

Appendix B - Housing Strategy Action Plan - Revised Programme (Sept 2013 CEB)

This plan shows projects/ tasks not yet scheduled to start (so not listed in Appendix A) **and** projects/ tasks underway (with revised timescales proposed, if required).

Ref	Key Action	Outcomes	Milestone	Revised Due Date	Revised RAG	Comments
Strategic Objective One: Provide More Affordable Housing in the City to Meet Housing Needs						
1	Bring forward new housing schemes and develop a post 2015 programme.	New developments and a post 2015 programme are brought forward.	Working with developers and landowners, identify and bring forward potential sites as funding and economic circumstances allow	Mar 2015	G	Planning in discussion with landowners on major DPD sites
			Bring forward new affordable housing opportunities in any new transformational projects in the City	Sep 2014	G	Ongoing discussion with RPs on redeveloping outdated housing stock
			Development of a post 2015 affordable housing programme	Sep 2014	G	To identify new sites to deliver from 2015/16 budget on
2	Deliver 3 year affordable housing programme: A) provided by Oxford City Council.	112 new Council homes.	20 homes at Barton by March 2015 46 homes at Bradlands 46 homes on miscellaneous City sites	Mar 2015	G	Bradlands scheme approved by Planning Committee. Planning applications submitted on all other programme sites. CEB approval to let build contract
3	Deliver 3 year affordable housing programme: B) through partnership with Housing Associations.	184 affordable homes by March 2015.	New homes at Shotover View (55), Lake St (8) , Lamarsh Road (4), Manor Ground (27), Lanham Way (8), Balfour Rd (9), Luther Court (42), Butler House (14), Lawn Upton House (8), Leiden Rd (9)	Mar 2015	G	94 units completed 2012/13 4 units on site - expected to complete August 2013
4	Deliver 3 year affordable housing programme: C) through physical regeneration projects at Cowley Northway, to deliver new housing and jobs.	75 affordable homes by March 2015.	20 affordable units at Barns Road; 21 at Westlands Drive; & 34 at Dora Carr Close	Dec 2015	G	Planning consent secured. Some completions in 14/15. All due to complete by end of 2015.
5	Develop physical regeneration projects at Blackbird Leys to deliver new housing and jobs.	New physical regeneration projects developed at Blackbird Leys.	BBL: Undertake feasibility analysis and develop schemes	Dec 2013	G	Preparation of a neighbourhood wide regeneration programme by Dec 2013. Programme plan is now underway due to be completed in draft by end Dec 13.
6	Ensure robust planning policy exists to drive new social housing including via s106 agreements and deliver sustainable homes.	New Sites Plan document. New affordable Housing SPD adopted. Policies adopted requiring financial contribution to affordable housing.	Adopt new Affordable Housing SPD	Sep 2013	G	Consultation completed and final version due to be considered by CEB in Sept 2013
7	Ensure understanding of current and future housing needs is kept up to date and is fit for purpose.	Up to date housing needs and market information.	Explore opportunities for commissioning research, including joint commissioning to improve housing needs and market information	Sep 2013	G	GL Hearn appointed to carry out SHMA for Oxfordshire SPIP (Lead authority West Oxon DC). Interim report due Aug 2013
8	Preparation for delivery of the new housing development at Barton.	Delivery programme and agreements in place to develop c.800 new homes, including 320 new affordable.	Barton: Outline planning permission	Oct 2013	G	Planning application submitted in May 2013. On target for determination in Sept 2013. Phase 1 marketing on target to start Autumn 2013
			Barton: Commence on-site in early 2014	May 2014	G	

9	Review intermediate housing products including those for First Time Buyers and those on lower and middle incomes.	Housing opportunities for low to mid income households, key workers and first time buyers are explored and brought forward where feasible.	#####	April 2014	G	
10	Review new delivery models to bring forward new affordable housing to meet needs.	New models evaluated and introduced where feasible. New Council building house programme evaluated and produced. Bring empty property back into use as affordable housing.	Review the role of Oxford City Council in developing new homes by reviewing funding opportunities and flexibilities allowed under new HRA funding regime	Sep 2013	G	Funding in place for 112 new council properties. CEB July 2013 agreed purchase of social rented units at Barton and other properties in open market.
Strategic Objective Two: Prevent Homelessness						
11	Develop the role of private rented sector housing in meeting housing needs including homeless households or those threatened with homelessness	Annual meeting of landlord forum Undertake landlord/lettings agencies consultations Undertake consultations with current and prospective private tenants Homelessness Policy reviewed	Develop information and incentives to encourage private landlords to offer accommodation to homeless households or those threatened with homelessness	Oct 2013	G	On-going work - but full range of incentives provided. Recently signed up to a new insurance related scheme for landlords. Landlord survey completed. Next LL Forum being prepared with Env Devt. New marketing campaign (countywide) planned for Sept 2013
			Develop information/ education for current and prospective tenants and Investigate the use of Tenant Ready Schemes	Nov 2013	G	Tenant Ready schemes in other areas being researched. Initial discussions with Crisis re providing some training to support such a programme.
12	Reduce the number of households in temporary accommodation	Households in temporary accommodation reduced to 120 or less in 13/14, 14/15 & 15/16	Prepare planning and implementation of new forms of temporary accommodation	Feb 14	G	#####
13	Review of allocations policy	New Allocations Policy approved and implemented	New Allocations Policy completed	Dec 2013	G	Draft Allocations Scheme approved for consultation at CEB in Feb 2013. Consultation completed. New proposed Allocations Scheme for CEB to recommend to full Council in Sept 2013, with the scheme due to go live in late Autumn 2013.
Strategic Objective Three: Address the Housing Needs of Vulnerable People and Communities						
14	Develop housing strategies for specific vulnerable groups.	New Housing Strategy incorporates needs of young people, older people, BME households and families in difficulty	Develop evidence base and housing strategy objectives for specialist needs groups - BME	Sep 2014	G	A draft evidence base is in progress to inform the development of the new Housing Strategy.

