

## Action Plan for the Housing and Homelessness Strategy 2018-21 (reviewed July 2019)

REF	Objectives	Owner	Required input from	Timeline	Measures of Success
<b>Priority 1: Increase housing supply and improve access to affordable housing</b>					
1	Work in partnership with other Oxfordshire authorities and other key stakeholders to deliver the Oxfordshire Housing and Growth Deal.	<b>Assistant Chief Executive</b>	Strategic Housing and Planning Teams	June 2019 and ongoing	<ul style="list-style-type: none"> <li>Milestones set out in Growth Deal achieved</li> <li>Contribute and support the development, submission and adoption of the Oxfordshire Plan 2050 (Joint Statutory Spatial Plan)</li> </ul>
27	Work in partnership with Oxfordshire District Councils (DC) to ensure an apportionment of Oxford's unmet housing needs are accommodated within each District as part of the 'duty to cooperate'.	<b>Head of Housing Services and Head of Planning Services</b>	Oxfordshire District Authorities, Strategic Housing and Planning Teams	March 2018 to March 2021	<ul style="list-style-type: none"> <li>Framework or other suitable agreement in place (to include dwelling types and tenure, location and accessibility of homes, letting and nomination arrangements) with: <ul style="list-style-type: none"> <li>West Oxfordshire DC</li> <li>Cherwell DC</li> <li>South Oxfordshire DC</li> <li>Vale of White Horse DC</li> </ul> </li> </ul>
3	Work in partnership across internal services and in partnership with external partners to deliver the Affordable Housing Programme to deliver more housing supply to meet the City's housing needs.	<b>Head of Housing Services</b>	Development, Regeneration, Planning and Housing Teams	March 2019 and ongoing	<ul style="list-style-type: none"> <li>Identify best use of land – sites for redevelopment identified and viable redevelopment options identified</li> <li>More homes, particularly affordable homes, secured (including redevelopment of units) and/or completed</li> <li>Housing Company dev't programme approved and on-site to deliver the next phase of the affordable new build programme (years 1 and 2) and future phases (years 3 to 5) delivering an average of 120 units per year</li> <li>Refresh Oxford City Housing Limited business plan in line with review carried</li> </ul>

					<p>out during spring 2019</p> <ul style="list-style-type: none"> <li>Refresh Housing Revenue account business plan in line with review carried out during spring 2019</li> </ul>
4	Secure appropriate affordable housing mix on the regeneration sites at Oxpens and Northern Gateway	<b>Executive Director - Development</b>	Planning and Housing Teams	March 2019 and ongoing	<ul style="list-style-type: none"> <li>Affordable housing mix agreed and secured through the planning process.</li> </ul>
5	Complete the Community-led Housing Fund commissioned research project and identify opportunities to deliver Community-Led Housing in the City	<b>Housing Needs &amp; Strategy Manager</b>	Planning and Housing Teams, external commissioned organisations	By October 2019	<ul style="list-style-type: none"> <li>Online toolkit made available to the public</li> </ul>
6	Evaluate the impact of the Teachers Equity Loan Scheme	<b>Housing Development &amp; Enabling Manager</b>	Housing, Development and Finance Teams, Catalyst Housing, Schools/Teachers	By March 2020	<ul style="list-style-type: none"> <li>Evaluation completed and 'lessons learned' used to inform future initiatives.</li> </ul>
7-28	Oxfordshire County Council market position statement and Older People's Strategy for Oxfordshire 2019-2024 used to inform future housing development in relation to older and vulnerable persons	<b>Housing Needs &amp; Strategy Manager</b>	Housing, Development and Planning Teams, Health, County Council and Registered Provider/ Development partners	March 2018 and ongoing	<ul style="list-style-type: none"> <li>Opportunities identified for new development to meet identified needs, re-development or remodelling of accommodation designated for older persons</li> </ul>
<b>Priority 2: Prevent homelessness and meet the needs of vulnerable people</b>					
8	In line with the Government's Rough Sleeping Strategy (Aug 2018), develop and implement a 'Rough Sleeping Action Plan' as an addendum to the Housing & Homelessness Strategy 2018-21	<b>Housing Needs &amp; Strategy Manager</b>	Housing Needs Teams and Strategy & Service Development Team	By December 2019	<ul style="list-style-type: none"> <li>Actions under the HHS 2018-20 Action Plan reviewed and incorporated into the Rough Sleeping action plan</li> <li>Action plan available online</li> <li>Action Plan reviewed annually</li> </ul>

