

Housing Strategy Delivery Plan 2022 – 2027

Progress Update 2024-2025

The preceding progress report (covering the period 2023-2024) is published on the Council's website - [Housing Strategy Delivery Plan \(cbccrmdata.blob.core.windows.net\)](https://cbccrmdata.blob.core.windows.net)

1. Supply – ‘We will increase the supply of quality affordable homes’

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it	Progress 24/25
Deliver Market and Affordable Housing to meet housing need and demand	Produce a new Local Plan which follows the National Planning Policy Framework. Ensure that the Local Plan meets the requirements of the Housing and Planning Act 2016 with regards to the provision of starter homes and custom and self build homes.	Ensure the Council's planning policies are updated to provide a robust basis for guiding future growth in the City.	Spring 2022	CCC Planning Policy Team	Section 1 of the Local Plan was adopted by Colchester City Council (CCC) in 2021. Section 2 (which provides the policy framework, site allocations and development management policies up to 2033) was adopted by CCC on 4 July 2022. It is a requirement to review and update a Local Plan every 5 years. The Local Plan Review commenced in autumn 2023 and work is currently ongoing. Adopted Local Plan Policy DM8: Affordable Housing requires that '30% of new dwellings (including conversions) on housing developments of 10 or more dwellings in urban areas and above 5 units in designated rural areas, should be provided as affordable

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	Work in partnership with Parish Council's, the Rural Community Council of Essex (RCCE), Registered Providers and private developers to enable the delivery of affordable housing in rural areas. Ensure that the planning policy framework for the proposed Garden Communities provides for a mix of housing types and tenures including self- and custom-build and includes a minimum of 30% affordable housing which will be phased through the development	Delivery of more affordable housing in rural areas of Colchester	2022-27 2022	CCC Housing Strategy Team, Parish Councils, RCCE, RPs and private developers CCC Planning Policy Team	housing.' Local Plan Policy DM10: Housing Diversity recognises that housing developments must provide a range of housing types that can accommodate a range of different households, including families, single persons, older persons, those with care and/or support needs, and low-income households. Colchester City Council (CCC) continue to meet regularly with Registered Providers (RP), developers and the RCCE. The RP Forum was reinstated during 23/24 and continues to be well attended. CCC continue to offer support pre planning and throughout the planning process to influence the delivery of affordable housing to meet households most in need. A Local Housing Needs Assessment was commissioned by the CCC Planning Team and published in

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					November 2024. The report provides valuable insight into the Housing need across Colchester, which will be used to evidence the required need for tenure types and size of affordable housing on developments. The Tendring Colchester Borders Garden Community Development Plan Document (DPD) was adopted in 2025 and sets out more detailed policy and requirements to guide development proposals in the Garden Community. The DPD contains a policy for meeting housing need including at least 30% affordable housing.
Work in partnership with Developers and Housing Associations to maximise the supply of affordable housing on new developments	Implement Colchester's Local Plan which seeks 30% of all new homes to be affordable on sites with over 5 homes in rural areas and more than 10 in urban areas. Support and promote government initiatives for first-time buyers. Research and identify the process for the implementation of the First Homes initiative for Colchester Continue to purchase ex local authority properties through the Acquisition programme (using right to buy receipts) to increase the supply of affordable housing	Affordable housing supply target of 380 affordable Council and Housing Association homes is met (by 2023) Different ways of delivering affordable housing explored and successfully implemented	2022-2027	CCC –Housing Strategy Team, Development Team, Planning Officers, Registered Providers	During 2024-25 a total of 128 affordable homes were delivered including: Registered Providers via S106 (affordable rented and shared ownership) = 69 homes and CCC New Build & Acquisition Programme = 59 homes. Each planning application is reviewed, and a policy compliant scheme requires a minimum of 30% Affordable Homes to be delivered, unless evidenced otherwise. Out of the 30%, CCC adopts a policy of 80% minimum for Affordable Rent/Social Rent and no more than 20% homeownership affordable

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	Influence the allocation of S106 contributions to ensure the delivery of affordable housing is maximised not compromised Ensure a balance is reached between delivering new homes and the need for affordable housing by considering viability. Consider if commuted sums can be used to deliver affordable housing elsewhere in the city Explore how we can use the Affordable Housing New Homes Bonus to increase the supply of housing Work with Registered Providers to seek Homes England funding to help deliver more affordable units on new schemes				products. The council has been open to negotiating this mix if it ensures that developments are viable. The tenure totals for 24/25 were: Social Rent – 15 Affordable Rent – 91 Shared Ownership – 18 Sheltered Housing - 4 CCC continues to buy back ex local authority properties via its Acquisition programme. CCC purchased (or “acquired”) using HRA funding and RTB receipts a total of 27 properties within the 2024 - 2025 financial year through the Programme. The properties included: 4 x 1 bed flats, 4 x 2 bed flats/maisonettes, 17 x 3 bedroom houses and 2 x 4 bed houses.
Understand and identify housing needs in terms of number, size, tenure, quality of properties and associated facilities.	Clearly set out the level of housing required in the city to meet housing need and demand through an Objectively Assessed Need (OAN) figure, as required by the National Planning Policy Framework Ensure that the new Local Plan includes policies to secure good	Robust Objectively Assessed Need figure is used to inform production of the local plan The Council can demonstrate a 5-year housing land supply to meet both emerging	2022	CCC Planning Policy Team	Housing evidence base studies determine the level of housing needed over the Local Plan period to inform the current Local Plan. The Objectively Assessed Housing Need for Colchester, as set out in the adopted Local Plan, is 920 new dwellings per year or 14,720 new homes over the plan period between 2017 and 2033.