		umicity.	Develop evidence base and housing strategy objectives for specialist needs groups – Older people	Sep 2014	G	This is being re-scheduled to ensure co-ordination and synergy within wider specific strategies being developed across Oxfordshire and City Councils. A draft evidence base is in progress.
15	Ensure commissioning of services for vulnerable people is co-ordinated across agencies and partnerships to ensure the preservation and most effective use of resources and meets identified need.	Retain or remodel hostel accommodation that provides sufficient bedspaces to meet needs and meaningful activity for clients. Successful re-commissioned services.	Engage in County Council review for SP services – Single homelessness	Mar 2014	G	Oxford City Council have worked in partnership with Oxfordshire County Council to meet financial targets.
			Engage in re-commissioning of SP funded services – DV	Dec 2013	G	Re-commissioning of services underway
			Engage in re-commissioning of SP funded services – Supported independent living	Mar 2015	G	Re-commissioning of services due next year
16	Ensure hospital discharge is facilitated to reduce 'bed blocking'.	Effective hospital discharge mechanisms in place.	Review existing hospital discharge protocols, systems and promote awareness – including early warning	Mar 2015	G	#####
17	Ensure supply of wheelchair adapted housing to meet needs.	Wheelchair accessible housing is available for households that need it.	Improved knowledge, analysis of need for and provision of fully wheelchair adapted social housing	Dec 2013	G	A report presented to Housing Strategy Delivery Board in June 13. Further assessment of current stock information underway and will be reported on later in 2013
			Develop plan to meet any shortfall or gaps in provision of wheelchair accessible housing	Sep 2014	G	Will follow the task above
18	Produce housing guide for older people.	Older persons housing guides published.	Review existing Older persons guide with service users and partners	Dec 2013	G	Item progressing following reorganisation of project. New guide expected in Autumn 2013
19	Re-model hostel to incorporate assessment centre, new referral and move on pathways.	New pathways for rough sleepers implemented.	Work with Supporting People Team to review existing provision with providers with the aim of remodelling services within diminished budgets whilst retaining sufficient bedspaces to meet needs and meaningful activity for clients	Mar 2015	G	On track. Needs analysis completed. Pathway framework developed and being populated. Districts at officer and member level consulted. A significant project, so new contract start date negotiated (after re-commissioning/ re-modelling) of March 2015
Strategic Objective Four: Improve Housing Conditions						
20	Ensure knowledge of private housing stock and conditions is fit for purpose, enabling strategies and investment to be effective.	Fit for Purpose knowledge of housing stock and standards.	Recommend methodology to improve knowledge of private housing stock and condition	Dec 2013	G	Feasibility study for second stage of BRE stock modelling complete. Over 150,000 lines of data to be included in improved data set to inform strategy changes.
21	Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for households.	#####	Fuel poverty strategy: Consult with partners, residents, energy companies etc	Apr 2014	G	#####