9	Homelessness Reduction Act 2017 effectively implemented.	<b>Housing Needs &amp; Strategy Manager</b>	Housing Needs Teams, Welfare Reform Team, Trailblazer Project Team	By March 2020	<ul style="list-style-type: none"> <li>• Regular quality audits carried out showing consistent good implementation of HRA.</li> <li>• Information about HRA available to customers, service providers and partner agencies</li> <li>• Partner agencies operating within new processes and procedures</li> <li>• Strong commitment to homeless prevention at corporate level</li> </ul>
29	Evaluation of the Oxfordshire Homelessness Prevention Trailblazer Programme concluded and legacy findings are implemented to enable improved upstream homeless prevention.	<b>Housing Needs &amp; Strategy Manager</b>	Trailblazer Project Team	By December 2019	<ul style="list-style-type: none"> <li>• Evaluation report with recommendations completed at the end of the 2 yr project</li> <li>• Improved and agreed protocols in place to prevent homelessness, in particular pre-eviction, prison and hospital discharge.</li> <li>• Through evaluation, identify effective and sustainable initiatives that can become business as usual across Housing Needs and externally</li> </ul>
11	Ensure sufficient provision of suitable Temporary Accommodation (TA) for range of client need	<b>Housing Needs &amp; Strategy Manager</b>	Housing Needs Teams	March 2019 and on-going	<ul style="list-style-type: none"> <li>• Review void rates in TA and surrender properties according to established action plan</li> <li>• Explore alternative TA solutions for emerging need</li> <li>• Households in TA not exceeding 100 and aim for stay of no longer than 6 months. No families in B&amp;B accommodation for more than 6 weeks.</li> </ul>
12	Work in partnership with Oxfordshire County Council which is carrying out a needs analysing and re-commissioning approach to the Young	<b>Housing Needs &amp; Strategy Manager</b>	Housing Needs Team, Oxfordshire County Council Children's	By March 2020	<ul style="list-style-type: none"> <li>• Secure agreement on a joint-commissioning approach delivering new services by March 2020.</li> </ul>

	People's pathway.		Services,		
13	Improve access – through improved partnership working - to suitable accommodation and support where a particular need is identified (e.g. treatment based, long term care, disability adapted, offenders).	<b>Housing Needs &amp; Strategy Manager</b>	Housing Needs Teams, statutory and non-statutory partners agencies, incl. Oxfordshire Mental Health Partnership, Oxfordshire Clinical Commissioning Group, Oxfordshire County Council	March 2019 and ongoing	<ul style="list-style-type: none"> <li>Identify gaps in supply of accommodation and services, including specialist need accommodation.</li> <li>Agreement reached with relevant services in respect of capacity where possible to provide the necessary support and transition services to meet identified gaps.</li> <li>Reduced evictions from supported housing, through partnership working</li> </ul>
14	Increase public awareness – with particular focus on young persons - of housing and homelessness issues and the support and assistance that is available through the Council and other organisations.	<b>Housing Needs &amp; Strategy Manager</b>	Housing Needs Teams, Corporate Policy, Partnership & Communication team, Youth Ambition Team	March 2018 and ongoing	<ul style="list-style-type: none"> <li>Homeless prevention outreach into secondary schools through appropriate medium</li> <li>Regular information shared and made available, through a variety of media, including mortgage re-possession support, homelessness prevention support, Private rented Sector landlord campaigns etc.</li> </ul>
30					
<b>Priority 3: Make best use of Private Rented Sector accommodation</b>					
15	Continue works outlined in the Private Sector Housing Policy in relation to licensing of HMO's, improving property standards and energy efficiency, Tenancy Relations Officer work, and supporting the work to bring empty properties back into use.	<b>Head of Regulatory Services and Community Safety</b>	Environmental Health Teams, Legal, Housing and Planning Teams	By December 2019	<ul style="list-style-type: none"> <li>Review, approve and put in place the most appropriate measures to improve and manage conditions in private rented sector accommodation</li> </ul>
16	Reduce the number of empty properties in the City by bringing them back into residential use	<b>Head of Regulatory Services and Community Safety</b>	Empty Property Officer, Housing Needs & Strategy Manager, Legal, Environmental	March 2018 and ongoing	<ul style="list-style-type: none"> <li>5% target of empty properties brought back into use (based on monthly reports)</li> <li>Data base of empty dwellings kept up to date to record accurate number and</li> </ul>