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	quality design and space standards for new homes Continue to consider the building of specially adapted properties to accommodate those with specific needs.	Local Plan requirements and higher delivery totals resulting from use of the new housing methodology which is applied to current planning applications. Housing delivered in the market is attractive and meets the needs of City residents, creating neighbourhoods and communities which are sustainable. Particular groups include larger families, older people and supported housing for vulnerable people.		Planning Policy Team / Housing Strategy Team	The Government published changes to the National Planning Policy Framework (NPPF) in December 2024. This includes the reintroduction of mandatory housing targets and revision to the Standard Method for calculating housing need. The requirement for Colchester is now confirmed as 1,300 dwellings per year. For the Plan period to 2041, the updated figure of 1,300 per year equates to an overall housing need of 20,800 homes. The Council can currently demonstrate a 5-year housing land supply. The latest published position in 2023 shows a supply of housing to meet the 5 year requirement. The Council is updating its housing Position Statement in accordance with paragraph 78 of the NPPF. Local Plan Policy DM10: Housing Diversity recognises that housing developments must provide a range of housing types that can accommodate a range of different households, including families, single persons, older persons, those with care and/or support needs, and low-income households. A Local Housing Needs Assessment was commissioned by the CCC Planning Team and published in

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					November 2024. The report provides valuable insight into the Housing need across Colchester, which will be used to evidence the required need for tenure types and size of affordable housing on developments. Local Plan Policy DM12: Housing Standards requires high standards of design, construction and layout to be promoted, and sets out criteria that the Local Planning Authority will have regard to, including internal space standards demonstrated to be in accordance with the National Described Space Standards (DCLG, 2015) or any future replacement of this.
Ensure that Neighborhood Plans which are making housing site allocations are delivered in timely manner consistent with National and Local Policy and provide the policy framework to contribute to meeting local housing need.	CCC will support and work with Parish Councils and Neighbourhood Plan Groups where they are developing Neighbourhood Plans which are making housing site allocations. This will help ensure these Plans provide for a mix of housing types and tenures and contribute to meeting local housing need and affordable housing.	Neighbourhood Plans are consistent with National and Local Policy and provide the policy framework to contribute to meeting local housing need.	Ongoing	Planning Policy Officers (supporting Parish Councils)	The Neighbourhood Plan support remains ongoing, consistent with National and Local Policy.
Encourage new initiatives, including housing products,	Implement Colchester's Planning Policies which seek up to 20% of	A range of products and initiatives	2022-2027	CCC Housing Strategy Team	A 20% contribution of affordable housing home ownership products is required on all residential developments

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which meet housing need and demand between affordable rented and home ownership.	all affordable housing to be provided as Intermediate housing. Explore increasing the number of equity share properties available Publicise and support national initiatives which seek to bridge the gap between affordable rented and outright home ownership. Provide support for the provision of self-build and custom-build homes and maintain a register as required by the Housing and Planning Act so that households can register their interest in this product.	available to meet housing need.			containing over 10 units. Throughout 24/25, the Housing Strategy team continued to comment on planning applications providing guidance to ensure this contribution is met. During the year 18 shared ownership properties were delivered. CCC continue to support the First Homes initiative especially where developers are looking to convert open market units to First Homes or to exchange a few Shared Ownership homes where necessary. This type of affordable home ownership has proved a popular choice for people in Colchester.
Maximise the use of the Council's land and assets to deliver new housing	Produce a development/delivery plan which sets out the Council's aspirations, a pipeline of development and the funding required to deliver the strategy Identify council owned housing that is no longer viable and consider its potential to enable the development of new homes Identify land opportunities for development of affordable housing	Delivery of new housing on Council owned sites to increase housing In 2019 the Council committed to deliver 350 additional social homes owned by the Council over 5 years. The Council's HRA newbuild developments are designed to meet the	2022-27	Amphora Homes/CCC Client Team/CBH Joint CCC/CBH Asset Management Group CCC Client Team	CCC was able to meet the 350 additional council homes target by 2025 through buy back acquisitions, new build acquisitions and new build developments on underused garage sites. As part of the review of the Housing Revenue Account (HRA), Cabinet has agreed a new delivery target of 290 Council homes by 2030. Phase 3 of garage sites delivered a mix of unit sizes. 2 bed houses were allocated to applicants downsizing, and 4 x wheelchair accessible bungalows were delivered.

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	Partner with Homes England to deliver affordable housing through their Affordable Homes Programme 2021-26 Ensure that the Council new housebuilding programme will provide a mix of dwelling types and sizes to meet the range of households on the register, including those who require an accessible home	“Future Homes 2025” standard (option 2) principles to achieve a 31% carbon saving.		Amphora Homes, CCC Client Team, CBH	Housing Strategy are working with CBH to arrange an HRA land review for any remaining development opportunities. A request for support funding was recently submitted, and Military Road is in the pipeline with Homes England funding. The use of Council owned land and assets is being considered in the new Asset Management Strategy (AMS) that will be developed for approval in Oct / Nov 25. This will consider all options for land and assets, including development of new homes. Properties will be assessed for their viability against financial and social criteria and where they are not deemed viable to keep in the stock, options appraisals will be completed to determine the next steps.
Work in partnership with ECC and other providers to ensure a sufficient supply of housing for older people including extra care.	Work with ECC to identify funding available and delivery options. Use information available to identify the needs and aspirations of older people, where they want to live and type of accommodation	Funding and schemes identified. Needs and aspirations of older people identified, and provision made within the Local Plan for suitable sites	Ongoing	CCC Housing Strategy Team/ECC Housing Strategy Team/Planning Policy Team	CCC Housing Strategy Team and CBH have continued to work with Essex County Council (ECC) on the new Extra Care scheme on the old Lexden Springs School site. The scheme will provide 60 apartments with support for people over 55 with a local connection to Colchester. A nominations agreement will be in place for the scheme.

