

Appendix 1 – Housing Strategy Action Plan 2015-2018

The Action Plan below links in with the priorities of the strategy that are discussed in Sections 4 – 7 of the strategy. It highlights each objective under each of the 4 priorities and what actions are required to deliver them. It also shows when actions will start and finish, resources to help deliver the actions and who will be responsible for delivering the action.

Housing Strategy Priority 1 – Increase supply and improve access to affordable housing

| Objective | Milestone & Actions | | Target Dates | | Resources | Responsibility |
|---|---|--|--------------|----------|------------------------------------|--|
| | Action | Milestone | Start | Finish | | |
| Increase the supply of affordable housing | Large family homes specifically included in development programmes | Deliver 5-15% of 4+ beds on sites inside City and district centres | Apr 2015 | Mar 2018 | Current Staffing & Revenue budgets | Affordable Housing Officer |
| | | Deliver 10-20% of 4+ beds on sites outside City and district centres | Apr 2015 | Mar 2018 | Current Staffing & Revenue budgets | Affordable Housing Officer |
| | Assess options for the use of affordable housing planning contributions | Briefing paper prepared for PRED/Housing Corporate Programme Board with recommendations for use of these funds | Apr 2015 | Oct 2015 | Current Staffing & Revenue budgets | Housing Strategy & Performance Manager |
| | Establish and implement option appraisal programme for Council Stock | Develop a list of housing infill sites and stock to evaluate | Sep 2014 | Dec 2014 | Current Staffing & Revenue budgets | Affordable Housing Officer |
| | | Evaluate list of potential schemes and sites | Jan 2015 | Mar 2018 | Current Staffing & Revenue budgets | Affordable Housing Officer |
| | Deliver Barton Park Affordable Housing | 354 new Council homes delivered | Jun 2015 | Mar 2018 | HRA Capital funding | Housing Development & Enabling Manager |
| Improve access to housing | Review the Tenancy Strategy & Allocations Policy | Review the Tenancy Strategy & Allocations Policy | Apr 2015 | Dec 2015 | Current Staffing & Revenue budgets | Housing Strategy & Performance Mgr |
| | Identify under occupation in the social housing sector, work with tenants who want to move, and discuss with older tenants their best long term housing options | Re-evaluate and identify number of under occupiers in council owned homes | Oct 2014 | Jun 2016 | Current Staffing & Revenue budgets | Project Co-ordinator |
| | | Produce a report that identifies for each age group potential for relocation | Jun 2016 | Aug 2016 | Current Staffing & Revenue budgets | Project Co-ordinator |
| | Set up Liaison process with RP Partners for asset management and tenancy conversion | Process developed and shared with Registered Providers | Sep 2015 | Aug 2016 | Current Staffing & Revenue budgets | Affordable Housing Officer |

Housing Strategy Priority 1 – Increase supply and improve access to affordable housing

| Objective | Milestone & Actions | | Target Dates | | Resources | Responsibility |
|---|---|--|--------------|----------|------------------------------------|----------------------------------|
| | Action | Milestone | Start | Finish | | |
| Improve access to the PRS to address homelessness | Direct acquisition of properties by the Council for temporary accommodation | Purchase properties to help with temporary housing households | Sep 2014 | Mar 2018 | (£6m - £2m per year) | Housing Strategy & Needs Manager |
| | Investigate the options for developing market housing for rent in the social sector | Research other housing organisations that have adopted a similar approach | Apr 2015 | Dec 2015 | Current Staffing & Revenue budgets | Affordable Housing Officer |
| | | Present a report to Housing Corporate Programme Board/CMT/Members with recommendations | Jan 2016 | Jun 2016 | Current Staffing & Revenue budgets | Affordable Housing Officer |
| | Investigate which groups access the private rented sector and how student housing provision has affected this | Carryout research into the local housing market and present a report to Housing Strategy Delivery Board with results | Apr 2016 | Sep 2017 | Current Staffing & Revenue budgets | Service Development Officer |

