

## Appendix A - Housing Strategy Action Plan - Update to end June 2013 (Sept 2013 CEB)

This plan shows all projects/ tasks that should have been started by this date, including completed projects.

Key Action	Outcomes	Milestone	Due Date	RAG	Comments
<b>Strategic Objective One: Provide More Affordable Housing in the City to Meet Housing Needs</b>					
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City e.g. West End sites, Grenoble Road and new allocated sites	Sep 2014	G	Ongoing discussion with RPs on redeveloping outdated housing stock
		Development of a post 2015 affordable housing programme	Sep 2014	G	In development - As above
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
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
Deliver 3 year affordable housing programme: C) through physical regeneration projects at Cowley Northway, to deliver new housing and jobs.	76 affordable homes by March 2015.	Barns Rd (18), Westland Drive (28), Dora Carr Close (30)	Mar 2015	A	Programme slippage due to planning issues. Consent now given for 75 affordable units - 20 at Barns Road; 21 at Westlands Drive; & 34 at Dora Carr Close. All due to complete by end of 2015.
Develop a Tenancy Strategy to set out the Council's Policy incorporating tenure and rent policy for affordable housing in the City.	Tenancy Strategy adopted.	Consultation Draft Tenancy Strategy approved – July 12	Dec 2012	Completed	Completed
		Consultation on Draft Tenancy Strategy completed- Summer 12	Dec 2012	Completed	Completed
		Tenancy Strategy adopted by end 2012	Dec 2012	Completed	Completed
Develop physical regeneration projects at Blackbird Leys to deliver new housing and jobs.	New physical regeneration projects developed at Blackbird Leys.	BBL: Consultation and involvement with Neighbourhood Management Groups and Area Forums to shape Regeneration Strategy by Autumn 2012	Dec 2012	Completed	Consultation workshops completed Dec 2012 and reports issued February 2013
		BBL: Develop Leys Area Project Plan by December 2012	Dec 2012	Completed	Completed.

		BBL: Bring forward new sites for development by April 2013	Apr 2013	Completed	Minchery Farm site identified - Now part of the Affordable Housing Programme delivering 42 of the 112 units	
		BBL: Review results of maisonettes options appraisals by December 2012	Dec 2012	R	Appraisal will now be undertaken citywide as part of the Asset Mant Strategy. BBL maisonettes to be considered within BBL Regeneration project	
		BBL: Undertake feasibility analysis and develop schemes by April 2013	Apr 2013	A	Preparation of a neighbourhood wide regeneration programme by Dec 2013. Programme plan is now underway due to be completed in draft by end December.	
30	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.	Submission following consultation by May 2012 for examination Sept/Oct 2012 Adopt and implement the Sites and Housing Development Plan Document building on SHLAA by Feb 2013	Feb 2013	Completed	Completed
			Refresh Local Investment Plan for adoption in June 2012	Jun 2012	Completed	Completed
			New Affordable Housing SPD: Review consultation by Dec 12, adopt April 2013	Apr 2013	A	Consultation completed and final version due to be considered by CEB in Sept 2013
			Adopt policies requiring a financial contribution to support affordable housing (4-9 dwellings, student accommodation) by Dec 12, adopt April 2013	Apr 2013	Completed	Completed
30	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.	Analyse and provide data from Oxford Housing Register to inform needs data including demand and availability of specialist accommodation and to ensure new housing meets the aspirations of home seekers by Sept 2012	Sep 2012	Completed	Analysis of housing register completed, and data on mobility needs provided to Planning. An updated analysis will be done for 2013. Data on housing register and lettings provided in June 2013 for Strategic Housing Market Assessment.
			Review current housing market data by Sept 2012	Sep 2012	Completed	Housing market data included in the Homelessness Strategy evidence base. Housing market data for Strategy evidence bases will be updated in 2013.
			Review census data as it becomes available	Sep 2013	Completed	Initial census data reviewed and included in draft Strategy evidence bases. Additional census data will be included in Strategy evidence bases in 2013.
			Explore opportunities for commissioning research, including joint commissioning to improve housing needs and market information: and update by April 2013	Apr 2013	A	GL Hearn appointed to carry out SHMA for Oxfordshire SPIP (Lead authority West Oxon DC). Interim report due Aug 2013
Preparation for delivery of the new housing development at Barton.	Delivery programme and agreements in place to develop c.800 new homes,	Barton Area Action Plan adopted Dec 2012	Dec 2012	Completed	Completed	