			Health Teams, property owners		<p>inform suitable actions.</p> <ul style="list-style-type: none"> <li>Keep in regular contact with owner of properties to advise of a) help/assistance available to bring properties back to use and; b) any legal action that may be taken</li> </ul>
17	Investigate the number of empty commercial properties in the City and the potential for development opportunities (for residential purposes)	<b>Head of Regulatory Services and Community Safety</b>	Empty Property Officer, Housing Needs & Strategy Manager, Legal, Environmental Health Teams, property owners	March 2018 ongoing to 2021.	<ul style="list-style-type: none"> <li>Data base maintained of number of empty commercial sites recorded</li> <li>Owners of sites identified for potential development/change to be informed of a) help/assistance available to bring properties back to use and; b) any legal action that may be taken</li> </ul>
<b>Priority 4: Invest to create sustainable communities that are safe and healthy</b>					
18	Deliver the planned major refurbishment and estate regeneration projects in line with the allocated budget and to improve the satisfaction of residents living in Oxford communities	<b>Development Manager</b>	Housing, Property, Development, Regeneration and Planning Teams	By March 2021	<ul style="list-style-type: none"> <li>Identified individual work streams are completed in line with agreed project timescales. (Inc. Blackbird Leys and Barton Regeneration projects)</li> <li>Resident satisfaction has increased.</li> <li>A review of the 'lessons learned' from the projects has been undertaken; best practice has been identified; and lessons shared to inform future initiatives.</li> </ul>
19	Promote energy efficiency across all tenures to ensure they meet the EPC level E or above and agree the most appropriate enforcement approach	<b>Head of Regulatory Services and Community Safety</b>	Tenancy Management Teams, Tenant Involvement team, Homes Multiple Occupation Enforcement, Private Sector Safety Teams	April 2018 and ongoing	<ul style="list-style-type: none"> <li>Promotion of activities completed.</li> <li>Enforcement approach agreed.</li> </ul>