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		Local Plan policy requires developers to demonstrate how their proposal will meet the need for housing for older residents			ECC commissioned a research project through the Housing Lin to look specifically at the housing needs of people that required support through Adult Social Care. The report, which is currently being finalised, will provide information on the demand and need for older persons accommodation across Essex.
Continue to review the Council's existing sheltered housing stock to implement the Colchester Standard through the Sheltered Housing Refurbishment programme A 5-year investment programme is in place, with on-going surveys to identify major works.	Review the remaining Sheltered housing stock through condition surveys and assessing their viability	Colchester Standard achieved on all schemes identified Up to date surveys and viability assessments completed on schemes.	2022-27	CBH Asset Management Team CCC Client Team	Sheltered Housing meets the current Decent Home Standard. Completion of the HRA Review has highlighted a requirement to revisit the Asset Management Strategy. The review is underway and will be completed by Oct/Nov 2025. The new Asset Management Strategy will consider options for Sheltered Housing.
Increase the role of the private rented sector in meeting housing need through incentive packages for Private Sector Landlords including the Homestep and	Improve access for those who traditionally face barriers to the private rented sector (PRS) Continue to hold a quarterly Landlords Forum	Increased provision of Private Rented homes to meet housing needs Landlords Forum set up and good attendance maintained	2022-27	CBH - Housing Options Team, CCC – Private Sector Housing Team, Private Landlords	There is a steady flow of households who have had their homelessness prevented or relieved into the Private Rented Sector (PRS). Incentives have been revised, and CBH have reached out to more PRS providers increasing the number of landlords/agents participating in the home step scheme.

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Private Sector Leasing schemes	Continue to offer a rent bond to landlords to provide affordable rented accommodation and to ensure housing standards are suitable. Deliver housing standards regulation and management training to Private Sector Landlords.	Increase in use of the Private Rented Sector – Monitor take up Training delivered – better informed and broadly compliant landlords.			The Landlords forum continues to be well attended, and legal advisors and trainers provided for advice to landlords and agents.
Maximise the use of council homes and reduce under-occupation	Implement revised tenant incentive scheme policy to encourage council tenants who are under-occupying to move to a home that better meets their needs Promote the use of mutual exchange, to better meet tenants housing needs Maximise take-up of sheltered housing through the major refurbishment programme to free up under-occupied properties	Tenant Incentive Scheme implemented and more under occupied households using the scheme. Mutual exchange publicised and an increase in the number of households moving through the scheme. Reduction in sheltered voids. Better use of Council properties to meet housing need. Tenants are housed in properties which are better suited to their housing need.	Ongoing	CBH –Tenant Support Officers, Registered Providers Tenant Support Officers	Through the CBH tenancy audit programme, occupation levels are checked and discussed with households. Options with regards to the Transfer Incentive Scheme (TIS) and downsizing to an Older Persons Service scheme are discussed, where appropriate. The redeveloped of Elfreda House saw under-occupied family homes being made available and enabled occupants to move into accommodation that better met their needs. CBH processed 42 TIS moves and completed 39 Mutual Exchanges. Through the work of the CBH Financial Inclusion team, there has been a reduction in the number of tenants on Housing Benefit and affected by the under-occupation bedroom tax from 116 to 62.

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Identify and support the need for adaptable and accessible properties as part of new developments	Negotiate the provision of homes built to enhanced accessibility standards (Part M4 Cat 2 & 3) to include wheelchair accessible homes on sites where affordable housing is being provided Include the provision of enhanced accessibility standards in Councils newbuild development programme	Increase in the number of wheelchair standard properties	Ongoing	CCC Housing Strategy Team CCC Client Team Amphora CBH	CCC Housing Strategy Team has negotiated for new build acquisitions to be adapted delivering 2 x 4 bed code 1 properties where possible. CCC Housing Strategy Team will also ensure that accessible family homes are included in future delivery where possible.
Maintain and where possible reduce the currently low levels of long-term empty properties in the Private Sector Provide information to residents on the reality of empty homes – manage the perception	Respond to enquiries regarding long term empty properties and take informal or formal action as appropriate.	Reduction in the overall number of empty homes.	Ongoing	CCC-Private Sector Housing Registered Providers	In 2024/25, the Private Sector Housing team (PSH) engaged with owners of 31 long term empty homes, but this didn't result in any of them being returned to occupation. Investigating complaints for occupied properties and action to remove serious housing hazards take priority over unoccupied properties. This area of work was recently raised at Housing Board. The Private Sector Housing team respond to complaints regarding long term empty homes, taking a "light touch" enforcement approach (the property will be visited, and registered owner written to, advising them of actions required to reduce the environmental or social impact of the property). The PSH Team surveyed all Essex Local Authorities to compare this approach. Senior Leadership Board

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					have accepted and agreed that this low-level intervention is currently sufficient.