	including 320 new affordable.	Barton: Outline planning permission by early 2013	Mar 2013	G	Planning application submitted in May 2013. On target for determination in Sept 2013. Phase 1 marketing on target to start Autumn 2013
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.	#####	Sep 2013	Completed	Report on homeless accommodation prepared for Sept 13 CEB. 14/15 budget preparation will include consideration of funding for enabling role, including recycling RTB receipts
		Review the role of Oxford City Council in developing new homes by reviewing funding opportunities and flexibilities allowed under new HRA funding regime by September 2012	Sep 2012	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.
		Develop a Council building programme and development process by April 2013	Apr 2013	Completed	Completed
		Evaluate potential for schemes to bring empty property back into use as affordable housing	Mar 2013	Completed	#####

### Strategic Objective Two: Prevent Homelessness

Develop services to tackle rough sleeping	No Second Night Out for rough sleepers	Implement new working arrangements for street services for more presence out hours – linked to supported provision.	Jul 2012	Completed	Oxford City Outreach on 3 year contract until March 2015 with longer and more flexible hours. Any new arrangements will be influenced by Supporting People's <u>remodelling of the pathway</u> .
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 a landlord/lettings agencies survey consultation to understand expectations of private landlords by Sept 2012	Sep 2012	Completed	All consultation is now complete. The survey was delayed by data protection difficulties which were later resolved.
	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 by April 2013	Apr 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

		Undertake consultation with prospective and current private sector tenants to undertake their expectations and barriers to investment and attaining a settled home in the private rented sector by Dec 2012	Dec 2012	Completed	Consultation complete. Evaluation and analysis now underway.
		Consider introducing a private tenants forum by April 2013	Apr 2013	Completed	This has been considered and there is currently no appetite or budget for developing a private tenants forum.
		Develop information and education current and prospective tenants and Investigate the use of Tenant Ready Schemes by November 2013	Nov 2013	G	Tenant Ready schemes in other areas being researched. Initial discussions with Crisis re providing some training to support such a programme.
		Review homeless policy in relation to re-housing in private sector and discharge of duty following legislative change and new guidance by September 2012	Sep 2012	Completed	New policy approved by CEB on 13th Feb 2013. To go live from 1st April 2013
Ensure effective debt and welfare advice services are available to the public	Effective debt, welfare advice, services are provided and taken up	Review need and provision of debt and welfare advice/training by April 2013	Apr 2013	Completed	Completed
		Develop action plan for debt and welfare advice/training to address any gaps, unmet needs and maximise take up by Sept 2012	Sep 2012	Completed	Complete
Reduce the number of households in temporary accommodation	Households in temporary accommodation reduced to 120 by 2012/13, 100 by 2013/14, 87 by 2014/15	Prepare planning and implementation of new forms of temporary accommodation by June 2012	Jun 2012	R	#####
Research, consult and adopt a new Homelessness Strategy and Action Plan	New Homelessness Strategy, targets and Action Plan	Review progress since last Homelessness Strategy – May 2012	May 2012	Completed	Completed
		Produce Homelessness Strategy evidence base and issues by July 2012	Jul 2012	Completed	Completed
		Undertake consultation on Homelessness Strategy – July - Sept 2012.	Sep 2012	Completed	Completed
		Adopt Homelessness Strategy Dec 2012	Dec 2012	Completed	Completed
		Publish homelessness Strategy – by end of March 2013	Mar 2013	Completed	Completed
Review of allocations policy	New Allocations Policy approved and implemented	Allocations policy review to commence April 2012	Apr 2012	Completed	Allocations Review underway
		Consultations on draft Allocations policy planned to be completed by Sept 2012 (subject to Government Guidance issued)	Sep 2012	Completed	Delayed (Govt Guidance also delayed), but consultation period on draft Allocations Scheme (approved by CEB on 13th Feb 2013) open from 8th April to 19th May 2013

		New Allocations Policy completed by December 2012	Dec 2012	<b>R</b>	#####
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**Strategic Objective Three: Address the Housing Needs of Vulnerable People and Communities**