20	Prioritise energy efficiency of properties to increase tenant resilience to fuel poverty, i.e. meeting decent homes targets and energy efficiency requirements through cost effective refurbishments.	<b>Property Services Manager</b>	Property Services Teams, Landlord Services Teams, Housing Needs Teams, Oxford Direct Services, residents or identified properties	By March 2021	<ul style="list-style-type: none"> <li>• Properties identified.</li> <li>• Planned works programmed and started</li> <li>• Resident satisfaction with property improved.</li> <li>• Assessment of impact of Zero Carbon agenda on refurbishment works carried out.</li> </ul>
21	Continue to invest resources to mitigate risks from the impact of the Welfare Reform Act and introduction of Universal Credit, supporting people into financial inclusion and helping to address housing challenges for any households requiring benefit assistance	<b>Welfare Reform Manager</b>	Housing Needs Team Managers, Tenancy Management Teams, Revenue & Benefit teams, Oxford City based advice agencies, Department for Work & Pensions (DWP)	January 2018 and ongoing	<ul style="list-style-type: none"> <li>• Work across departments to ensure customers affected by Welfare Reform/UC are identified early and receive support to move towards financial self-sufficiency (not reliant on benefits) in order to prevent risk of homelessness.</li> <li>• Stakeholder engagement in place and information received through these channels (effect on Welfare Reform and UC in the community) to shape the support offered by the Welfare Reform Team.</li> </ul>
32	<b>Priority 5: Be an effective landlord and deliver quality services</b>				
22	Further develop 'Resident Ambassadors' (recruit and train tenants) in order to continue the tenant-led approach to delivering the Council's Landlord Service	<b>Tenant Involvement Manager</b>	Housing Needs Teams, Tenancy Management Teams	March 2018 and ongoing	<ul style="list-style-type: none"> <li>• Tenants to be involved in identifying opportunities and improvements on specific service areas.</li> <li>• Tenants are involved in developing policies, plans and services.</li> </ul>
23	Achieve TPAS re-accreditation for 2018-2021	<b>Tenant Involvement Manager</b>	Tenancy Management Team	By March 2020	<ul style="list-style-type: none"> <li>• Continue and expand the work of the Tenant Involvement Team to achieve TPAS re-accreditation.</li> </ul>
24	Build on the principles of 'tenant involvement' to ensure that opportunities to develop our tenant-led approach become more inclusive and	<b>Tenant Involvement Manager</b>	Tenancy Management Team, Council	March 2018 and ongoing	<ul style="list-style-type: none"> <li>• Virtual involvement through social media, online services, text and email. Introduction of an online training option.</li> </ul>

	flexible.		Tenants		
25	Continue to offer and promote the 'Removal Expenses and Mobility Scheme (REMS)' for Council Tenants who are under-occupying their current home and who wish to move (subject to available resources).	<b>Housing Needs &amp; Strategy Manager</b>	Housing Needs Teams	March 2018 ongoing	<ul style="list-style-type: none"> <li>Number of under-occupying households moving to more suitable accommodation and the number of properties available to let to families in housing need is increased as a result of this scheme.</li> </ul>
26	Review implementation of Tenancy Strategy 2018-2023	<b>Housing Needs &amp; Strategy Manager</b>	Landlord Services Teams, Housing Needs Teams Team, Legal, Registered Providers and stakeholders.	September 2019 and ongoing	<ul style="list-style-type: none"> <li>Strategy implementation is monitored and reviewed annually.</li> </ul>
27 33	Deliver the housing and capital investment programme for residential accommodation in line with Council's Asset Management Plan 2016-2020	<b>Property Services Manager</b>	Property Services Teams, Oxford Direct Services, Planning Teams, Finance Regeneration and Tenancy Management Teams.	By March 2021	<ul style="list-style-type: none"> <li>Complete work identified in the plan</li> <li>Review and update Asset Management Plan with new plan in place from 2020</li> </ul>
28	Deliver an enhanced housing investment programme for the Council's own stock in relation to: <ul style="list-style-type: none"> <li>Planned tower block refurbishments.</li> <li>Great Estates Programme</li> </ul>	<b>Property Services Manager</b>	Property Services Teams, Oxford Direct Services, Planning Teams, Finance Regeneration and Tenancy Management Teams.	By March 2021	<ul style="list-style-type: none"> <li>Key milestones identified within the Project Management Plan are on track and being achieved for: <ul style="list-style-type: none"> <li>Tower block refurbishments</li> <li>Great Estates Programme</li> </ul> </li> </ul>
29	Procure and implement a new/improved ICT housing system.	<b>Head of Housing Services</b>	ICT Support, Housing, Finance, Procurement and	March 2018 and ongoing	<ul style="list-style-type: none"> <li>System procured and active contributions made by H&amp;P staff to the development and testing of the product.</li> </ul>

			Legal Teams.		Implementation in 2019. <ul style="list-style-type: none"><li>• Review of service undertaken and further improvements to deliver a custom-centred approach are identified.</li></ul>
--	--	--	--------------	--	--