2. Sustainability and Community – ‘We will support people to maintain their homes and build sustainable communities’

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Ensure a co-ordinated approach to supported housing across the council, social care and health	Continue to work with ECC, Health and Social Care to influence commissioning of supported housing and support services where possible. Map the existing supply of supported housing in the city including access to and support options and identify gaps in provision Work in partnership with ECC, CBH and supported housing providers to ensure that the support and housing needs of Colchester’s residents are still met and are not compromised following procurement activities undertaken by ECC Continue to work with partners to identify move-on opportunities for vulnerable groups. Continue to review the nominations CCC gives to supported housing providers to ensure that they still meet the strategic priorities of CCC	An increase and improvement in supported housing and support services for Colchester. Supported housing supply is identified to inform the commissioning process. The housing and support need of Colchester’s residents are met This scarce resource is used to best meet the needs of Colchester’s residents	Ongoing Ongoing	CCC Housing Strategy Team/CBH Housing Options Team/ECC/Health	ECC commissioned a research project through the Housing Lin to look specifically at the housing needs of people requiring support through Adult Social Care. Additionally, the report also identified the need for supported housing for households that were homeless. The Housing Lin report will feed into a mapping exercise to help identify the existing supply of supported housing across Colchester. CBH and CCC attended workshops and meetings with ECC and LA’s across Essex on the commissioning of the Accommodation Based Housing Related support funding provided by Public Health at ECC. The contract came to an end on 31st March 2025, but an extension was agreed by ECC and the districts who provided funding for the services for a further 6 months. CBH and CCC are in discussions with the current supported housing providers on how the schemes will be funded going forward.

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Ensure that young people understand the housing options available to them and the risks of leaving home in an unplanned way	Work in partnership with schools in the city to educate young people and their parents about their housing options	Young people and parents are more aware of the risks and lack of housing options available.	Ongoing	CCC/CBH/Supported Housing Providers	"Nominations" are awarded by CCC to supported housing providers to help move people on when they are ready to live independently (and thus free up supported housing spaces for other people in need). A review of nominations took place in March 24, and 24 nominations were awarded, across 8 supported housing providers, for use during 2024-25. There are new bi-monthly meetings with both ECC Children services and Leaving and After Care on an operational level to improve partnership working.
Improve health & wellbeing of Colchester residents through greater integration of housing, health and social care services.	Engage with partner services and identify opportunities for joint working and service delivery to tackle housing as a long-term barrier to health through the work with the Housing and Health Alliance Explore opportunities for additional Public Health funding. Establish effective multidisciplinary care/referral pathways Work with local community and voluntary sector organisations to	Joint working established between housing, health and social care Funding opportunities identified and funding awarded Pathways established, and referral processes improved Continue to develop the Essex Hospital	2022-27	CCC/CBH/Registered Providers/Health CCG/Essex County Council	The North East Essex Housing and Health working group has now ceased and been replaced with the Integrated Health and Housing Group. Housing is represented by CCC and CBH colleagues. The group has identified initiatives across housing and health to help improve the wellbeing of Colchester/Tendring residents by taking a joint approach. See above regarding Public Health funded ABHRS contract. The Hospital Discharge Policy has been reviewed and signed off by all Essex LA's and monitored by ECC.

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	improve information, access and support for household health checks. Reduce the number of home hazards most likely to have a negative impact on residents' health and safety.	Discharge Protocol with ECC, currently out to consultation and developed with the support of Colchester, as a mechanism to help people whose independence may be at risk to remain in or return to their home in both the private and public sector properties.		CCC-Private Sector Housing Team	
Improve tenancy sustainment and work proactively with residents to provide advice and assistance around budgeting, work and debts	Promote pre-tenancy workshops/early intervention for arrears Promote financial Inclusion to help tenants to budget and provide long term improvements for residents in financial difficulty and reduce long term dependency on discretionary funds Identify funding initiatives to support residents with the cost-of-living crisis Work with ECC to identify how commissioned services such as the Housing Related Support Floating	Increase in take up of workshops. Financial resilience encouraged and supported through Money advice outreach work and training sessions. Reduction in the take up of discretionary funds	Ongoing	CBH – Housing Options Team /Supported Housing Organisations/ CBH - Tenant Support Officers	The CBH tenancy audit programme has continued to identify households in need of support, with 205 households being referred on to the Financial Inclusion team. A scheme delivered in conjunction with Pheonix Futures continues to provide support to those with more complex needs and at higher risk of tenancy failure. CBH has signed up to the Frontline App, offering a database of all localised services that can be accessed by professionals and clients to identify and refer into community support.

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	Support Service and Phoenix Futures can work better with Colchester tenants and landlords alike, supporting households at risk/reducing evictions and building positive relationships between landlords and tenants.				The Community Initiative fund has continued to provide essential funding to local community groups that support those affected by the cost-of-living crisis. Over £40k was distributed during 2024/25. This grant funding supports key partners, of whom our customers regularly access their services. CBH Welfare Rights Officer had 85 referrals and obtained £262,000 in additional benefits for CBH tenants during 2024/25.
Support residents affected by Welfare Reforms and those experiencing financial hardship to remove the risk of homelessness	Continue to develop internal and external partnerships to mitigate the effects of welfare reform. Continue to provide proactive support to those affected by the reform agenda and experiencing financial hardship	More residents supported and where appropriate alternative housing options identified and risk of homelessness mitigated.	Ongoing	Housing Options Team, CBH, CCC Customer Solutions	3997 tenants were contacted by CBH financial inclusion officers during 2024/25, to address issues involving welfare reform and migration on to Universal Credit.
Help people whose independence may be at risk to remain in or return to their home in both the private and public sector properties.	Increase use of the disabled adaptations in CCC properties to encourage independent living amongst older residents and residents with a disability Respond to recommendations from ECC Occupational Therapy service to process Disabled Facilities Grants in private sector properties. Provide advice on welfare benefits to older people to help them	Increase in planned and unplanned adaptations 100% spend of DFG budget allocation Increase in older people able to remain in their own home	Ongoing	CCC/CBH Asset Management/ CCC Healthy Homes Team	The Disabled Facilities Grant programme continues to develop and increase the number of adaptations completed for private rented and owner-occupiers across the city. In 2024-25, there were 103 completed applications for works to adapt and improve conditions in properties for disabled and vulnerable residents. In addition, the Discretionary forms of financial assistance continue to support