33	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 – Young people	Sep 2013	<b>Completed</b>	An evidence base has been produced to feed into cross Council plans and the development of the new Housing Strategy.
			Develop evidence base and housing strategy objectives for specialist needs groups - BME	Sep 2013	<b>G</b>	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 2013	<b>G</b>	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.
			Develop evidence base and housing strategy objectives for specialist needs groups – Families in difficulty	Sep 2013	<b>Completed</b>	Milestone reconsidered and specific work undertaken instead to assist with targeting suitable families for the Thriving Families initiative
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.	Review and implement Supporting People Financial Strategy by March 2013	Mar 2013	<b>Completed</b>	Oxford City Council have worked in partnership with Oxfordshire County Council to meet financial targets.	
		Engage in County Council review for SP services – Single homelessness	Sep 2013	<b>G</b>	on-going work - progressing well	
		Engage in re-commissioning of SP funded services – DV	Dec 2013	<b>G</b>	Successful re-commissioned services.	
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	<b>G</b>	Operational meetings being developed (inc Broadway and Oxford City Housing Options staff) to consider changes to policies (Mental Health and Physical Health discharges). Strategic meeting to be convened by County Council (Adult Social Care) in Aug 13	
Ensure housing options are available for people moving through and from supported housing.	Supported housing is available for people who need it and clients are enabled to attain independent living.	Review Move on Plan Protocol, identify barriers and actions to deal annually	Mar 2015	<b>Completed</b>	New MOPPS process and forms agreed at meeting with providers and all stakeholders on 14th May 2013. Base data and Q1 and Q2 data now received. New approach to now continue with admin support from Oxford City Council on a quarterly basis.	
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 by Sept 2013	Sep 2013	<b>G</b>	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	

Produce housing guides for older and young people.	Older persons and young persons housing guides published.	Review existing Older persons guide with service users and partners by Dec 2012	Dec 2012	R	Item progressing following reorganisation of project. New guide expected in Autumn 2013
		Review existing Young persons guide with service users and partners by Dec 2012	Dec 2012	Completed	Project reviewed and decision taken that we don't need a separate guide as much of the information is already available elsewhere such as in the Survival Guide.
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 throughout 2012-14	Mar 2014	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>					
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.	Review existing private housing stock data and gaps by Dec 2012	Dec 2012	Completed	BRE stock modelling procured.
		Review available census data for private housing stock by Dec 2012	Dec 2012	Completed	Reviewed and included in BRE stock modelling methodology.
		Recommend methodology to improve knowledge of private housing stock and condition by April 2013	Apr 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.
Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for households.	#####	Fuel poverty etc: Develop officer group and assess current standards, baselines and issues by Sept 2012	Sep 2012	Completed	Completed
		Fuel poverty strategy: Consult with partners, residents, energy companies etc by Dec 2012	Dec 2012	R	#####
		Develop a Strategy to cover issues of home energy, carbon emissions, fuel poverty & retrofitting of homes by April 13	Apr 2013	R	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)	Dec 2013	A	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.
		Set zero carbon target for all new council homes	Mar 2013	Completed	New council homes will be built to Code for Sustainable Homes Level 4. This is considered to be as close to a zero carbon target that is economically feasible
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.	Review landlord and lettings agencies accreditation schemes by December 2012	Dec 2012	Completed	The accreditation scheme was reviewed by December 2012. Increased discounts on HMO licensing fees were introduced and consideration is currently being given to how the scheme could be expanded, possibly using external providers.

		Implement new landlord and lettings agencies accreditation schemes from April 2013	Apr 2013	A	Consultation exercise not carried out yet. Planned for Q2.
		Private rented housing: Consider targeted interventions to tackle specific problems e.g. Hit Squad activities by November 2012	Nov 2012	Completed	£150k agreed in reserve for unlawful dwellings. Proactive targeting of landlords underway. Full HHSRS inspections of properties being carried out in reactive cases instead of just dealing with issue being raised by tenant.
Increase the number of individual HMOs subject to agreed licence provisions Baseline = 1100 (2011/12).	Every HMO in the City is inspected and accredited.	2180 licensed HMOs in 2012/13	Mar 2013	Completed	The figure of 2180 licensed HMOs was achieved by 12/13
		2950 Licensed HMOs in 2013/14	Mar 2014	G	2880 licensed so far in 13/14. Target on track to be achieved.
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.
Sustain improvements in the condition of council homes.	Condition of council housing is continually improved.	Evaluate progress made following attainment of Decent Homes Standard, considering aspirations of tenants & availability of funds	Mar 2013	Completed	Significant investment in Council stock, with additional new kitchens and bathrooms included in the capital programme. A stock condition survey has been commissioned to measure progress. This starts in Sept 13.
		Consider setting a Local Oxford Standard for Council homes	Mar 2013	R	To form part of Housing Asset Management Strategy to be adopted in April 2014.
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: Review progress to date and barriers/opportunities to increase success by Sept 2012	Sep 2012	Completed	#####
		Empty homes: Investigate procedures and if necessary implement the use of Compulsory Purchase Orders by Nov 2012	Nov 2012	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.
		Empty homes: Undertake consultation and surveys by December 2012	Dec 2012	Completed	#####
		Empty homes: Development of new Empty Homes Strategy by April 2013	Apr 2013	Completed	CEB endorsement and approval March 2013.
<b>Strategic Objective Five: Improve Quality, Cost Effectiveness and Efficiency of Housing Services.</b>					
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: Scoping of project with DWP and partners by May 2012	May 2012	Completed	Complete
		Direct payments: Tenants contacted and supported with information and assistance Spring 2012 and beyond	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: ICT issues resolved and system live by June 2012	Jun 2012	Completed	Complete