Housing Strategy Priority 2 – Meet housing needs of vulnerable groups

| Objective | Milestone & Actions | | Target Dates | | Resources | Responsibility |
|---|--|--|--------------|----------|------------------------------------|--|
| | Action | Milestone | Start | Finish | | |
| Provide a range of housing provision for older people | Agree the number of extra care homes to be delivered in Oxford with Oxfordshire County Council | Total number of extra care units agreed and added to the pipeline supply of affordable housing numbers | Sep 2014 | Sep 2015 | Current Staffing & Revenue budgets | Housing Strategy & Performance Manager |
| | Deliver action plan from Elderly persons review | All actions delivered and completed from the review | Jan 2015 | Sep 2016 | Current Staffing & Revenue budgets | Project Co-ordinator |
| Improve the Health & Wellbeing of homeless households & other vulnerable groups | Promote health campaigns to homeless households in particular and other vulnerable groups | Health promotion and process for delivering information agreed and put into workflow | Apr 2015 | Sep 2015 | Current Staffing & Revenue budgets | Housing Strategy & Needs Manager |
| | Maximise number of vulnerable people are immunised and health checked | Develop referral process for homelessness and vulnerable households to access health checks | Apr 2015 | Nov 2015 | Current Staffing & Revenue budgets | Housing Strategy & Needs Manager |
| Prevent and respond to Rough Sleeping | Ensure there is sufficient specialist accommodation and support to meet the needs of single homeless clients in the City | Review current accommodation and assess gaps | Apr 2015 | Mar 2016 | Current Staffing & Revenue budgets | Rough Sleeping and single homelessness Manager |
| | | Identify new accommodation for single homeless clients | Apr 2016 | Mar 2017 | General Fund | Rough Sleeping and single homelessness Manager |

Housing Strategy Priority 2 – Meet housing needs of vulnerable groups

| Objective | Milestone & Actions | | Target Dates | | Resources | Responsibility |
|-------------------------------------|---|---|--------------|----------|------------------------------------|--|
| | Action | Milestone | Start | Finish | | |
| Prevent and respond to homelessness | Increase access to private rented homes through partnership working and Capital funding available | Identify accommodation in private sector to be used in preventing homelessness | Sep 2014 | Dec 2016 | £10m | Housing Strategy & Needs Manager |
| | Support young people to access some of the 500 apprenticeship opportunities through City Deal | Aim to have at least 100 young apprentices from Oxford accessing the scheme as part of City Deal | Apr 2015 | Mar 2017 | Current Staffing & Revenue budgets | Welfare Reform Manager |
| | Ensure there is sufficient numbers of temporary accommodation for homelessness prevention | Review the numbers of Temporary Accommodation and identify new sites for purchasing | Sep 2014 | Mar 2018 | Current Staffing £10m | Housing Strategy & Needs Manager |
| | Review the Homelessness Strategy | Homelessness Strategy reviewed and new strategy produced or to be considered part of new Housing Strategy in 2018 | Apr 2017 | Mar 2018 | Current Staffing | Housing Strategy & Performance Manager |

Housing Strategy Priority 3 – Support growth of a balanced housing market

| Objective | Milestone & Actions | | Target Dates | | Resources | Responsibility |
|--|---|--|--------------|----------|------------------------------------|--|
| | Action | Milestone | Start | Finish | | |
| Improve Housing Market Operation | Investigate alternative models as part of the tenure mix on S106 Schemes such as Rent to Buy | Provide a briefing paper on alternative options with recommendations to Housing Corporate Programme Board/Members | Mar 2015 | Dec 2015 | Current Staffing Resources | Housing Strategy & Performance Manager |
| | Investigate alternative models of delivering new schemes including the affordable housing delivery | Report provided to Housing Corporate Programme Board/CMT with recommendations for new approaches to delivering new homes | Jan 2015 | Jan 2016 | Current Staffing Resources | Housing Strategy & Performance Manager |
| | Investigate partnership working with private sector organisations to manage PRS units and maintain rents under the LHA levels | Research models and options to implement | Apr 2015 | Sep 2015 | Current Staffing Resources | Housing Strategy & Performance Manager |
| | | Present report with final recommendations to CMT/Housing Corporate Board | Sep 2015 | Feb 2016 | Current Staffing Resources | Housing Strategy & Performance Manager |
| Increase the supply of public sector land to deliver new homes | Develop partnership working with public sector landowners to identify sites to meet housing need | Identify list of sites to start negotiations with public sector partners | Apr 2015 | Sep 2016 | Current Staffing Resources | Housing Development & Enabling Manager |
| Bring forward key strategic sites to support City Deal and meet housing need | Facilitate the delivery of Northern Gateway and Oxpens sites | Affordable Housing Provider identified to deliver affordable housing | Apr 2016 | Mar 2018 | HRA Business Plan (TBC) | Partnerships & Regeneration Manager |
| | Facilitate the regeneration of Blackbird Leys district centre | Deliver actions from Master plan | Apr 2015 | Mar 2018 | Current Staffing & Revenue budgets | Partnerships & Regeneration Manager |
| | | Affordable Housing Provider identified to deliver affordable housing | Apr 2016 | Mar 2018 | Current Staffing & Revenue budgets | Partnerships & Regeneration Manager |

