

# Housing Strategy 2012-15

## Action Plan

This Action Plan is a summary of key issues and actions for the future. It is a tool for delivering our Housing Strategy 2012-15 by determining clear actions, responsibilities and resources. It will be regularly monitored .

From April 2013 the Housing Strategy Action Plan will be reviewed with partners and actions refreshed in September 2013 – the mid point of our Strategy. This will ensure effective planning and actions that are delivered.

Also noted in the Action Plan are supporting strategies and plans – where actions contribute to the delivery of our Housing Strategy objectives

## Strategic Objective 1: Provide More Affordable Housing in the City to Meet Housing Needs

There is a high need for affordable housing in Oxford. The physical constraints of the City and high costs combine to create an extremely tough environment to bring forward new housing which is affordable for local people. The Council will lead and facilitate new and affordable housing by making best use of the planning system and Council assets including land. It will investigate new models for delivery of new affordable homes including expanding the role of the Council in building new Council homes.

Our consultations with partners and public showed a high level of support for more new affordable housing, including council housing. However, respondents also felt the Strategy needed to look beyond the needs for social housing and homelessness – considering the needs of lower to middle income households who cannot find affordable homes – including young people and key workers. As a consequence, more actions relating to this have been included within our Action Plan. However, social rented housing will remain a priority as the need for it so great in Oxford. Respondents recognised that in spite of our efforts the level of new homes being brought forward will not meet the housing needs of everyone who wishes to live in Oxford. Feedback also mentioned to issue of student accommodation which puts demands on private rented accommodation. Some respondents wished to see higher levels of house building and even disallowing non residential developments to lead to greater community and physical sustainability. These issues are more pertinent to the Council's Planning role and have been considered as part of previous planning consultations eg Core Strategy. These have been noted and forwarded to planning teams. Targets in relation to bringing forward more affordable housing using planning policies have been included in the Action Plan.. Bringing empty homes back into use was considered important and actions relating to this have been included in the Action Plan. Responses to issues relating to private landlords and student accommodation in the city are found in Strategic objective 4.

Key Action	Outcomes	Milestones	Resources	Responsibility
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  (Affordable element during this Strategy is outlined below)	Area Action Plan adopted Dec 2012.  Outline planning permission by early 2013  Commence on-site in early 2014.	Council owned land at Barton.  £995K in fees in project development (mix of OCC and HCA)	Head of Asset Management

			funding)	
Deliver 3 year affordable housing programme	Deliver 372 affordable homes from 1 April 2012 - March 2015			Head of Asset Management; Head of City Development, Head of Housing & Communities
A provided by Oxford City Council	of which 112 new Council homes	20 homes at Barton 46 homes at Bradlands 46 homes on Miscellaneous City Sites	HCA affordable housing grant funding of £2.42million, £15 million council borrowing, Council owned land.	
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),	HCA Cross subsidy utilising OCC land	
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)	Cross subsidy utilising OCC land	
Develop physical regeneration projects at Blackbird Leys to deliver new housing and jobs	New physical regeneration projects developed at Blackbird Leys	Consultation and involvement with Neighbourhood Management Groups and Area Forums to shape Regeneration Strategy by Autumn 2012	In house officer activity to identify projects and priorities.	Head of Housing and Communities

		<p>Develop Leys Area Action Plan by December 2012</p> <p>Review results of maisonettes options appraisals by December 2012</p> <p>Undertake feasibility analysis and develop schemes by April 2013</p>	Project funding to be identified	
Bring forward new housing schemes and develop a post 2015 programme	New developments and a post 2015 programme are brought forward	<p>Working with developers and landowners, identify and bring forward potential sites as funding and economic circumstances allow</p> <p>Bring forward new affordable housing opportunities in any new transformational projects in the City eg West End sites, Grenoble Road and new allocated sites</p> <p>Development of a post 2015 affordable housing programme.</p>	In house officers , developers and landowners	Head of Housing and Communities, Head of City Development
Review new delivery models to bring forward new affordable housing to meet needs	<p>New models evaluated and introduced where feasible</p> <p>New Council Building House programme evaluated and produced</p> <p>Bring empty property back into use as affordable housing</p>	<p>Review new opportunities and best practice models with partners and communities including Revitalised Right to Buy, Buy Back, Temporary to permanent social housing project, use of New Homes Bonus, new private sector rented property, Community Land Trusts, Community Infrastructure Levy, Community Right to Acquire by Sept 2013</p> <p>Review the role of Oxford City Council in developing new homes by reviewing funding opportunities</p>	Officer time to evaluate. Development of new policies and programmes to be evaluated as part of the reviews	Head of Housing and Communities. Head of City Development, Head of Asset Management