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.	Develop Tenant and Leaseholder Involvement Strategy by September 2012	Sep 2012	Completed	Completed
		Draft Local Offer prepared with tenants representatives including Local Offer Planning Day to define services and set standards by May 2012	May 2012	Completed	Completed
		Consultations on Local Offer with all tenants during Spring 2012	May 2012	Completed	Completed
		Local Offer adopted by September 2012, implemented and reviewed annually in September	Sep 2012	Completed	Completed
		Tenants trained in co-regulation by Summer 2012	Aug 2012	Completed	Completed
		Detailed implementation of co-regulation including role of member and tenant scrutiny by September 2012	Sep 2012	R	#####
Develop detailed Landlord Operational Plan to support HRA Business Plan.	A detailed Operational Action Plan exists for Council housing.	A Landlord Operational Action Plan is prepared by Sept 2012 and adopted by Dec 2012	Dec 2012	Completed	This has been incorporated into Housing Board structure and Housing Service Plan.
Improve performance in tenancy services.	Improve rent and income collection performance. Reduce rent arrears. Achieve greater VFM for repairs (cost and quality).	Review rent and income collection by November 2012	Nov 2012	Completed	Completed
		Undertake fundamental review of repairs service by Dec 2012	Dec 2012	A	The review is under way - 4 out of 5 workstreams are complete. Final workstream to be delivered in 2013.
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	Mar 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)
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 under-occupation policies and incentive schemes by December 2012	Dec 2012	Completed	#####
		Review over-crowding and allocations/transfer policies by October 2012	Oct 2012	Completed	Transfer policies and overcrowding considered as part of the overall Allocations Scheme review. Proposed new scheme being reported to CEB in Sept 13.
		Review use of pods/extensions to provide enlarged homes for larger households for tenants and prospective tenants by June 2013	Jun 2013	A	#####



		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	<b>G</b>	#####
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: Review performance at end of financial year by July 2013	Jul 2013	<b>Completed</b>	See main body of report
		Housing strategy refresh: Consider policy, performance, trends and wider changes by July 2013	Jul 2013	<b>Completed</b>	See main body of report
		Housing strategy refresh: Produce progress information, any proposed revisions and consult with partners April to September 2013	Sep 2013	<b>A</b>	Consultation to take place after Sept CEB - see main body of report.
		Housing strategy refresh: Adopt September 2013	Sep 2013	<b>A</b>	To be reported to CEB in Dec 13.
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 by April 2013	Apr 2013	<b>R</b>	Project cannot proceed until after the upgrade of the Housing ICT application. Awaiting prioritisation of this upgrade in the City ICT Strategy.
		Reduced validation processes for applicants in low housing need by April 2013	Apr 2013	<b>Completed</b>	Largely dependant on on-line apps. Validation process already minimised as far as possible for cases likley to be Band 5 (within existing system)
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.	A housing communications plan is developed by July 2012	Mar 2013	<b>Completed</b>	Completed.
		Housing publications, publicity and website reviewed on rolling programme	Mar 2015	<b>Completed</b>	on-going work - 'business as usual'
		New tenants and leaseholders newsletter trailed and reviewed with tenants by June 2012	Jun 2012	<b>Completed</b>	Newletter issued quarterly in 2012/13. Format to continue in 2013/14. Tenants and leaseholders to be involved in content, design and production as new involvement structure is rolled out.
		Tenants Handbooks reviewed with tenants and new version/s published by April 2013	Apr 2013	<b>R</b>	#####
		Review use and production of Repairs Handbook, information on website and on line reporting of repairs following fundamental review of repairs	Mar 2014	<b>G</b>	Review will follow on from the Fundamental Review of Repairs.