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	maximise their income and remain in their own home.				the needs of our residents through the Stairlift Grant, Fast-Track Grant, Home Repair Loan and Disabled Facilities Assistance.
Increase use of assistive technologies for Council tenants.	Publicise the benefits of assistive technology to tenants to enable them to remain in their own homes.	More tenants using the service	2022-27	CBH Older Persons Services	Full fibre optic connectivity has been installed in all Colchester City Council sheltered schemes. This is integral and affordable. Colchester Borough Homes has worked closely with Amphora to move to a digital transition for Helpline services, this programme of works will continue into 2025/26.
Facilitate integration into the local community for the incoming population including refugees and asylum seekers.	Work with the local community and voluntary sector including Refugee Action and Essex integration to improve information, access and support (especially ethnic minorities)	Community groups set up. Incoming population successfully integrated into the community.	2022-27	CCC Community Initiatives Team	63 newly granted refugees have been assisted into the private rented sector, with the first month's rent and deposit provided with funding from the Home Office. There is ongoing partnership working with Communities and Sanctuary Seeker Together (CAST) providing supported accommodation for newly granted refugees. A Welcome Pack for all newly arrived asylum seekers and a 'Congratulations on getting status' is in production. The pack includes information on housing and benefits.

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					ESOL (English for speakers of other languages) lessons are provided on Greenstead 2 x a week. A new migrant hub at the Salvation army provides access to several services.
Deliver quality neighbourhoods with adequate infrastructure.	Inform and consult the relevant infrastructure providers including education services of proposed housing developments so they have an opportunity to influence outcomes. Work in partnership with ECC and the Southeast Local Enterprise Partnership (SELEP) to deliver integrated and sustainable transport projects	High quality communities Projects delivered – Infrastructure needs met	2022-2027 2022-2027	CCC Planning Policy and Transportation Team, Development Management, Community Development Team	There has been ongoing partnership, consultation and engagement with infrastructure providers and stakeholders through the Local Plan and the planning process. The Colchester Local Plan contains policies relating to infrastructure provision including Policy SP4, PP1 and SG7. An Infrastructure Delivery Plan was produced to inform the Colchester Local Plan. As part of the Local Plan Review, evidence is being prepared to support an Infrastructure Delivery Plan including an Infrastructure Audit.
Create neighbourhoods and communities which are sustainable	Develop partnerships with residents, the voluntary sector, community organisations and wider local service providers, especially on new housing schemes/developments.	Partnerships set up Continue to hold events including 'Days of Action' and 'Make a difference day', to bring communities together. (8 make a	2022 – 2027	Community Initiatives, CBH, Registered Providers, CCC – Private Sector Housing,	CBH has continued to engage with partners to address issues with crime and ASB affecting communities. These include: • Bi Monthly Tasking Meetings • CSP (Community Safety Partnership)

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Encourage Community Engagement with housing providers and other organisations	Work in partnership with the Community Police to implement new legislation from the ASB Police and Crime Act and undertake enforcement action as necessary Introduce a co-ordinated approach to community engagement with voluntary sector and housing providers. Encourage parishes directly to build a neighbourhood/community development plan Establish a clear focus on a collaborative, cross sector, system wide, partnership approach to creating sustainable, healthy & engaged communities through the Health & Wellbeing Alliance and One Colchester. Maximise employability funding from the SELEP to support the Economic Development Strategy	difference day held a year) Community projects established Funding bids submitted and agreed		Community Safety Team Police, Crime Commissioner s, Colchester Community Voluntary Sector (CCVS), CBH, Registered Providers, CCC Community Safety, Clinical Commissionin g Group (CCG) CCC - Economic Development Team	Community Safety Delivery Board Various 'Days of Action' have been carried out in communities, to address local issues and demonstrate partnership working. CBH has also developed a new Neighbourhood Toolkit. This has been developed to empower those affected by nuisance behaviours or ASB, enabling them to identify ways to go about resolving local issues, allowing limited resources to focus on high-harm cases. Officers from Essex Police have also started to work from the Greenstead housing office every Tuesday, to further develop local partnership working.
Improve the external environment on the Council's housing estates	Continue to implement the actions set out in the Estate Management Strategy for the external environment within the Council's housing estates	Estate Management Strategy recommendations implemented	Ongoing	CBH Housing Management Team/ Zone Wardens	Tenancy auditors have been identifying issues involving condition of property/garden with tenants and highlighting these to the local Housing

