

Housing Strategy Delivery Plan 2022-2027

Progress Update 2025-2026

The preceding progress report (covering the period 2024-2025) is published on the Council's website - [Housing Strategy Delivery Plan](#)

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
Deliver Market and Affordable Housing to meet housing need and demand	Produce a new Local Plan which follows the National Planning Policy Framework.	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	Colchester's adopted Local Plan continues to provide the statutory planning framework for the city through to 2033. During 2025/26, significant progress was made on the replacement Local Plan, including completion of the Preferred Options consultation in January 2026. The emerging plan is being developed to respond to the revised national housing requirement of 1,300 homes per year.
	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.				
	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.	Deliver more affordable housing in rural areas of Colchester	2022-27	CCC Housing Strategy Team, Parish Councils, RCCE, RPs and private developers	CCC continue to meet with Registered Providers and Developers on a regular basis. CCC have advanced involvement at the earliest stage possible during the planning process to feed the housing need requirements from the Council's Housing Register

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	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		2022	CCC Planning Policy Team	into the development of the house types being delivered. A major milestone was achieved during 2025/26 with the adoption of the Tendring Colchester Borders Garden Community Development Plan Document. This establishes the planning framework for approximately 7,500 homes, including a minimum of 30% affordable housing. Progress also moved into the implementation phase with submission of a hybrid planning application in March 2026. In Colchester, from 1 April 2025 to 31 March 2026: 920 new homes were completed (against a target of 920 and compared to 659 new homes completed between April 2024 and March 2025). 128 new affordable homes were delivered through s106 agreements.
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.	Affordable housing supply target of 380 affordable Council and Housing Association homes is met (by 2023) Different ways of delivering affordable	2022-2027	CCC –Housing Strategy Team, Development Team, Planning Officers, Registered Providers	The Council continued to maximise affordable housing delivery and exceeded the target of 380 homes delivered by the end of March 2026, through s106 via RP's, the Council's Housebuilding programme and Acquisitions programmes. All planning applications are assessed against the Council's planning policies,

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	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 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	housing explored and successfully implemented			with policy-compliant schemes expected to deliver a minimum of 30% affordable housing unless a robust viability assessment demonstrates that this cannot be achieved. Of the affordable homes provided, at least 80% are expected to be delivered as affordable or social rented housing. The Council has taken a pragmatic and flexible approach where necessary, working with Developers and Registered Providers to review tenure and size and types of housing to ensure schemes remain viable while maximising the delivery of affordable homes. This approach has helped to support the progression of developments and secure affordable housing provision that meets local needs. First Homes is not currently a requirement within the Local Plan, although it is referenced within several Neighbourhood Plans. The Council has nevertheless supported proposals to deliver First Homes, including through the conversion of open market units or by agreeing tenure swaps with Shared Ownership homes where appropriate. The payment of commuted sums remains a measure of last resort. The

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					Council has worked proactively with developers to explore flexible housing mixes and maximise on-site affordable housing provision wherever possible. Where a commuted sum is agreed, the funding is ring-fenced to support the delivery of new affordable homes elsewhere within Colchester. The Council continues to support opportunities to increase affordable housing delivery through Homes England grant funding and has worked positively with Developers and Registered Providers to secure additional affordable homes on eligible schemes where grant funding can be accessed. The Registered Provider, Flagship, continued their strategic partnership for affordable housebuilding with Homes England (and anticipate this being renewed in 26/27). CCC achieved its acquisition target of 30 properties during the 2025/26 financial year. In addition, a further two properties were purchased in March 2026, contributing towards the 2026/27 acquisition target of 40 properties. The properties acquired comprised a mix of housing types, including seven one-bedroom flats/maisonettes and 23 three-bedroom houses, helping to

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					increase the supply of much-needed affordable housing across the city. In line with the revised approach introduced in September 2024, all buyback acquisition properties continue to be let at affordable rent levels (up to 80% of market rent capped at Local Housing Allowance rates), supporting the ongoing financial viability and sustainability of the scheme. Since October 2025, a Local Lettings Plan has been applied to all one, two, three and four-bedroom buyback properties, with lettings prioritised for households owed a homelessness duty residing in temporary accommodation. This approach supports the Council's objective of reducing reliance on temporary accommodation by increasing opportunities for households to move into settled homes. Properties that are accessible or adapted, including those with level-access showers, wet rooms or ground-floor accommodation, are exempt from these restrictions to ensure they remain available to households with identified accessibility needs.
Understand and identify housing needs in terms of number, size, tenure, quality of	Clearly set out the level of housing required in the city to meet housing need and demand through an Objectively Assessed	Robust Objectively Assessed Need figure is used to inform	2022	CCC Planning Policy Team	Housing evidence base studies determine the level of housing needed over the Local Plan period to inform the