		<p>and flexibilities allowed under new HRA funding regime by September 2012</p> <p>Develop a building programme and development process by April 2013</p> <p>Evaluate potential for schemes to bring empty property back into use as affordable housing</p>		
Ensure robust planning policy exists to drive new social housing including via s106 agreements and deliver sustainable homes	<p>New Sites Plan Document</p> <p>Local Investment Plan</p> <p>New Affordable Housing SPD adopted</p> <p>Policies adopted requiring financial contribution to affordable housing</p>	<p>Submission following consultation by My 2012 for examination Sept/Oct 2012. Adopt and implement the Sites and Housing Development Plan. Document building on SHLAA by Feb 2013</p> <p>Refresh Local Investment Plan for adoption in June 2012</p> <p>Review consultation by Dec 12, adopt April 2013</p> <p>Adopt policies requiring a financial contribution to support affordable housing (4-9 dwellings, student accommodation) by Dec 12, adopt April 2013</p>	Officer time and existing resources	Head of City Development, Head of Housing and Communities
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	Evaluate potential and impact of Shared ownership, lower cost home ownership opportunities, Rent to Buy Intermediate, market and new	In house officer activity plus support from developers, Registered	Head of Housing and Communities

	and brought forward where feasible	private sector rented accommodation with developers, registered providers, purchases and potential purchasers by April 2014	Providers and Private Landlords	
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 Review current housing market data by Sept 2012 Review census data as it becomes available Explore opportunities for commissioning research, including joint commissioning to improve and update by April 2013	in-house officer activity to consider options  Any commissioning costs to be identified. and funded	Head of Housing & Communities, Head of City Development
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 – July12 Consultation - Summer 12 Tenancy Strategy adopted by end 2012	Officer time, within existing resources	Head of Housing and Communities/Strategy and Enabling Manager

**In addition to actions being developed and delivered through Other Strategies and Plans:**

Strategy or Plan	Main aims	Lead	Timescale
Local Investment Plan	To outline and integrate housing, economic development and infrastructure plans for Oxfordshire – to deliver new housing as part of sustainable communities	Oxford City Council with other Oxfordshire Councils	In place – to be refreshed

## Strategic Objective 2: Prevent Homelessness

Homelessness is a significant problem in Oxford as people struggle to attain a home of their own. In recent years, the Council has been successful in preventing homelessness through dedicated teams using a range of housing options and solutions to meet needs. However, increasing pressures on all types of housing but particularly private rented sector are starting to reverse that trend. These pressures are likely to continue and potentially be exacerbated by changes to welfare benefits which will limit household income for housing and other expenses. In addition to Housing Benefit changes, changes to Council Tax benefit will also impact on both individual households and council funding. The main causes of homelessness acceptances are people becoming homeless as a result of family exclusion, loss of a private assured shorthold tenancy followed by domestic violence. The Council is leading on new ways of working and improved pathways as part of the No Second Night Out Policy and these will continue.. Changes to homelessness and allocations legislation will be addressed. A review of homelessness services was undertaken in early 2012 and any actions arising will be developed and brought forward in the new Homelessness Strategy, which will consider both statutory and non statutory homelessness, to ensure we are taking all possible steps to prevent homelessness wherever possible and to provide a range of services and accommodation when households become homeless.