			Develop a Strategy to cover issues of home energy, carbon emissions, fuel poverty and retrofitting of homes	Jun 2014	G	See above
			Publicity and awareness Promote Green Deal	Mar 2015	G	#####
			Develop specific retrofitting element and programmes for Council stock including external cladding for 5 tower blocks (400 homes)	Apr 2014	G	This will form part of the Housing Asset Management Strategy to be adopted in April 2014. Project managers for the tower block cladding were commissioned in March 2013.
22	Improve the quality of individual private rented properties including those used via the Homechoice scheme.	Improvements are made to the quality and management of individual private rented properties.	Implement new landlord and lettings agencies accreditation schemes	Oct 2013	G	Consultation exercise not carried out yet. Planned for Q2.
23	Increase the number of individual HMOs subject to agreed licence provisions Baseline = 1100 (2011/12).	Every HMO in the City is inspected and accredited.	2950 Licensed HMOs in 2013/14	Apr 2014	G	2880 licensed so far in 13/14. Target on track to be achieved.
			3540 licensed HMOs in 2014/15	Apr 2015	G	
24	Maximise take up and impact of Home Improvement Loans.	Home Improvement Loans made available to improve standards in private housing.	Ongoing publicity and promotion of Home Improvement Loans including partner organisations e.g. social services, health	Mar 2015	G	Publicity agreed for Health Watch Guide.
25	Sustain improvements in the condition of council homes.	Condition of council housing is continually improved.	Consider setting a Local Oxford Standard for Council homes	Apr 2014	G	To form part of Housing Asset Management Strategy to be adopted in April 2014.
26	Work with owners and communities to bring long term empty homes back into use.	New Empty Homes Strategy adopted. 10 long term empty homes returned to use annually.	Empty homes: Investigate procedures and if necessary implement the use of Compulsory Purchase Orders	Jun 2014	G	Working with Planning, Corporate Assets, Legal and Environmental Health to assess potential to CPO a property with a view to partnering an RSL throughout the process.

Strategic Objective Five: Improve Quality, Cost Effectiveness and Efficiency of Housing Services.

27	Deliver the Demonstration Project for direct payment of benefits to council tenants.	Direct payment of housing benefit to council tenants project successfully completed and lessons learnt.	Direct payments: Tenants contacted and supported with information and assistance	Mar 2015	G	We continue to derive learning from the project. In particular the arrears process and support provided to tenants is being further developed. Project extended to remaining tenants on HB subject to suitability assessment.	
			Direct payments: Completion of project	Mar 2015	G		See above - project to be extended
			Direct payments: Roll out to all tenants	Mar 2015	G		See above
28	Develop and improve opportunities for tenants and leaseholders to get involved in managing the delivery of the council's housing services.	Tenant and Leaseholder Involvement Strategy adopted. Local Offer agreed and implemented. Co-regulation with tenants implemented.	Detailed implementation of co-regulation including role of member and tenant scrutiny	Oct 2013	G	Tenant Scrutiny Steering group has been set up & is meeting regularly. The final recruitment & selection of tenants for the panel was completed in Aug 2013 with the first meetings to be held end Sept/early Oct	

						13.
29	Improve performance in tenancy services.	Improve rent and income collection performance. Reduce rent arrears. Achieve greater VFM for repairs (cost and quality).	Undertake fundamental review of repairs service	Dec 2013	G	The review is under way - 4 out of 5 workstreams are complete. Final workstream to be delivered in 2013.
30	Improve the percentage of council tenants satisfied with our landlord services.	82% tenants satisfied 2012/13. 84% tenants satisfied 2013/14. 86% tenants satisfied 2014/15.	Undertake annual tenant satisfaction survey	Apr 2015	G	The 2013 STAR survey has been carried out. The final report is due to be released 22 July 2013. Satisfaction at 88% (up 1% from last year)
31	Manage council housing to ensure it best meets the needs of individual households and tenants and the community as a whole.	Reduce underoccupation freeing up homes for larger households. Overcrowding is reduced in council homes. Actions to tackle and minimise Tenancy Fraud are up to date and effective.	Review use of extensions to provide enlarged homes for larger households for tenants and prospective tenants	Apr 2014	G	#####
			Review the implications of new Government guidance or legislation on the policies and work of Tenancy Fraud Team within 4 months of release Publicise	Mar 2015	G	#####
32	Review Housing Strategy targets mid term to ensure they are being delivered and refreshed in light of changing circumstances.	Housing Strategy targets are monitored and refreshed.	Housing strategy refresh: Produce progress information, any proposed revisions and consult with partners Sept to Oct 2013	Nov 2013	G	Consultation to take place after Sept CEB - see main body of report.
			Adopt refreshed Housing Strategy	Dec 2013	G	To be reported to CEB in Dec 13.
33	Review policies and services to reduce administration to secure VFM efficiency savings in housing services.	Lower administration costs for low priority housing applications.	Online housing applications	Dec 2014	G	Project cannot proceed until after the upgrade of the Housing ICT application. Awaiting prioritisation of this upgrade in the City ICT Strategy.
34	Review, update and improve housing communications provided by the council.	Housing Communications Plan in place. High quality and relevant housing information is available. New style tenants newsletters produced annually. New Tenants Handbook is produced. Information and on-line reporting of repairs is reviewed.	Tenants Handbooks reviewed with tenants and new version/s published	Apr 2014	G	#####
			Review use and production of Repairs Handbook, information on website and on line reporting of repairs following fundamental review of repairs	Jun 2014	G	Review will follow on from the Fundamental Review of Repairs.