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properties and associated facilities.	Need (OAN) figure, as required by the National Planning Policy Framework Ensure that the new Local Plan includes policies to secure good quality design and space standards for new homes Continue to consider the building of specially adapted properties to accommodate those with specific needs.	production of the local plan The Council can demonstrate a 5-year housing land supply to meet both emerging 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	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. 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 latest published Five Year Housing Land Supply Statement (2025) demonstrates that the Council does not have a sufficient supply of deliverable housing sites to meet the 5-year requirement. 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,

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					those with care and/or support needs, and low-income households. 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 Council continued to support parish councils and neighbourhood planning groups through the preparation and implementation of Neighbourhood Plans, ensuring alignment with national and local planning policy and the delivery of housing to meet local needs.
Encourage new initiatives, including housing products, which meet housing need and demand between affordable	Implement Colchester's Planning Policies which seek up to 20% of all affordable housing to be provided as Intermediate housing. Explore increasing the number of equity share properties available	A range of products and initiatives available to meet housing need.	2022-2027	CCC Housing Strategy Team	A 30% affordable housing contribution is sought from all eligible residential developments of more than 10 dwellings, in accordance with planning policy. Of this 30% there is a requirement of 20% to be for intermediate tenure. The preferred

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rented and home ownership.	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.				product option for Colchester is shared ownership. This requirement is considered and commented upon as part of the assessment of every relevant planning application. The Council continues to support opportunities to increase affordable home ownership provision. This includes working positively with Developers and Registered Providers seeking to deliver Shared Ownership homes as an additional affordable housing offer, helping to broaden housing choice and meet a range of local housing needs.
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 Partner with Homes England to deliver affordable housing through	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 including new build developments and Acquisitions. 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 Amphora Homes, CCC Client Team, CBH	The Council's Affordable Housing Development Plan has been implemented, with a renewed focus on rightsizing to make best use of the existing housing stock. A new target for Council Housebuilding and Acquisitions programmes has been established to deliver 290 affordable Council homes by 2030. Phase 3 of the garage sites development programme has been completed, contributing to the delivery of new affordable homes. During 2025/26, 20 new-build affordable homes were acquired, with

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	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.			work underway to achieve the 2026/27 target of 25 acquisitions. The Military Road development secured planning permission in June 2026 for 28 affordable homes. The scheme has now progressed to the technical design stage, with a start on site date anticipated in November 2026. The Blackheath site was assessed as not financially viable for direct delivery by CCC and CBH. An alternative delivery option is being explored following an offer from a developer to purchase the site, with CCC retaining the option to acquire a minimum of four homes as part of the development. Approval is currently being sought to progress on this basis. An HRA land review has been completed, identifying sites with the potential to deliver approximately 20 new homes. Work is now progressing to the procurement stage for a strategic development partner to support delivery. The Council successfully secured over £500,000 of external funding during 2025/26 to support its affordable housing delivery and has already secured a further £510,000 for 2026/27

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					towards the provision of social rented homes. Homes England has recognised the Council's strong delivery performance during 2025/26. The Council has also been selected for a Homes England audit in 2026/27, with all required submissions completed by an independent auditor and submitted without query. New homes delivered through the programme include a mix of family housing, accessible homes and right-sizing accommodation, reflecting identified local housing needs and supporting a balanced approach to affordable housing delivery. The Council has developed a housing stock viability model based on the Net Present Value (NPV) of individual properties. This assessment has been used to identify homes that are not expected to make a positive contribution to the Housing Revenue Account over the 30-year business plan period. As a result, the Council is currently reviewing options for a number of properties, including those within the Drury Road Homes portfolio and Hawthorn/Leslie non-traditional housing stock, where long-term viability is a

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					concern. Any decisions will be informed by a thorough assessment of financial performance, investment requirements and the wider strategic value of the properties. To further strengthen asset management and investment planning, the “Viability” module of the housing computer system utilised by CBH (NEC) has been procured, and implementation is planned over the coming year. Once operational, the system will provide enhanced analysis of stock performance and support evidence-based decision-making regarding future investment, retention and disposal options.
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 Local Plan policy requires developers to demonstrate how their proposal will meet the need for housing for older residents	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. A report commissioned by ECC through the Housing LIN (in 24/25) was completed and published. The report looks specifically at the housing needs of people that required support through