In our consultations, discussions took places about Allocations and Homelessness changes being brought forward via Localism Act. And actions related to this have been included in the Action Plan, Concerns were raised about Impacts of both Supporting People funding reductions and changes to Housing Benefit scope and payments. It is possible that this could risk the viability and operation of some front line hostels and services. These will continue to be kept under review via Strategic Objective 3 to this Strategy and also the new Homelessness Strategy due for 2013. There was also discussion on pathways for rough sleepers and move on accommodation and actions on these have been included within the Action Plan

Key Action	Outcomes	Milestones	Resources	Responsibility
Reduce the number of households in temporary accommodation	Households in temporary accommodation reduced to 120 – 2012/13 100 – 2013/14	Prepare planning and implementation of new forms of temporary accommodation by June 2012	In house resources	Head of Housing & Communities; Housing Needs Manager

	87 – 2014/15			
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.	Within current budgets	Head of Community Services/Housing Need Manager
Ensure effective debt and welfare advice services are available to the public debt	Effective debt, welfare advice, services are provided and taken up	Review need and provision of debt and welfare advice/training by April 2013 Develop action plan to address any gaps, unmet needs and maximise take up by Sept 2012	Within existing resources	Head of Housing & Communities Head of Customer Services.
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	Undertake a landlord/lettings agencies survey consultation to understand expectations of private landlords by Sept 2012  Develop information and incentives to encourage private landlords to offer accommodation to homeless households or those threatened with homelessness by April 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  Consider introducing a private tenants forum by April 2013	Officer time and consultation within existing resources	Head of Housing & Communities; Head of Environmental Development Housing Needs Manager



	Homelessness Policy reviewed	Develop information and education current and prospective tenants and Investigate the use of Tenant Ready Schemes by November 2013 Review homeless policy in relation to re-housing in private sector and discharge of duty following legislative change and new guidance by September 2012		
Review of allocations policy	New Allocations Policy approved and implemented	Review to commence April 2012 Consultations planned to be completed by Sept 2012 (subject to Government Guidance issued) Completed by December 2012	Officer time within existing resources	Head of Housing and Communities/Housing Needs Manager
Research, consult and adopt a new Homelessness Strategy and Action Plan	New Homelessness Strategy, targets and Action Plan	Review progress since last Strategy – May 2012 Produce evidence base and issues by July 2012 Consultation – July - Sept 2012.. Adopt Dec 2012 Publish – by 31.3.13	Staffing resources	Head of Housing and Communities; Housing Needs Manager; Strategy & Enabling Manager

**In addition to actions being developed and delivered through Other Strategies and Plans:**

Strategy or Plan	Main aims	Lead	Timescale
Oxford City Council Homelessness Strategy	To address the specific homelessness issues in Oxford including how to prevent homelessness, respond where households do become homelessness and to increase housing opportunities	Housing and Communities – Oxford City Council	Current Homelessness Strategy ends in March 2013. New Strategy to be developed to take forward from April 2013

### Strategic Objective 3: Address the Housing Needs of Vulnerable People and Communities

Housing is about more than bricks and mortar. For some people, the keys to the door are not enough and they need support to help them live independent lives and attain a settled home. Much of the housing support is delivered and funded by the Supporting People Programme. This is a challenging time - subject to ongoing change and reductions as the impact of reduced funding, specifically the Supporting People funding, is brought forward. Sensitive reviews and re-modelling of services are underway and will continue throughout 2012-2015. Other households need specialist accommodation suitable for the needs of older and disabled people. For others, issues relate to social inclusion and access to skills, training in and employment. There are other vulnerable groups who have specific housing needs and these will be explored in more detail between 2012-15.

Our consultations identified concerns in relation to move on accommodation – allowing people to move through specialist housing to gain independence – thus freeing up transitional accommodation for those who need it. The need to ensure people could return to suitable independent housing on hospital discharge was also identified. Actions to review these are included in the Action Plan.

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Key Action	Outcomes	Measures	Resources	Responsibility
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	Supporting People Finance Strategy is delivered  Re-commissioning of SP funded services is undertaken  Options analysis of potential reductions of grant is undertaken	Review and implement Supporting People Financial Strategy. by March 2013 .Review and re-commissioning of main SP funded services in City 2012-14. Identify and evaluate options reflecting possibility of reductions	OCC share of funding expected to reduce from £7.29 M to £5.8M by 2015 Grant of £1.042M to be awarded again in 2012/13, and expected to be similar in 2 subsequent years, but need to keep under review	Head of Housing & Communities; Strategy & Enabling Manager (within SP partnership)
Develop housing strategies for specific vulnerable groups	Strategies developed, adopted and are implemented	Young People by April 2013 BME Community by Sept 2013	In house plus any research	Head of Housing & Communities; Strategy & Enabling Manager