Housing Strategy Priority 4 – Support sustainable communities

| Objective | Milestone & Actions | | Target Dates | | Resources | Responsibility |
|---|---|---|--------------|----------|------------------------------------|--|
| | Action | Milestone | Start | Finish | | |
| Improve partnerships between housing, health and education providers | Work with health & education providers to identify individuals whose access to education is adversely affected by poor housing conditions | Develop a pilot between housing & health that tackles the causes of poor housing | Mar 2015 | Feb 2016 | Current Staffing Resources | Energy Efficiency Projects Officer |
| | | Amend health monitoring forms with GP's to pick up poor housing related health issues that can be reported to housing colleagues | Mar 2015 | Nov 2015 | Current Staffing Resources | Energy Efficiency Projects Officer |
| Improve the environments where people live | Deliver the 2015/18 Great Estates Programme | Programme delivered within budget | Apr 2015 | Mar 2018 | £1m HRA per annum | Waste & Recycling Service Manager |
| | | Identify delivery for 2016/17 and 2017/18 with communities | Apr 2016 | Mar 2017 | Current Staffing | Waste & Recycling Service Manager |
| | Review Empty Homes Strategy | Empty Homes Strategy to be reviewed and new strategy produced or to be part of new Housing Strategy in 2018 | Apr 2017 | Mar 2018 | Current Staffing | Housing Strategy & Performance Manager |
| Address impact of poverty in deprived areas and improve outcomes for individuals through social and financial inclusion initiatives | Provide study space and access to the internet in community owned spaces to limit the impact of overcrowding on educational achievement | Identify households that overcrowding with children | Apr 2015 | Sep 2015 | Current Staffing & Revenue budgets | Service Development Officer |
| | | Provide Information to identified households on locations for free community buildings to access internet and other learning services | Sep 2015 | Feb 2016 | Current Staffing & Revenue budgets | Service Development Officer |
| | Identify isolated elderly individuals and improve access to socially inclusive activities to combat isolation | Elderly single households identified and information targeted as part of community walkabouts | Apr 2015 | Feb 2016 | Current Staffing & Revenue budgets | Communities & Neighbourhoods Manager |
| Increase housing choice for households on average incomes | Improve standards in the private rented sector | Consider the use of Selective Licensing in the wider PRS Sector in addition to HMO's | Apr 2015 | Mar 2016 | Current Staffing & Revenue budgets | Service Manager Environmental Health |

Housing Strategy Priority 4 – Support sustainable communities

| Objective | Milestone & Actions | | Target Dates | | Resources | Responsibility |
|---|---|---|--------------|------------------------------------|---|--|
| | Action | Milestone | Start | Finish | | |
| Improve communications with hard to reach households, particularly in the Private Rented Sector | Launch marketing campaign to encourage PRS tenants to register for updates on housing and health initiatives and support services available in the City | Develop and gain approval for marketing campaign | Apr 2015 | Sep 2015 | Current Staffing & Revenue budgets | Service Development Officer |
| | | Launch and roll out phase 1 to half of HMO's in City | Oct 2015 | Mar 2016 | Current Staffing & Revenue budgets | Service Development Officer |
| | | Launch and roll out phase 2 to remaining half of HMO's in City | Apr 2016 | Mar 2017 | Current Staffing & Revenue budgets | Service Development Officer |
| Reduce health inequalities in the City through sustained investment in existing homes | Develop a private sector housing strategy that tackles standards and options for maintaining stock in most deprived areas | Consult on key priorities | Mar 2015 | Jun 2015 | Current staffing resources | Service Manager Environmental Health |
| | | Draft Strategy developed and approved for consultation | Jul 2015 | Sep 2015 | | |
| | | Final Strategy developed and approved | Nov 2015 | Jan 2016 | | |
| | Deliver 2015/16 Oxford Standard programme as part of the Housing Asset Management Strategy | Programme approved and delivered within budget | Apr 2015 | Mar 2016 | HRA Business Plan | Programme and Planning Manager |
| | Improve awareness and access to health services for families in HMO's | Ensure health promotion is launched and information provided to families in HMO's | Apr 2015 | Jan 2016 | Current Staffing & Revenue budgets | Service Manager Environmental Health Accommodation & Sustainment Manager |
| | Support health care providers to promote immunisation schemes, and mental health awareness to tenants in most deprived wards | Include Immunisation information in the tenancy sign up process for Council Homes and Home Choice customers | Apr 2015 | Jul 2016 | Current Staffing & Revenue budgets | Landlord Services Manager Private Rented Team Leader |
| Campaign to support HMO residents to register with healthcare services | Work with Health visitors and parents in HMO's to reduce visits for children to hospital | Apr 2015 | Mar 2016 | Current Staffing & Revenue budgets | Service Manager Environmental Health | |