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					Adult Social Care and provides information on the demand and need for older persons accommodation across Essex. This information will be used to inform the upcoming Supported Housing Strategy.
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	A rolling five-year stock condition survey programme is in place across the Council's housing stock, with a target of achieving 100% survey coverage by 2030. The information collected through these surveys is maintained within CBH's NEC asset management system and provides the evidence base for investment planning and works programming within the 30-year business plan. The Council continues to use stock condition data to inform strategic asset management decisions and ensure that investment is targeted effectively. Opportunities for the future remodelling, redevelopment or repurposing of housing schemes will be considered in accordance with the priorities set out in the Asset Management Strategy Action Plan, helping to ensure the housing stock remains sustainable, fit for purpose and responsive to changing housing needs.

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Increase the role of the private rented sector in meeting housing need through incentive packages for Private Sector Landlords including the Homestep and Private Sector Leasing schemes	Improve access for those who traditionally face barriers to the private rented sector (PRS) Continue to hold a quarterly Landlords Forum 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.	Increased provision of Private Rented homes to meet housing needs Landlords Forum set up and good attendance maintained Increase in use of the Private Rented Sector – Monitor take up Training delivered – better informed and broadly compliant landlords.	2022-27	CBH - Housing Options Team, CCC – Private Sector Housing Team, Private Landlords	Following the implementation of the Renters' Rights Act, there has been an increase in private landlords exiting the market. Despite these challenging conditions, CBH continues to support 65 landlords through the Private Sector Leasing (PSL) scheme and is actively seeking opportunities to attract additional landlords through both the PSL and Homestep schemes. To increase capacity, CBH has temporarily redirected resources to focus on landlord engagement and the onboarding of new PSL properties. A target has been set for 2026/27 to expand the portfolio by a further 20 properties, helping to increase the supply of suitable accommodation and reduce pressure on temporary housing provision.
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	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.	Ongoing	CBH –Tenant Support Officers, Registered Providers Tenant Support Officers	All smaller CCC new-build homes are subject to a Local Lettings Plan, which gives priority to tenants who are under-occupying their current homes and wish to move to accommodation that better meets their needs. Under Occupation cases (bedroom tax) have now been reduced to only 9 during 25/26. 56 Mutual Exchanges were completed during 25/26. Staff have continued to

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	refurbishment programme to free up under-occupied properties	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.			promote the service to residents who are under-occupying. The re-development of Elfreda House provided an opportunity for tenants under-occupying family homes to move to a home that better suits their needs. There has been ongoing rightsizing work with CCC to review the existing Transfer Incentive Scheme, identify opportunities to increase uptake and invest in a dedicated rightsizing officer.
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 Council's newbuild development programme	Increase in the number of wheelchair standard properties	Ongoing	CCC Housing Strategy Team CCC Client Team Amphora CBH	The Council continues to work closely with developers and Registered Providers to maximise the delivery of accessible and adaptable homes wherever possible. This has included securing wheelchair-accessible family homes through the Council's new build acquisition programme at Chesterwell and three accessible 3-bedroom bungalows, and the inclusion of two accessible 3-bedroom flats within the Military Road scheme. These homes will help meet identified needs and support residents to live independently within their communities.
Maintain and where possible reduce the currently low levels of long-term empty properties in the	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	The Private Sector Housing Team continued to engage with owners of long-term empty homes and successfully returned one property to occupation during 2025/26. Whilst

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Private Sector Provide information to residents on the reality of empty homes – manage the perception					resources remain focused on addressing occupied properties with serious hazards, a proportionate response to empty homes continues to be maintained.

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	Following the decommissioning of the Essex County Council Public Health Homeless Accommodation and Support Service contract, Essex districts provided transitional funding to maintain the schemes for a further six months. This extension enabled providers to support residents to move on into more sustainable accommodation where appropriate. The schemes are now funded through Supported Exempt Housing Benefit arrangements, delivering a lower level of support to households residing within the accommodation. The Council commenced preparatory work to meet MHCLG’s requirement for local authorities to develop a Supported Housing Strategy (requirement of the Supported Housing Act). Early activity has focused on developing a needs assessment to better understand current and future supported housing requirements across the city, alongside consideration of the most appropriate approach for developing a comprehensive strategy. This work will provide the evidence base needed to inform future priorities and ensure