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Enable communities to become more self-sufficient and help themselves	Continue to develop local tenant panels to encourage tenants to take pride in the areas that they live in by making recommendations and decisions on estate improvements	Local tenant panels established and developed			Officer for further investigation where necessary. There has been a review of the Estate Management strategy, which has been rebranded as the Neighbourhood & Community Strategy, to align with relevant Regulator of Social Housing (RSH) consumer standards. The strategy was co-designed with stakeholders. Garage refurbishment programmes of derelict and ASB related garage blocks have continued through 2024/25.
Improved satisfaction in services that are delivered to Council tenants Implement the Principal areas of the Charter in relation to Social Housing White Paper to improve tenant engagement and satisfaction	We will review our services and adopt new collaborative approaches to continue to deliver effective and efficient services for tenants Work with CBH to ensure that CCC tenants and leaseholders are aware of the principal areas of the Charter and how their voice can be heard to improve satisfaction in services that are provided.	Services reviewed and tenant satisfaction improved Engagement with services improved	Ongoing	CCC Client Team, CBH, Comms Team	The CBH Service improvement log identifies areas of improvement from complaints and service area development. The CBH Engagement programme supports residents and ensures that their views are incorporated into the decision-making process. The Housing online service has been launched providing customers with easier access to services; repair contractor meetings have focused on improved service delivery, with corresponding satisfaction outcomes demonstrating improvement. Residents have attended the Resident panel and Board meetings, as well as

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					engaging in specific workshops and focus groups. There is a Tenant Scrutiny group who have reviewed key service areas such as Lettings, Website and specific Repair delivery for Plumbing works. CBH continue to send bimonthly emails, and 3 newsletters annually to residents with updates on services and are committed to ensure that their homes are safe and provide relevant information relating to their homes.
Reduce and tackle anti-social behaviour in partnership with other agencies	Continue to deliver an overarching multi-agency approach to tackling ASB within the Town Centre through the Town Centre Action Plan. Challenge antisocial behaviour and use appropriate sanctions against those who cause a nuisance Work with others to offer a range of interventions to help people change their behaviour Provide support to witnesses and victims of antisocial behaviour	Reduction in antisocial behaviour Town Centre multi agency partnership team set up and continue to meet regularly to agree approach with support and enforcement in place to resolve crime and ASB issues arising in the town centre.	Ongoing	CBH anti-social behaviour team, Police, CCC Community Safety Team/CBH Rough Sleeper Team	The CBH dedicated community safety team has continued to support an overarching multi-agency approach to tackling ASB in communities. Throughout 2024/25 28 referrals to Court were made for sanctions including breach of CPN, possession claim and Closure Order. This approach, combined with referrals to appropriate support resulted in only 1 eviction for ASB having to be carried out.
Prevent and reduce Domestic Abuse	Work in partnership with Essex County Council to develop a Domestic Abuse Strategy for Essex	Domestic Abuse Strategy produced and implemented		CCC Housing Strategy Team, CBH	CBH continue the Domestic Abuse Champions network:

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	in line with the Domestic Abuse Act 2021 Ensure that the Domestic Abuse Act implications have been considered and the Gateway to Homechoice Allocations policy amended to reflect the new legislation.			Housing Options Team, ECC, Registered Providers	• Create awareness campaigns • Continue and develop partnership working • Support communication activity around DA • Offer continued CPD DA training to all staff • Present and promote good practice at team meetings • Improve current practices and processes The Gateway to Homechoice Allocations Policy is currently being reviewed and amended considering new legislation, including that around Domestic Abuse.
Lower the rates of unemployment in the City by supporting and encouraging residents to take up work.	Operate weekly Work Clubs and drop-in centres for advice, support and networking Develop education, employment and training opportunities for council tenants and other residents. Develop the Local Support Services framework, in partnership with Colchester Job Centre Plus, Colchester Borough Homes,	Work clubs/drop-in centres set up; premises and volunteers to run them identified Unemployment reduced	Ongoing	CBH/CCC Customer Solutions. DWP	Working with the University of Essex, CBH have recruited 2 Housing Graduates in 2024/25. This 2-year fixed term post gives graduates exposure to housing management and opportunities to begin a career in Housing. One graduate has already gone on to secure a full time Housing Officer role within CBH. CBH continue to develop apprenticeship opportunities alongside Colchester Institute.

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it	Progress
	Colchester City Council and other partners to promote employment opportunities and local support services				CBH continue to work alongside partners to refer people seeking employment opportunities, through the Financial Inclusion team.

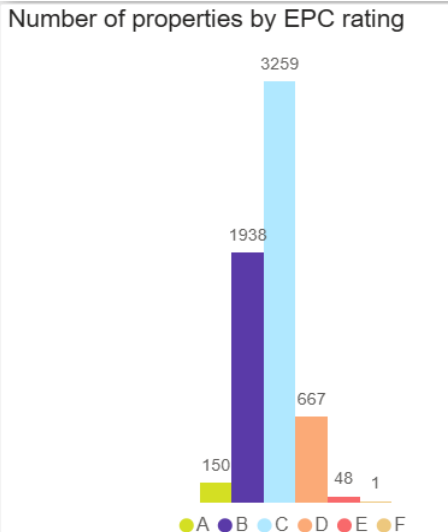
3. Structure – ‘We will reduce carbon emissions from homes and improve standards’

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
Reduce Carbon emissions in new and existing homes by 2027	Identify funding opportunities and schemes to help reduce carbon emissions from new and existing homes	Funding identified and carbon emissions in new and existing homes reduced The Council’s Housing Revenue Account newbuild developments are designed to meet the “Future Homes 2025” standard (option 2) principles to achieve a 31% carbon saving	2022-2027	CCC - Client Team	Through various programmes of work, the CCC Client Team have reduced emissions in existing Council properties. Since 2021, CO2 emissions from heating have decreased by 105kg per property per year across the stock, and properties currently emit an average of 12kg less CO2 annually than benchmarked organisations (source: Coality Portfolio software).
Reduce fuel poverty in the city. Increase the take up of the government’s Green Deal scheme across the city, encouraging and supporting residents to make improvements to their home increasing energy efficiency, and reducing fuel bills.	Promote Warm Home Discount and Priority Services Register for vulnerable residents. Provide fuel poverty advice to households & signpost customers to income maximisation and fuel tariff/debt advice. Continue to work with ECC and other districts/cities/boroughs, work has commenced around supporting the UK Power Networks recently launched Heat Decarbonisation Strategy to support communities that are	Increased take up of Warm Home discount. Reduction in fuel poverty in the city	2022-2027	CCC – Community Initiatives Team, Voluntary sector Energy suppliers Energy Savings Trust CCC – Healthy Homes Team	The Discretionary Home Repair Loan is available to eligible residents to reduce or remove Category 1 and some Category 2 hazards such as Excess Cold under the Housing Health and Safety Rating System.

