate.	March 2021	Housing Strategy & Enabling
We will monitor Cheltenham Borough Homes' delivery of the council's Housing Options Service to ensure it is supporting key outcomes and increase its transparency/accountability	Quarterly performance meetings Agreed reporting format for dissemination to agencies within the council's Housing & Support Forum	Ongoing Ongoing	Housing Strategy & Enabling Lead Commissioner – Housing Services CBH - Housing Options Team Housing & Support Forum
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/winter 2020	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	2020/21	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	2020/21	CBH – Housing Options Team District Authorities Gloucestershire County Council
	Clarity of offer via updated Homeseeker Plus Policy	2020/21	
	Review of working practices generally, following Care Leavers Conference in Spring 2020.	2020/21	
We will ensure we remain compliant 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	ongoing	CBH – Community Services
We will work with Housing Options and other partners to ensure delivery of the MHCLG 2020-2021 funding 'to support victims of DA and their children within safe accommodation'		Autumn 2020	CBH – Housing Options Team Housing Strategy & Enabling Gloucestershire County Council District Authorities
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		ongoing	CBH – Community Services

to support a joined-up approach to safeguarding.			
Cheltenham Housing Aid Centre will actively seek funding to ensure their Doorway Project (which offers specialist housing advice to vulnerable people) can continue	Funding opportunities identified	Spring 2021	CHAC
Cheltenham Housing Aid Centre will deliver life skill workshops to people who are ready to live independently and who currently live in supported housing.	Funding secured	March 2021	CHAC/Supported housing providers
Cheltenham Housing Aid Centre will seek to identify other partnerships that may benefit from the life skill workshops	Secure key partners	March 2021	CHAC/Other potential users of the service.

Outcome 3B – Tackling Rough Sleeping

ACTION	TARGETS OR MILESTONES	TARGET DATE	LEAD/ PARTNERSHIPS
We will work with CBH’s Housing Options Team, and partners across the county, to keep under review emerging pressures and identify potential solutions to the increase in risk of rough sleeping arising from COVID-19	Weekly analysis of needs via county wide homelessness cell	Ongoing – to be kept under review	Lead Commissioner – Housing Services
	Allocation/Reallocation of funding	Summer/Autumn 2020	CBH – Housing Options Team District Authorities across Gloucestershire
	Agreement with Registered Providers for potential Housing Led model, using social housing.	Summer/Autumn 2020	
	Other pathways and opportunities explored via county-wide housing	Ongoing through 2020/21	Gloucestershire County Council Public Health

	supply cell and complex case cell.		
<p>We will work collaboratively with partners to ensure previously awarded funding is 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>2020/21</p>	<p>Housing Strategy & Enabling</p> <p>District Authorities and County Council</p>
	<p>Rough sleeper estimate/count: 5 or under</p>	<p>Autumn 2020</p>	<p>Clinical Commissioning Group/health</p> <p>Police and Crime Commission</p> <p>CHIG and CHIG + county-wide partnerships</p>
	<p>Regular reviews of outcomes</p>	<p>Ongoing to summer 2021</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>2020/21</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>

We will review outcomes from the 2019/20 (severe weather emergency protocol) and agree any necessary adjustments ahead of winter 2020/21	<p>Approach to winter 2019/20 SWEP agreed</p> <p>To incorporate feedback about Homeless Link recommendations.</p> <p>Potential for a summer section to be added</p>	Autumn 2020	<p>Housing Strategy & Enabling</p> <p>District Authorities</p>
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 2020	<p>Housing Strategy & Enabling</p> <p>District authorities</p> <p>P3</p>
We will work collaboratively with partners on the recommissioning of the countywide homeless assertive outreach services and county homelessness coordinator post	Future service model and funding requirements agreed	Winter 2020	<p>County Homelessness Coordinator/Housing Services Districts and County Council Clinical Commissioning Group Police and Crime Commissioners Office</p> <p>CHIG and CHIG + county-wide partnerships</p>
We will review the outcomes of ActionGlos (SIB) to support entrenched rough sleepers to live independently and into training, education or employment	Regular reviews of outcomes	Ongoing to summer 2021	<p>P3</p> <p>Pivotal</p> <p>County Homelessness Coordinator</p> <p>District Authorities</p>
We will support the implementation of Billy Chip, in line with Council's motion of 23 rd March 2020	Include BA Hope foundation/relevant partners within Cheltenham's Housing & Support Forum for the sharing of new ideas	Ongoing	Housing Strategy & Enabling