		Older People by June 2014 Families in difficulty by December 2014		
Produce housing guides for older and young people.	Older Persons Housing Guide published. Young persons housing guide published	Review existing guides with service users and partners by Dec 2012	Development and consultation - officer time. Production costs within existing resources	Head of Housing & Communities; Strategy & Enabling Manager
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	Officer time within existing resources. Implications following review unknown and will need evaluation	Head of Housing and Communities/Housing Needs Manager
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 Develop plan to meet any shortfall or gaps in provision by Sept 2014	Analysis and understanding within existing officer resources Any need for new provision to be determined	Head of Housing and Communities/Head of Environmental Development/Housing Needs Manager
Ensure housing options are available for people	Supported housing is available for people who	Review Move on Plan Protocol, identify	Review within existing officer resources	Head of Housing and Communities

moving through and from supported housing	need it and clients are enabled to attain independent living	barriers and actions to deal annually		
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	Within existing resources	Head of Housing and Communities

In addition to actions being developed and delivered through Other Strategies and Plans:

Strategy or Plan	Main aims	Lead	Timescale
Oxfordshire Supporting People Strategy	To deliver a programme of housing related support throughout Oxfordshire meeting local priorities to allow people to attain or retain independent accommodation	Oxfordshire County Council working with Oxfordshire 2 <sup>nd</sup> tier councils	Current Strategy 2011-16

## Strategic Objective 4: Improve Housing Conditions

Oxford City Council is both the strategic housing authority in the area and a landlord so has an important role to play in improving conditions in all housing in Oxford. There is an extremely high level of private renting in the City and attention is being directed to Houses in Multiple Occupation (HMO) where hazards to households can be most serious and the transient nature of this form of housing can negatively impact on the quality of life for residents and community sustainability. The Council has introduced the most comprehensive HMO strategies in the Country requiring HMOs to be licensed and restrictions placed on new HMOs – enforced by planning regulation. The scheme is intended to take pro-active preventative work to reduce reactive action dealing with individual complaints. There are, however, many families and households living in private rented sector in individual homes and consideration needs to be given to measures to improve standards in the private rented sector as a whole

As a landlord, Oxford City Council has invested in its own homes – undertaking improvement works which have resulted in all homes meeting the Decent Homes Standard. As well as properties being structurally sound and in good repair, bathrooms and kitchens are now modern and homes enjoy good heating and insulation standards. In 2012, changes to funding will unlock new finances for continued improvements to provide even higher standards in council homes.

Our consultations brought forward a debate about the level of intervention and regulation of the private rented sector – some respondents opposed to regulation of HMOs and private rented sector but other supportive of the measures introduced. There were also concerns about student accommodation within the City and the impact of high levels of student housing could have on both other households seeking housing in Oxford and the local communities. The use of planning and housing legislation to manage the level and quality of Houses in Multiple Occupation is intended to help address these issues. Actions have been added to consult further with private landlords and tenants to fully understand issues prior to considering actions to address problems and developing a Tenant Ready Scheme.

Key Action	Outcomes	Milestones	Resources	Responsibility
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 by 2012/13 2950 by 2013/14 3540 by 2014/15	Self-funding scheme form licence fee income costing £3.4 million over 6 years but reducing tackling reactive complaints	Head of Environmental; Development
Improve the quality of	Improvements are made	Review landlord and lettings	Review utilising in	Head of