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
	heavily dependent on oil, to use greener fuels. Signpost customers to Green Deal offers and measures available. Promote the ECO Flex scheme which will allow CCC, through its partners, to provide affordable warmth assistance to fuel poor and low-income households that are vulnerable to the effects of the cold Enforce the provision of insulation and economic/efficient heating systems in privately rented properties to remove Category 1 and significant Category 2 hazards of Excess Cold. Provide grant/loan aid to owner occupiers (where alternative forms of assistance are not available) to remove Category 1 and significant Category 2 hazards of Excess Cold	An uptake of the ECO Flex funding discounts provided by our partners Reduction in fuel poverty in the city and removal of excess cold hazards. Removal of 80 Excess Cold hazards in privately rented and owner-occupied homes per annum.		CCC Warm Homes partners, Energy suppliers CCC – Healthy Homes Team CCC-Private Sector Housing/Healthy Homes Team	
Undertake targeted activity to support the most vulnerable members of the community who live in the poorest quality	Continue to improve referral pathways between Private Sector Housing & Customer Support Team to raise concerns about the housing conditions of vulnerable residents	Pathways established. Progress to achieving an annual target of improving 300 dwellings occupied by vulnerable people	Ongoing	CCC Private Sector Housing	CCC Private Sector Housing Team continue to work with the Integrated Care Board (ICB) and other partners to integrate housing with health including through the Integrated Housing and

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
housing containing Category 1 and significant Category 2 hazards	Work with Clinical Commissioning Group and Health and Social Care Services to tie Environmental Health into care planning and patient discharge.	including those with long term health conditions. Facilitate quick and ready access to services which resolve property-related barriers to returning to/staying at home.		CCC Healthy Homes Team Registered Providers, NEE CCG, ECC	Health Working Group and Task and Finish Group. In 2024/25 680 dwellings were improved by the work of the team. In 2024/25 the team removed 401 hazards from homes, including 99 Category 1 hazards.
Target the work we do to improve homes in the private sector based on evidence and the best information and improve the energy efficiency. Encourage private landlords & managing agents to provide	Continue to use bulk Energy Performance data and Tenancy Deposit data to identify rented properties with poor energy performance. Use the Excess Cold Calculator to assist in the assessment and decision making for enforcement of excess cold hazards Support landlords towards provision of broadly compliant housing accommodation through improved communication and joint working -Identify common barriers to compliance and provide self-service advice and guidance in order that resources can be targeted toward criminal landlords.	Improved Energy performance rating of private sector homes Excess cold hazards removed from properties Landlord training delivered. Participation in Landlord Forums and other similar events.	Ongoing	CCC-Private Sector Housing Team	A project to address cold and damp homes was commenced but could not be recruited to due to staff resource challenges. The team uses the Excess Cold Costs Calculator to assist in enforcement decisions for excess cold hazards. In 2024/25 the team removed 65 Excess Cold hazards and 44 damp and mould hazards The PSH Team provides commercial/paid advice services to assist landlords in being compliant.

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
good quality and well managed properties		Improvement in the management and quality of private sector accommodation			
Ensure that houses in multiple occupation (HMOs) are safe and well managed	Ensure HMOs are managed in accordance with the Management of Houses in Multiple Occupation (England) Regulations 2006 & (additional provisions) Regulations 2007 Undertake statutory duty to license all mandatory HMOs under the provisions of the Housing Act 2004 Part 2 Use enforcement powers to raise standards where landlords refuse to work with CCC or where landlords fail to licence properties as necessary.	Better quality accommodation - Improvement of HMO's from 30 to 50 per annum over the course of the strategy. Reduction in unlicensed HMO's Enforcement action and prosecution of non-compliant/criminal landlords.	Ongoing	CCC - Private Sector Housing Private Landlords	In 2024/25 135 full inspections of HMOs were completed. 114 HMOs were improved through the team's actions. 71 HMO Licences were issued and those HMOs all ensured to meet required standards.
Encourage & Support homeowners to maintain and repair their homes and introduce energy efficiency measures.	Remove and mitigate significant hazards and fund energy efficiency improvements where no alternative form of assistance is available by providing financial assistance through grants and loans. Undertake review of Financial Assistance Policy and explore opportunities to further incentivise property	Improvement in energy efficiency of properties.	Ongoing	CCC – Healthy Homes Team	The Discretionary Home Repair Loan is available to eligible residents to reduce or remove Category 1 and some Category 2 hazards such as Excess Cold under the Housing Health and Safety Rating System. The Financial Assistance Policy was reviewed in September 2024 and provides detail on the financial assistance that is available to eligible residents.