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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	supported housing provision meets local needs. The work undertaken by ECC (published in August 2025) to identify supported and specialist housing need across Essex will be utilised as part of the evidence base: Supported and Specialist Housing and Accommodation Need Assessment (2025) and Strategic Approach (2026) Essex Open Data 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 2026, and 26 nominations were awarded, across 8 supported housing providers, for use during 2026-27.
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.	Joint working established between housing, health and social care Funding opportunities identified and funding awarded	2022-27	CCC/CBH/Registered Providers/Health CCG/Essex County Council	The Integrated Health and Housing Working Group has now replaced the North East Essex Housing and Health working group. The group meets bi-monthly and is Chaired by CBH/Tendring District Council. The group identifies opportunities for joint working to improve housing and health outcomes for residents. The Essex wide Hospital Discharge Protocol has been drafted and is

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	Establish effective multidisciplinary care/referral pathways Work with local community and voluntary sector organisations to 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.	Pathways established, and referral processes improved Continue to develop the Essex Hospital 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	currently being signed off by City, Borough and District Councils across Essex. The protocol will help to improve discharge from hospital for vulnerable residents in a planned way. Through the work of the Private Sector Housing (PSH) Team during 2025/26, significant improvements were secured across the private housing sector: • 666 property inspections, visits and assessments were completed, including 35 inspections of accommodation intended for asylum seekers and refugees. • 838 homes were improved through PSH intervention and support. • 401 serious housing hazards were identified and removed, improving the safety and condition of housing for residents. • 76 Houses in Multiple Occupation (HMO) licences were issued, helping to ensure accommodation met the required management and safety standards. • Two Improvement Notices were served on non-compliant landlords to address serious housing hazards. • Two Civil Penalty Notices were issued, including one to a Registered Provider, for offences under the Housing Act 2004,

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					generating more than £23,600 in income to support enforcement activity. - Commercial services provided to landlords generated a further £2,645 in income. - A comprehensive review of the team's web content was completed, alongside the introduction of new online forms, making it easier for residents and their representatives to access information and report housing issues. 116 planning application consultations were undertaken. Although not a statutory consultee, the PSH Team works closely with Planning colleagues and Developers to identify potential housing hazards and design issues at an early stage, helping to improve housing quality and reduce the need for enforcement action following development or conversion.
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	Increase in take up of workshops. Financial resilience encouraged and supported through Money advice	Ongoing	CBH – Housing Options Team /Supported Housing Organisations/ CBH - Tenant	Throughout 2025/26, CBH's Financial Inclusion Team continued to provide dedicated support to tenants, securing an additional £114,500 in benefit entitlements through benefit maximisation activities. The team has supported tenants with Universal Credit claims and migration from legacy benefits, with over 60% of tenants now

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	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 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.	outreach work and training sessions. Reduction in the take up of discretionary funds		Support Officers	receiving Universal Credit. Proactive work has also been undertaken to identify older tenants who may be eligible for Pension Credit. Grant funding has continued to support key partner organisations, including Citizens Advice, Open Road and Catch22, ensuring CCC tenants can access timely specialist support to help sustain their tenancies. As a result, only three evictions for rent arrears were carried out during 2025/26, representing just 0.05% of all tenancies. CBH has also continued to work with Phoenix Futures in delivering the Frank Clater Close scheme, providing housing opportunities for individuals who may otherwise face barriers to accommodation due to a history of offending or substance misuse. Other highlights during the year included continued participation in the multi-agency hoarding forum and the delivery of annual welfare benefits training.
Support residents affected by Welfare Reforms and those experiencing financial hardship to	Continue to develop internal and external partnerships to mitigate the effects of welfare reform	More residents supported and where appropriate alternative housing options identified and risk of	Ongoing	Housing Options Team, CBH, CCC	CBH's Financial Inclusion Team continued to provide targeted support to tenants throughout 2025/26, achieving:

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remove the risk of homelessness	Continue to provide proactive support to those affected by the reform agenda and experiencing financial hardship	homelessness mitigated.		Customer Solutions	105 Discretionary Housing Payment (DHP) awards. 4,182 direct contacts with tenants to discuss under-occupation and welfare reform, a significant increase on previous years following the recruitment of an additional officer. £144,500 in additional benefit entitlement secured for tenants through the work of the Welfare Rights Officer. The team has also maintained the Universal Credit Landlord Portal, ensuring records remain accurate and up to date to support effective tenancy sustainment and income collection.
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 maximise their income and remain in their own home.	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	Highlights from the Older Persons Service (Sheltered Housing) during 2025/26 included: - Proactive identification and support of residents who may be eligible for Pension Credit, helping to maximise income and financial wellbeing. - Regular coffee mornings across sheltered schemes, providing opportunities for social interaction and early identification of tenancy-related issues. - Promotion of gardening clubs to support residents' physical health,