individual private rented properties including those used via the Homechoice scheme.	to the quality and management of individual private rented properties	agencies accreditation schemes by December 2012 Implement new schemes from April 2013 Consider targeted interventions to tackle specific problems eg Hit Squad activities by November 2012	house officer activity Implementation costs to be identified.	Environmental; Development. Head of Housing & Communities
Maximise take up and impact of Home Improvement Loans.	Home Improvement Loans made available to improve standards in private housing	Ongoing publicity and promotion including partner organisations eg social services, health	Within existing resources and self-financing loan scheme	Head of Environmental Development
Work with owners and communities to bring long term empty homes back into use.	10 long term empty homes returned to use annually  New Empty Homes Strategy adopted	Review progress to date and barriers/opportunities to increase success by Sept 2012 Investigate procedures and if necessary implement the use of Compulsory Purchase Orders by Nov 2012 Undertake consultation and surveys by December 2012 Development new Empty Homes Strategy by April 2013	Officer time for strategy development recycled budget for security works. Capital costs for effecting repairs to homes (recoverable via rental costs) Income via New Homes Bonus	Head of Housing and Communities; Head of Asset Management Empty Property Officer
Ensure knowledge of private housing stock and conditions is fit of purpose enabling strategies and investment to be effective	Fit for Purpose knowledge of housing stock and standards	Review existing date and gaps by Dec 2012 Review available census data by Dec 2012 Recommend methodology to improve by April 2013	In house officer costs  Commissioning and research costs to be identified	Head of Environment Development  Head of Housing and Communities
Improve energy efficiency and reduce carbon emissions in	Develop integrated Home Energy/Fuel Poverty/Retrofitting	Develop officer group and assess current standards, baselines and issues by Sept 2012	Officer time to assess strategy, information needs	Head of Housing & Communities.

homes in Oxford and address fuel poverty for households	<p>strategy/ies</p> <p>Improved energy ratings, lower carbon emissions in housing in the City</p> <p>Retro-fitting strategy and implementation for council housing stock. Including external cladding for 5 tower blocks</p> <p>Zero carbon new build council homes</p>	<p>Consult with partners, residents, energy companies etc by Dec 2012</p> <p>Develop a Strategy to cover issues of home energy, carbon emissions, fuel poverty and retrofitting of homes by April 2013</p> <p>Publicity and awareness Promote Green Deal</p> <p>Develop specific retrofitting element and programmes for Council stock including external cladding for 5 tower blocks (400 homes)</p> <p>Set zero carbon target for all new council homes</p>	<p>and future schemes to be identified</p> <p>Green Deal for existing private homes</p> <p>Housing Revenue Account and borrowing for council homes</p> <p>£8.4 million investment in tower blocks</p> <p>HCA grant plus borrowing for new Council homes</p>	<p>Head of Corporate Assets.</p> <p>Head of Environmental Development.</p> <p>Head of City Planning</p>
Sustain improvements in the condition of council homes	Condition of council housing is continually improved	Evaluate progress made following attainment of Decent Homes Standard, aspirations of tenants, availability of funds to set a Local Oxford Standard for Council homes	Officer time plus any commissioning costs for research/works within HRA and borrowing	<p>Head of Housing Development</p> <p>Head of Housing and Communities</p>

**In addition to actions being developed and delivered through Other Strategies and Plans:**

Strategy or Plan	Main aims	Lead	Timescale
HRA Asset Management Plan	A plan to inform the medium to long term priorities in maintaining and improving the Councils landlord assets – primarily homes but also assets such as land, garages, shops and community facilities	Oxford City Council	In place by September 2013

**Strategic Objective 5: Improve Quality, Cost effectiveness and efficiency of Housing Services.**

With high demands on services and tough financial targets to be met, improving the quality, cost effectiveness and efficiency of our housing services underlines all that we do. Our services will be subject of continued review – endeavouring to cut administration and to offer modern methods of accessing services. Tenant and community involvement will be increasingly important as we review services to council tenants, determining local standards of service and performance and increasing the role of tenants in regulation.

In our consultations, concern was expressed about tenancy fraud and, whilst Oxford City Council already tackles this, it is now specifically noted within the Action Plan

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<b>Key Action</b>	<b>Outcomes</b>	<b>Milestones</b>	<b>Resources</b>	<b>Responsibility</b>
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 survey	Survey costs contained within Housing Revenue Account	Head of Housing & Communities
Develop and improve opportunities for tenants and leaseholders to get involved in managing the delivery (?) of the council's housing services.	Tenant and Leasehold Involvement Strategy adopted  Local Offer agreed and implemented	Develop Tenant and Leaseholder Involvement Strategy by September 2012  Draft Local Offer prepared with tenants representatives including Local Offer Planning Day to define services and set standards by May 2012	£180K annual involvement budget (including staff).	Head of Housing and Communities; Communities and Neighbourhoods Manager/Tenancy Services Manager