	Increase Billy Chip's profile by providing space on the council's website listing venues and other relevant information	Reviewing timing in light of covid-19	
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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 Tewkesbury & Gloucester District Authorities Preferred Registered Providers
We will review viability options for the potential regeneration of homes in the west of Cheltenham	Development & Regeneration Strategy More detailed financial appraisals to follow	Summer 2020 under review	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 and updated	Autumn 2020	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	We will explore how we can incorporate this model within a future Affordable Housing Supplementary Planning Document	2021/22	Housing Strategy & Enabling Planning Policy

for social sustainability			
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	2020	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 be the district housing representative on the Gloucestershire Mental Health and Wellbeing Partnership Board. This will support the implementation and awareness of the Gloucestershire Mental Health & Wellbeing Strategies and action plans including the Mental Health Crisis Care Concordat and the Gloucestershire Suicide Prevention Action Plan.	Regular review of outcomes	Quarterly Partnership Meetings	Housing Strategy & Enabling Gloucestershire County Council District Authorities
We will promote awareness and take up of the council's Lifeline Alarm Service	Range of promotion initiatives implemented throughout the year. Promotion of self-installation process enabling the service to	2020/21	Enforcement Manager

	<p>expand its customer base.</p> <p>Move current paper based customer data file to an electronic format within Uniform or other.</p> <p>Introduction of an internet based application process, following initial mapping exercise.</p>	2020/21	Enforcement Manager
We will promote the awareness and uptake of assistive technology to help improve the wellbeing, safety and independence of residents in Cheltenham	<p>New Hospital discharge trials in conjunction with Hospital discharge Teams.</p> <p>Trial of sim only Lifeline units to enable customer without landlines access to the service.</p> <p>Upgrade existing customers from Lifeline 400 units to new digitally compatible units in preparation to the digital switch over.</p>	2020/21	Enforcement Manager
We will work with key partners on a developing a range of initiatives that supports independent living	<p>Evaluation of county-wide Frailty Housing Officer (with a view to quantifying savings to health and social care system)</p> <p>We will work collaboratively with health and social care on continuing to deliver a pilot project, looking at supporting 10 residents with hoarding issues within CBC properties.</p>	<p>2020/21</p> <p>Summer 2021</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</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	2020/21	Planning Policy Gloucestershire county council/health District Authorities
	We will continue to promote the Home sharing scheme, where an older person can share their house with a young person in return for 10 hours of support a week, with a view to increasing the number of pairs during 2020/21.	2020/21	Gloucestershire county council/health District Authorities
	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.	2020/21 (and ongoing)	
	We will explore the use of Better Care Funding to enable the creation of additional older peoples' community hubs within two of CBC's sheltered housing schemes	2020-2021	Lead Commissioner – housing services Head of Communities – CBH
We will facilitate large scale adaptations through the availability of means tested Disabled Facilities	The DFG Forum will continue to develop a Hub and Spoke approach to bring the 6 districts together	2020/21	District Authorities Gloucestershire county council/health

Grants and work with districts and Gloucestershire County Council to bring about a more consistent approach to how adaptations are provided across the county			
We will invest in improvements to the stock of park homes in the county, including Cheltenham	Insulate 87 homes across the county (10 within Cheltenham) using the additional DFG funds agreed by the DFG forum.	2020/21	District councils, County council, Health, Severn Wye Energy Agency
We will increase support for people receiving treatment for cancer re benefits advice	Ongoing funding and monitoring outcomes of a CAB adviser in Cheltenham General Hospital	2020/21	District councils, County council, Health, CAB