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					mental wellbeing and community engagement. • Delivery of spring clean events across schemes, assisting residents with decluttering and the disposal of bulky items. • Provision of MicroGym and Dance Network sessions to encourage physical activity, social inclusion and overall wellbeing. The Disabled Facilities Grant programme continues to support adaptations for private rented and owner-occupiers across the city. In 2025-26, the Council completed 92 applications for both mandatory and discretionary financial assistance: • 44 Mandatory Disabled Facilities Grants (DFG) • 31 Discretionary Stairlift Grants (SLG) • 13 Discretionary Fast-Track Grants (FTG) • 4 Discretionary Home Repair Loans (HRL)
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 Council sheltered schemes. This is integral and affordable.

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					CBH has worked closely with Amphora to move to a digital transition for Helpline services and this programme of work continued through 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	Working relationships with RAMA and Essex Integration continue. New relationships have been developed with CAST (Communities and Sanctuary Seekers Together) who assist in housing newly granted refugees who do not have a priority need. Asylum funding from Home Office used to help over 100 newly granted refugees access housing in the private rented sector since January 2024. In addition to this, Home Office notifications of family reunions are passed to CBH, so they receive advance warnings of possible approaches for housing support.
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	High quality communities Projects delivered – Infrastructure needs met	2022-2027 2022-2027	CCC Planning Policy and Transportation Team, Development Management, Community Development Team	The Infrastructure Audit and Delivery Plan (IADP) was updated during 2025/26 to support the emerging Local Plan. This work identifies future infrastructure requirements arising from planned housing and employment growth and helps inform the delivery and funding of infrastructure needed to support sustainable communities. There has been ongoing partnership,

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it	Progress
	integrated and sustainable transport projects				consultation and engagement with infrastructure providers and stakeholders through the Local Plan and the planning process.
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. Work in partnership with the Community Police to implement new legislation from the ASB Police and Crime Act and undertake enforcement action as necessary. I	Partnerships set up Continue to hold events including 'Days of Action' and 'Make a difference day', to bring communities together. (8 make a difference day held a year) Community projects established	2022 – 2027	Community Initiatives, CBH, Registered Providers, CCC – Private Sector Housing, Community Safety Team Police, Crime Commissioner s, Colchester Community Voluntary Sector (CCVS), CBH, Registered Providers, CCC Community Safety, Clinical Commissionin g Group (CCG)	CBH continues to maintain a strong partnership with Essex Police. During 2025/26, a multi-agency partnership group was established to support the Beyond the Box scheme, which provides accommodation for homeless households. The group ensures residents receive appropriate support and promotes a coordinated approach to addressing any emerging issues. Days of Action and Estate Tours have been delivered throughout the year in response to community concerns and to target areas requiring engagement or environmental improvements. CBH has continued to utilise the full range of available tools and powers to tackle anti-social behaviour where necessary. During 2025/26, 272 ASB investigations were opened. As a last resort, seven evictions were carried out to protect the safety and wellbeing of residents and the wider community. Resident engagement remains a key priority. The Resident Voice Group met regularly throughout the year, Tenant Inspectors continued to scrutinise areas

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it	Progress
Encourage Community Engagement with housing providers and other organisations	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	Funding bids submitted and agreed		CCC - Economic Development Team	of service delivery, and residents were consulted on policy reviews. CBH also continued to support the coordination of the St Anne's Information Network Meeting (SAINT), strengthening partnership working and community engagement. The One Colchester Delivery Board, vice-chaired by Colchester City Council's Community and Health & Wellbeing Manager, continues to provide a valuable forum for cross-sector collaboration and partnership working across the city. CBH plays an active role alongside CCC and other partner organisations, helping to identify opportunities for joint working, knowledge sharing and community engagement. CBH officers also engage with Community and Partnerships Team meetings where appropriate to support collaboration and the promotion of shared initiatives. The Town and Parish Council Forum, chaired by CCC's Community and Health & Wellbeing Manager, provides a further platform for engagement with parish councils and supports the development of local partnerships and community-led solutions.