		<p>Consultations with all tenants during Spring 2012 Local Offer adopted by September 2012, implemented and reviewed annually in September</p> <p>Tenants trained in co-regulation by Summer 2012 Detailed implementation including role of member and tenant scrutiny by September 2012</p>		
<p>Manage council housing to ensure it best meets the needs of individual households and tenants and the community as a whole</p>	<p>Reduce under occupation freeing up homes for larger households</p> <p>Overcrowding is reduced in council homes</p> <p>Actions to tackle and minimise Tenancy Fraud are up to date and effective</p>	<p>Review under-occupation policies and incentive schemes by December 2012</p> <p>Review over-crowding and allocations/transfer policies by October 2012</p> <p>Review use of pods/extensions to provide enlarge homes for larger households for tenants and prospective tenants by June 2013</p> <p>Review the implications of new Government guidance or legislation on the policies</p>	<p>In house officer time to investigate and new schemes to be funded within the Housing Revenue Account</p>	<p>Head of Housing and Communities/Housing Needs Manager, Tenancy Services Manager</p>

		and work of Tenancy Fraud Team within 4 months of release Publicise		
Review, update and improve housing communications provided by the council.	<p>Housing Communications Plan</p> <p>High quality and relevant housing information is available</p> <p>New style tenants newsletters produced annually</p> <p>New Tenants Handbooks produced</p> <p>Information and on line reporting of repairs is reviewed</p>	<p>A housing communications plan is developed by July 2012 with publications, publicity and website reviewed on rolling programme</p> <p>New tenants and leaseholders newsletter trailed and reviewed with tenants by June 2012</p> <p>Tenants Handbooks reviewed with tenants and new version/s published by April 2013</p> <p>Review use and production of Repairs Handbook, information on website and on line reporting of repairs following fundamental review</p>	Within existing resources - HRA and General Fund Revenue	Head of Housing & Communities; Strategy & Enabling Manager
Develop detailed Landlord Operational Plan to support HRA Business Plan	A detailed Operational Action Plan exists for Council housing	An Operational Action Plan is prepared by Sept 2012 and adopted by Dec 2012	In house officer activity	Head of Housing and Communities
Improve performance in	Improve rent and income	Review income collection by	Within existing	Head of Housing and

tenancy services	collection performance  Reduce rent arrears  Achieve greater VFM for repairs (cost and quality)	November 2012  Undertake fundamental review of repairs service by Dec 2012	resources	Communities/ Tenancy Services Manager
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	Scoping of project with DWP and partners by May 2012 Tenants contacted and supported with information and assistance Spring 2012 and beyond ICT issues resolved and system live by June 2012 Completion of project by Oct 2013 Roll out to all tenants April 2014	Within agreement with DWP and existing resources	Head of Housing and Communities/ Tenancy Services Manager
Review policies and services to reduce administration to secure VFM efficiency savings in housing services	Better access to and lower cost of temporary accommodation  Lower administration costs for low priority housing applications	Implement new temporary accommodation by June 2012  Online housing applications by April 2013  Reduced validation processes for applicants in low housing need by April 2013	Within existing resources	Head of Housing and Communities/ Housing Needs Manager

		Improved info on housing advice by April 2014		
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	Review performance at end of financial year by July 2013 Consider policy, performance, trends and wider changes by July 2013 Produce progress information, any proposed revisions and consult with partners April to September 2013 Adopt September 2013		Head of Housing and Communities/Strategy and Enabling Manager

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**In addition to actions being developed and delivered through Other Strategies and Plans:**

Strategy or Plan	Main aims	Lead	Timescale
HRA Business Plan 2012-2042	A fully costed and funded 30 year Business Plan setting out overarching objectives and targets for Oxford City Council Housing	Oxford City Council	To be adopted by April 2012
Housing and Communities Service Plan	An annual plan for the Housing and Communities Service at Oxford City Council reviewing past performance, analysing this and future issues and setting out annual tasks and targets	Oxford City Council	Prepared annually



