

## Appendix A- Housing Strategy Action Plan - Revised Programme (December 2013 CEB)

Ref	Key Action	Outcomes	Milestone	Revised Due Date	Revised RAG	Comments
<b>Strategic Objective One: Provide More Affordable Housing in the City to Meet Housing Needs</b>						
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	<b>G</b>	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	<b>G</b>	Ongoing discussion with RPs on redeveloping outdated housing stock
			Development of a post 2015 affordable housing programme	Sep 2014	<b>G</b>	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	<b>G</b>	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	<b>G</b>	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	<b>G</b>	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	July 2014	<b>G</b>	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 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	Dec 2013	<b>G</b>	GL Hearn appointed to carry out SHMA for Oxfordshire SPIP (Lead authority West Oxon DC). Interim report under consideration.
7	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	Dec 2013	<b>G</b>	Planning application submitted in May 2013. On target for determination in Sept 2013. Phase 1 marketing now underway and working towards a preferred bidder by
			Barton: Commence on-site in early 2014	May 2014	<b>G</b>	
8	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.	Complete a review with RSL Partners and other key strategic partners, which will enable the Council to update the housing choices we provide.	April 2014	<b>G</b>	

9	AHP Programme (Round 2)	Consideration of further development schemes and a bid for HCA funding in the AHP programme round 2015 - 2018	Consider possible bids for HCA funding under this programme	Mar-14	G	Existing board picking this up now and compiling potential development list
10	Sheltered Review	Ensuring best use and fitness for purpose of Council housing stock	Review remaining council owned sheltered housing schemes	Apr-15	G	To start work planning for project January 2014

### 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	Undertake landlord/lettings agencies consultations  Undertake consultations with current and prospective private tenants  Homelessness Policy reviewed	Develop information/ education for current and prospective tenants and Investigate the use of Tenant Ready Schemes	Jan 2014	G	On going work -Appointed three temp workers to procure lets outside the county. Countywide multi-channel campaign started October 2013 seeking landlords - 20+ potential leads  Tenant Ready scheme pilot in partnership with Crisis/Connections. Starts Jan 2014
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	Target for the number of households in temporary accommodation was achieved (120 as at 31 Mar 2013). Corporate Targets revised to 120 for 3 yrs due to potential pressures on h'lessness. On track to achieve target for 2013/14.
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 due to go live in Dec 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.
			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	Retain or remodel hostel accommodation that provides sufficient bedspaces to meet needs	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.

	preservation and most effective use of resources and meets identified need.	and meaningful activity for clients. Successful re-commissioned services.	Engage in re-commissioning of SP funded services	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	Ensure government grant of £447k towards disabled facilities grant (DFG) budget is protected during transition from direct DCLG payments to County controlled Integrated Transformation Fund.	DFG budget allocated to council remains the same or is increased	Gather support across district councils and put case forward for DFG allocation to Oxford to be protected. Health and Wellbeing Board due to sign off countywide budgets to district councils in March 2014	Mar-14	G	Briefing and action plan currently being formulated.
20	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
<b>Strategic Objective Four: Improve Housing Conditions</b>						
21	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.
22	Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for households.	Develop integrated Home energy/Fuel Poverty/Retro-fitting Strategy/ies.	Fuel Poverty Strategy: Consult with partners, residents, energy companies etc.	Apr-14	G	Sign posting information on Affordable Warmth being produced for staff and public on internet. This is in conjunction with relevant partners and is the first stage in getting necessary liaison

Improved energy ratings, lower carbon emissions in housing in the City. Retro-fitting strategy and implementation for council housing stock. Including external cladding for 5 tower blocks. Zero carbon new build council homes.	Develop a strategy to cover issues of home energy, carbon emissions, fuel poverty and retro-fitting homes.	Jun-14	G	A financial inclusion strategy is being drafted- the fuel poverty element of this will include overarching themes for fuel poverty and possible basis of the main strategy,. The Asset Management strategy will also include targets for council house retrofit,boiler replacement etc and renewable technologies and will be aligned with fuel poverty aims and objectives.
	Develop specific retro fitting element and programmes for Council stock including external cladding for 5 tower blocks (400 homes)	Apr-14	G	This will form of the Housing Asset Management Strategy to be adopted in April 2014. Project managers for the tower block cladding werecomisioned in March 2013. (due date ammended as per September CEB)
	Publicity and awareness - Promote Green Deal	Mar-15	G	The Green Deal Plus approach links in with the new requirement on the Authority under the Home Energy Conservation Act, and its intentions around fuel poverty reduction across the city, as declared by the council signing up to the End Fuel Poverty Coalition. For more detail see Oxford's HECA report from March 2013. Information has been produced to signpost residents struggling to pay energy bills and is available at <a href="http://www.oxford.gov.uk/affordablewarmth">www.oxford.gov.uk/affordablewarmth</a>
	Extend insulation upgrade for OX3 and OX4 under the 'Warming Oxford' pilot		G	Pilot in PRS inspection based on EPC certificates revealed that the data was poor therefore thermal imaging is being used to identify poorly insulated homes. Information and findings presented at Landlords' forum.
Delivery of the Annual Investment Programme in Council Housing and Estates	Delivery of 2013/2014 Great Estates Programme	Mar-14	G	

			Delivery of 2014/2015 Great Estates Programme	Mar-15	G	
			Delivery of the Tower Block refurbishment and improvements project plan	Mar-18	G	
23	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	March 2014	G	Due to proposed changes in HMO fees a further review of accreditation is required to align the better landlords and fee reductions
24	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	
25	Review approach to regulation across the whole private rented sector	Decision made, based on evidence, on whether further regulation of PRS is necessary and justifiable and if so which areas require regulating.	Develop evidence base and consider existing approaches to regulating PRS across UK.	Apr 2015	G	Evidence collection commenced in April 2014. To review every 6 months.
26	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.
27	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.
28	Development of the Asset Management Strategy	Validation of 30 year Finance Plan based on robust data following independent assessment	1. Complete stock condition survey (of OCC owned housing) and associated energy performance data.	Feb-14	G	Independent consultancy to carry out survey and validate 30year Financial Plan.
		To ensure transparency in achieving a tenant mandate on the plan.	2. Resident Engagement - via core groups led by the Asset Management team and facilitated by the Resident Involvement team	Mar-14	G	To ensure tenants are 'Placed at the heart of service development'.
		Focussed annual spend to give best VFM and programme delivery	3. Analysis of condition survey and resident comments - to form spend hierarchy of Capital Budget	Apr-14	G	
		Long term strategic agenda to inform the Local Offer in partnership with residents.	4. Completion of Asset Management Strategy	May-14	G	

		Prioritised spend profile within Council resources in the longterm (30year Finance Plan) based on robust database to ensure resident contribution and understanding and provide BEST VALUE to the Council.	5. Revised stock investment plan	Sep-14	G	
29	Work with owners and communities to bring long term empty homes back into use.	New Empty Homes Strategy adopted. 10 longterm empty homes returned to use annually	Investigate procedures and if necessary implement the use of Compulsory Purchase Orders (CPOs)	Jun-14	G	Working with Planning, Corporate Assets, Legal and Environmental Health to assess potential to CPO a property with a view to partnering and RSL throughout the process. (dues date as ammended Sept CEB)
<b>Strategic Objective Five: Improve Quality, Cost Effectiveness and Efficiency of Housing Services.</b>						
30	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
31	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 completd in Aug 2013 with the first meetings to be held end Sept/early Oct 13.
32	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.
33	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	Next STAR survey process to begin April 2014
34	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	#####
35	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.
36	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	Jun 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.

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