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it	Progress
					Housing will be a key component of the emerging Place-Based Working approach, recognising the important role that good-quality housing plays in addressing the wider determinants of health and improving outcomes for residents.
Improve the external environment on the Council's housing estates Enable communities to become more self-sufficient and help themselves	Continue to implement the actions set out in the Estate Management Strategy for the external environment within the Council's housing estates 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	Estate Management Strategy recommendations implemented Local tenant panels established and developed	Ongoing	CBH Housing Management Team/ Zone Wardens	Service Level Agreements remain in place covering both delivery of grounds maintenance and Neighbourhoods services. These are regularly reviewed at an operational and strategic level, to ensure performance is maintained. 25/26 has seen the delivery of Year 1 of the Neighbourhood & Community Strategy - Neighbourhood and Community Strategy. A video has been developed for residents to highlight some of the outcomes. CBH have continued to work with Quality Assurance Advisors – residents who live in blocks of flats and support CBH in monitoring the performance of services delivered in the area.
Improved satisfaction in services that are delivered to Council tenants	We will review our services and adopt new collaborative approaches to continue to deliver effective and efficient services for tenants	Services reviewed and tenant satisfaction improved	Ongoing	CCC Client Team, CBH, Comms Team	Tenant Satisfaction Measures for 2025/26 were submitted to the Regulator of Social Housing by the required deadline of 30 June 2026. Performance improved across all satisfaction measures compared with the previous year. An audit of the data

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it	Progress
Implement the Principal areas of the Charter in relation to Social Housing White Paper to improve tenant engagement and satisfaction	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.	Engagement with services improved			collection and reporting process has also been completed. A corresponding action plan has been developed and is being monitored through CBH's Ops and Performance Committee. Planning for the 2026/27 survey is underway, with fieldwork scheduled to commence in August 2026. Using complaints to identify learning opportunities and drive service improvements remains a key focus for CBH's Corporate Management Team. Feedback on actions taken is regularly shared with tenants through Housing News and Views and the CBH website. As communication continues to be a recurring theme within complaints, CBH is working closely with contractors to strengthen customer engagement, emphasising the importance of clear and timely communication, understanding residents' individual needs and rights, and ensuring all residents are treated with respect and professionalism.
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.	Reduction in antisocial behaviour Town Centre multi agency partnership team set up and continue to meet regularly to agree	Ongoing	CBH anti-social behaviour team, Police, CCC Community Safety Team/CBH	CBH continues to engage with key partners at a strategic level, including active membership of the Community Safety Partnership (CSP), the Strategic Hate Crime Group and the Modern Slavery Group.

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it	Progress
	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	approach with support and enforcement in place to resolve crime and ASB issues arising in the town centre.		Rough Sleeper Team	Working jointly with Colchester City Council, CBH successfully secured PFCC funding to appoint an Anti-Social Behaviour Community Officer. The role will focus on tackling ASB hotspots across Colchester, while strengthening relationships with local residents and businesses. Outcomes from this initiative will be monitored throughout 2026/27. CBH continues to utilise a range of interventions and enforcement tools to address anti-social behaviour where necessary. During 2025/26, 272 ASB investigations were opened and, as a last resort, seven evictions were carried out to protect residents and the wider community. The Good Neighbour Toolkit has continued to be promoted, helping residents understand their responsibilities and encouraging positive neighbourhood relationships.
Prevent and reduce Domestic Abuse	Work in partnership with Essex County Council to develop a Domestic Abuse Strategy for Essex in line with the Domestic Abuse Act 2021 Ensure that the Domestic Abuse Act implications have been	Domestic Abuse Strategy produced and implemented		CCC Housing Strategy Team, CBH Housing Options Team, ECC, Registered Providers	CBH continued progress towards its Domestic Abuse Housing Alliance (DAHA) accreditation. CBH is supporting the Domestic Abuse Covenant, approved by Cabinet in December 2025, and continues to work collaboratively with partners, charities and service providers across

What we want to achieve	Key Actions	Outcome	When it will be done	Who will do it	Progress
	considered and the Gateway to Homechoice Allocations policy amended to reflect the new legislation.				Colchester to improve outcomes for victim-survivors. A dedicated Domestic Abuse Coordinator post remains in place, providing specialist support across both the Housing Management and Housing Solutions teams. CBH is also participating in the Surviving Economic Abuse pilot project, helping to strengthen support for victim-survivors of domestic abuse who approach services for homelessness assistance.
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, Colchester City Council and other partners to promote employment opportunities and local support services	Work clubs/drop-in centres set up; premises and volunteers to run them identified Unemployment reduced	Ongoing	CBH/CCC Customer Solutions. DWP	CBH's Financial Inclusion Team continued to support residents to improve financial resilience and access employment opportunities through referrals and signposting to Jobcentre Plus, training providers and partner organisations across Colchester.