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress														
	improvements through provision of grants and loans.	More grants and loans provided for property improvements.																	
Improvement in the energy efficiency of the Council's housing stock and ensure that Council properties are thermally efficient	Implement the Green Strategy part of the Asset Management Strategy, which provides a holistic approach to making homes more energy efficient. Utilise the Government's and the EU's energy grant and incentive schemes to maximise the number of measures available to individual properties within the stock. Include energy saving measures within the Colchester standard and ensure procurement includes measures within specifications where appropriate.	Increase in homes that are more energy efficient. Energy measure specified in Sheltered Scheme Refurbishments and in the Housing Improvement Programme (HIP) procurement.	Ongoing	CBH Asset Management Team CBH Asset Management Team	CBH Asset Management monitor the proportion of properties with an Energy Performance Certificate (EPC) rating of 'C' or above as a Key Performance Indicator (KPI), using data from the Cotality Portfolio. - In 2023/24 – 86% of properties achieved EPC 'C'. - Currently, 89% of the stock achieves EPC 'C'. Number of properties by EPC rating <table><thead><tr><th>EPC Rating</th><th>Number of Properties</th></tr></thead><tbody><tr><td>A</td><td>150</td></tr><tr><td>B</td><td>1938</td></tr><tr><td>C</td><td>3259</td></tr><tr><td>D</td><td>667</td></tr><tr><td>E</td><td>48</td></tr><tr><td>F</td><td>1</td></tr></tbody></table>	EPC Rating	Number of Properties	A	150	B	1938	C	3259	D	667	E	48	F	1
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What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
Understand the viability of implementing new energy efficiency measures for the Council's housing stock	Continue to carry out energy assessments on all properties with the Housing Stock.	Assessments completed, better understanding of costs to inform what new measures are implemented.	Ongoing	Outsourced	There is an active programme for refreshing EPCs, currently targeting those which will be more than 10 years old by the end of 2025. Data collected from EPCs is also used to update Coality Portfolio to ensure modelling is based on robust data collected from property level assessments.
Reduce levels of overcrowding in affordable housing	Promote the use of mutual exchange, to better meet tenants needs (see action above) Assessment of 'crowding and space' under the provisions of part 1 of the Housing Act 2004 to ensure families are correctly prioritised for rehousing	Crowding and space hazards removed or sufficiently mitigated. Crowding and Space hazard considered during every property inspection by the Private Sector Housing team, including inspections for HomeStep and Private Sector Leasing Scheme. An indication is given of acceptable occupancy numbers in the property inspection report provided to CBH for each property taken	Ongoing Ongoing	CBH Housing Management Team, Registered Providers CCC – Private Sector Housing Team	CBH have processed 42 Tenant Incentive Scheme (TIS) moves and completed 39 Mutual Exchanges. The PSH Team no longer inspect properties for HomeStep or PSL schemes.

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
		on by CBH for either scheme			
Council and Housing Association homes meet the required standards and building safety compliance regulations set out in the Social Housing White Paper	Work with CBH and Housing Association partners to ensure that the requirements are met.	Council and Housing Association homes meet the required standards and building safety compliance	tbc	CCC Client Team	At the close of 24/25 compliance was nearing 100% across all six key areas. - Asbestos compliance at 99.17%, and EICR at 99.8%. - Gas compliance remained at a full 100%. - Fire safety has improved, with no high-priority actions remaining, with 389 Medium Risk Actions, of which 193 were overdue There were also 156 Low Risk Actions, of which 81 were overdue. All water risk assessment actions had been resolved at that point. Cloud 365, the new compliance system, has over 15,000 documents loaded. An internal audit will take place in August/September on the use and accuracy of the new system. By the end of 2024/25, performance against the Decent Homes standard remained strong, with only 0.5% of properties (30 in total) not meeting the standard. A total of 68 out of 105 properties have benefited from energy upgrades via the

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
					Social Housing Decarbonisation Fund. Additional improvements, such as heating system replacements, have been delivered. The stock condition survey programme has advanced significantly. Over the past five years, more than 98% of the housing stock has been surveyed, exceeding pre-pandemic levels. The completion of these surveys has provided valuable data, enabling better planning and informed decision-making for future maintenance and improvement work.

4. Prevent Homelessness and Rough Sleeping – ‘We will prevent homelessness by working with partners to deliver Colchester’s Homelessness and Rough Sleeping Strategy 2020-25’

Preventing homelessness and rough sleeping are addressed in our Homelessness Strategy 2020-2025. The Delivery plan for the strategy can be found by following the link here: [CBC-Policies-and-Strategies-Colchester's-Homelessness-and-Rough-Sleeping-Strategy-Delivery-Plan-2020-25---update-for-2020-21-Colchester's Homelessness and RS Strategy Delivery Plan 2020-25 - update for 2020-21.pdf \(windows.net\)](#)

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it	Progress
Progress on the actions set out in the Homelessness Strategy Delivery plan monitored and updated annually.	Consult with Homelessness Strategy Project Group and other key organisations on progress on actions.	Delivery plan updated, and progress report completed and published on website.	Annually	Housing Strategy Team	The Homelessness and Rough Sleeping Strategy Delivery Plan has been updated for 2024 in collaboration with Partners. Progress report has been completed, and both documents are published on the CCC website.
To produce a new Homelessness Strategy for Colchester.	Project Group set up with key stakeholders to carry out a review of Homelessness in Colchester and develop a new Homelessness Strategy and Delivery plan.	A new Homelessness Strategy written and published.	2025 - 2026	Housing Strategy Team	The review of the Homelessness and Rough Sleeping Strategy will take place in Autumn 2025. A new Strategy will be produced and presented to Cabinet for sign off in Spring/Summer 2026.