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	The Council has completed energy efficiency upgrades to 101 homes through the Social Housing Decarbonisation Fund (SHDF), delivering an estimated 24 tonnes of carbon savings and reducing tenants' energy bills by approximately £16,600 per year. Alongside its Climate Emergency investment programme, the Council continues to make good progress towards achieving a minimum EPC rating of C across all homes by 2030. All properties acquired through the Council's acquisitions programme are upgraded to a minimum EPC C at the initial void stage, with an average rating of EPC B achieved across newly acquired homes, reducing the need for future retrofit works. All new Council homes continue to be designed in line with Future Homes Standard principles, while newly acquired homes are upgraded to high EPC standards, helping to reduce future retrofit requirements and carbon emissions.

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
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 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	Increased take up of Warm Home discount. Reduction in fuel poverty in the city An uptake of the ECO Flex funding discounts provided by our partners Reduction in fuel poverty in the city and	2022-2027	CCC – Community Initiatives Team, Voluntary sector Energy suppliers Energy Savings Trust CCC – Healthy Homes Team CCC Warm Homes partners, Energy suppliers CCC – Healthy Homes Team CCC-Private Sector Housing/Healthy Homes Team	Through the work of the PSH team in 2025/26, 62 Excess Cold hazards were removed from private/socially rented homes through reactive and proactive action. 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. 4 HRLs were awarded in 25-26.

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
	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	removal of excess cold hazards. Removal of 80 Excess Cold hazards in privately rented and owner-occupied homes per annum.			
Undertake targeted activity to support the most vulnerable members of the community who live in the poorest quality housing containing Category 1 and significant Category 2 hazards	Continue to improve referral pathways between Private Sector Housing & Customer Support Team to raise concerns about the housing conditions of vulnerable residents Work with Clinical Commissioning Group and Health and Social Care Services to tie Environmental Health into care planning and patient discharge.	Pathways established. Progress to achieving an annual target of improving 300 dwellings occupied by vulnerable people 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.	Ongoing	CCC Private Sector Housing CCC Healthy Homes Team Registered Providers, NEE CCG, ECC	Through the work of the Private Sector Housing (PSH) Team during 2025/26, 838 homes were improved, contributing to better housing conditions and outcomes for residents. Key activity during the year included: • Regular engagement with Contact and Support Centre colleagues to strengthen referral pathways and customer support. • The introduction of online customer forms, making it easier for residents to access services and report housing concerns. • Awareness sessions delivered to social care teams and partner organisations to improve understanding of the team's role and encourage appropriate referrals.

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
					Due to resource constraints, the team's proactive work remains limited and is primarily focused on responding to complaints and service requests rather than targeted interventions for vulnerable households.
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 good quality and well managed properties	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. Improvement in the management and quality of private sector accommodation	Ongoing	CCC-Private Sector Housing Team	In 2025/26 the team removed 62 Excess Cold hazards and 66 damp and mould hazards. The PSH Team provides commercial/paid advice services to assist landlords in being compliant.
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)	Better quality accommodation - Improvement of HMO's from 30 to 50 per	Ongoing	CCC - Private Sector Housing Private Landlords	The work undertaken by the PSH team included: 150 HMOs inspected.

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
	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.	annum over the course of the strategy. Reduction in unlicensed HMO's Enforcement action and prosecution of non-compliant/criminal landlords.			• 76 HMO licences issued and those HMOs deemed safe and compliant with standards. • 150 HMOs improved in total and made safer by requiring works to remove housing hazards, improve amenities and to provide suitable property management. • 11 HMO licences revoked. • £91,791 Income generated from HMO Licensing fees.
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 improvements through provision of grants and loans.	Improvement in energy efficiency of properties. More grants and loans provided for property improvements.	Ongoing	CCC – Healthy Homes Team	The Discretionary Home Repair Loan (HRL) 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. 4 HRLs were awarded in 25-26. The Financial Assistance Policy was reviewed in September 2024 and provides detail on the financial assistance that is available to eligible residents.
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	Increase in homes that are more energy efficient.	Ongoing	CBH Asset Management Team	For further details, see progress listed under "Reduce Carbon emissions in new and existing homes by 2027" above. Energy efficiency requirements are embedded within relevant procurement specifications, including the Council's

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
	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.	Energy measure specified in Sheltered Scheme Refurbishments and in the Housing Improvement Programme (HIP) procurement.		CBH Asset Management Team	acquisitions programme. Contractors are assessed on their approach to energy efficiency, environmental performance and carbon reduction. The Council continues to maximise opportunities to improve the energy performance of homes, helping residents manage fuel costs while supporting the delivery of its carbon reduction targets.
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	CBH Project Surveyor (Energy)	Energy assessments of the Council's housing stock are ongoing to improve the quality of asset data and inform investment decisions. Energy modelling software (Parity Portfolio) is used to assess upgrade options and target works that maximise energy efficiency and carbon reduction. The costs of improvement measures are incorporated into the Council's Net Present Value (NPV) asset viability model to ensure properties remain financially sustainable within the 30-year business plan. Changes to the Standard Assessment Procedure (SAP) introduced during 2025 have increased the need for updated EPC assessments. The Council is targeting 2,000 EPC reassessments during 2026/27 to

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
					improve the accuracy of its data and support future investment planning. A total of 1,043 homes have been identified for improvement works to achieve EPC C by 2030.
Reduce levels of overcrowding in affordable housing	Promote the use of mutual exchange, to better meet tenants needs (see action above)		Ongoing	CBH Housing Management Team, Registered Providers	During 2025/26, 56 mutual exchanges were successfully completed, helping tenants move to homes that better meet their needs. Staff have continued to actively promote the scheme, particularly to tenants who are under-occupying their properties, through direct engagement, social media and resident newsletters. Mutual exchange opportunities are also promoted through the Gateway to Homechoice and CBH websites, ensuring tenants are aware of the options available to make best use of the existing housing stock.
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	Ongoing	CCC Client Team/CBH Asset Management Team	Working in partnership CBH, and the Council have continued to prioritise essential improvement works to housing stock throughout 2025/26. Investment in the Council's housing is critical to ensuring properties remain safe, compliant and meet the standards required by the Regulator of Social Housing. This ongoing programme supports the long-term sustainability and quality of the Council's housing stock. At the end of 2025/26, 99.77% of

What we want to achieve	Key actions	Outcomes	When it will be done	Who will do it	Progress
					homes met the Decent Homes Standard. During 2025/26, CBH visited 1,230 properties and successfully gained access to 1,045 homes to undertake stock condition surveys. As a result, by year end, 83% of homes had an up-to-date stock condition survey completed within the last five years. Independent consultants, Altair, have audited the Council's stock condition survey data and confirmed confidence in the accuracy of the reported survey completion rates. The Council remains on track to achieve a minimum EPC rating of Band C across all housing stock by 2030. At the end of 2025/26, 90.19% of homes met this standard, demonstrating continued progress towards improving the energy efficiency of the housing portfolio. Registered Providers Delta, Clarion and Flagship are also progressing work to achieve a minimum EPC rating of Band C across all housing stock with Eastlight targeting a minimum rating of Band B.

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

Preventing homelessness and rough sleeping are addressed in our Homelessness Strategy 2020-2025. The full strategy and all associated documents can be found on CCC’s website - [Strategies · Colchester City Council](#). As outlined below, a new strategy has been developed for 2026-2031 and is currently awaiting final approval from the Cabinet and Full Council.

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	Between September 2025 and January 2026, in preparation for the development of a new Homelessness and Rough Sleeping Strategy (see below for further detail), a review of homelessness in Colchester was undertaken. This included a review of the Council’s Housing & Homelessness Evidence Base (a collection of key housing related data which the council uses to inform the development of both its Housing and Homelessness Strategies) and a Partner Consultation event. 45 representatives attended from a wide range of partner organisations who provide services to those affected by homelessness, as well as representatives from CCC, CBH, ECC and MHCLG.
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	During 2025/26 a new Homelessness and Rough Sleeping Strategy for 2026-2031 was developed with partner organisations across Colchester, supported by a detailed multi-year Action Plan produced in partnership with key stakeholders. The

What we want to achieve	Key Actions	Outcomes	When it will be done	Who will do it	Progress
					strategy sets out a comprehensive framework to respond to increasing homelessness pressures, focusing on early intervention and prevention activity, tenancy sustainment, improved partnership working and enhanced access to suitable and stable accommodation. Delivery arrangements have been established through strengthened multi-agency partnership structures, including enhanced case management, improved information sharing and governance via a refreshed partnership board. Work is also underway to increase access to affordable and supported housing, improve move-on pathways and reduce reliance on temporary accommodation, particularly unsuitable placements. Progress will be monitored through the Action Plan with ongoing performance review and annual reporting.