

Priority: Accessible & affordable privately rented homes

No.	Objective	Year 1 target	Year 1 Action Notes	Year 2 & 3 target	People Involved	Resources	Success	Year 1 Measures
1.1	Review Private Accommodation Lettings Scheme (PALS) to ensure continued effectiveness in securing appropriate private rented sector accommodation for those in need.	<p>1. Establish a Private Sector Development Project.</p> <p>2. Implement pre-PALS premises inspection.</p> <p>3. PALS steering group to meet to agree review timetable</p>	<p>Achieved. PSDP established 1001</p> <p>Achieved. Pre-inspection procedure, flowchart, inspection proforma and inspection report produced. Pilot scheme undertaken & reviewed. 1012 Scheme implemented. Monitoring in progress</p> <p>2 PALS meetings held, steering group tbc following team restructure (Feb 2011) & changes to floating support funding</p>	<p>1. Procedural review.</p> <p>2. Review Private Sector Development Project.</p>	<p>1. CDC Housing Needs Team</p> <p>2. CDC Private Sector Housing Team</p> <p>3. CDC Housing Benefits contractor and monitoring staff.</p> <p>4. Floating support partners.</p>	<p>Officer time</p> <p>Recession Impact funding</p>	<p>1. Supply of sufficient suitable accommodation.</p> <p>2. Clearly established and smooth-running processes.</p> <p>3. Landlords willingness to re-use PALS.</p> <p>4. Improved quality of available accommodation</p>	<p>1. Project established and project plan agreed.</p> <p>2. Pre-PALS inspection procedure and monitoring in place.</p> <p>3. Steering Group meeting held</p>
1.2	Establish an annual review of both existing grant schemes and grant opportunities, including Landlord's Home improvement Grant	<p>1. Review LHIG & other current schemes and implement revisions arising.</p> <p>2. Review opportunities to make use of new schemes.</p>	<p>8/10/10 Review of LHIG undertaken. Revisions made to enquiry process to ensure we use grant funding on premises which present best value to us in terms of need and improvements in condition. 1105 Exclusion from grant extended to cover a variety of offences including harassment. Application form and scheme explanation revised.</p> <p>4/11 New Grant for mains-wired (ie permanent) smoke detection in PALS premises conceived, tendered and implemented.</p>	<p>1. Review LHIG & other current schemes and implement revisions arising.</p> <p>2. Implement any previously identified new schemes.</p>		<p>Officer time</p> <p>Recession Impact funding</p>	<p>1. Continued uptake of schemes.</p> <p>2. Supply of sufficient suitable accommodation.</p> <p>3. Clearly established and smooth-running processes.</p> <p>4. Improved value for money</p>	<p>1. Review of LHIG and other schemes undertaken.</p> <p>2. Review of opportunities undertaken.</p>
1.3	Work with landlords to improve their skills and awareness as a means of improving both property and management standards.(see also objective	1. Establish a Private Sector Development Project.	1001 Established	1. Implement outcomes of review of Forum.		Officer time	1. Improving property condition as measured through pre-PALS inspections.	1. Project established and project plan agreed.

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	2.3)	<p>2. Review Cherwell Housing Providers Forum.</p> <p>3. Review potential for local Landlord's Association.</p>	<p>Joint NLA CHP Forum undertaken 22 June 2010. Joint forum reviewed. Forum re-launched as Cherwell Landlords' Forum. Further meetings held Nov 2010, 9 March 2011 (special meeting expressly for Housing Benefits team) & 18 March 2011 (special meeting with Tony Baldry re government's proposals.)</p> <p>1004 Underway. 10/12 Review of association with NLA underway in conjunction with review of accreditation. Recommendations to be considered April 2011</p>	<p>2. Take forward outcomes of review of Landlord's Association.</p> <p>3. Review potential for Landlord Accreditation Scheme.</p> <p>4. Take forward outcomes of review of Landlord Accreditation Scheme</p> <p>5. Review Private Sector Development Project.</p>		Recession Impact funding	<p>2. Reduced number of condition & tenancy issues requiring intervention by PALs officers.</p>	<p>2. Forum review undertaken and changes implemented.</p> <p>3. Review undertaken. Decision on recommendations to be made April 2011.</p>
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Priority: Ensuring existing stock is in good condition

No.	Objective	Year 1 target		Year 2 & 3 target	People Involved	Resources	Success	Year 1 Measures
2.1	Re-target enforcement and other interventions to address serious hazards, statutory nuisances and also non-decent homes occupied by vulnerable households, and to increase the number of homes improved.	<p>1. Undertake research to identify the potential for both geographically and personal-need based targeted action.</p> <p>2. Review website content to highlight the assistance available.</p>	<p>1006 Commenced proactive intervention with various blocks of flats. Works completed at 6-unit block in Britannia Road and underway at a 22 unit block in Cropredy and a 40 unit block in St Johns Road, Banbury. We are also close to agreeing insulation at 27 unit Setler House, South Street, Banbury. Serious hazards resolved in 125 premises, other hazards in 51 premises. 99 homes brought up to Decent Homes Standard.</p> <p>1001 Review initiated - both content and structure. Private Sector Content revised. 12/10 Further work undertaken in conjunction with Housing Strategy team to re-structure Housing webpages comprehensively.</p>	<p>1. Implement appropriate targeted action.</p> <p>2. Undertake a promotional event to raise service awareness.</p>	<p>1. CDC Private Sector Housing Team</p> <p>2. CDC Housing Benefits contractor and monitoring staff.</p>	Officer time.	<p>1. Serious hazards resolved in 60 premises each year, on average, over the lifetime of the strategy.</p> <p>2. Other hazards resolved in 20 premises each year on average, over the lifetime of the strategy.</p>	<p>1. Research undertaken and action in respect of certain blocks of flats commenced.</p> <p>2. Website content reviewed and page content updated</p>

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		3. Undertake a promotional event to raise service awareness.	24/9/10 Health Bus in Bicester marketplace. Produced new generic poster to advertise housing services and leaflets. Issued this to all GP's surgeries and Council offices. 20/10/10 Relaunched HIA forum for liaison/networking with other agencies. Plan to hold 3pa.				3. 25 premises occupied by vulnerable households brought up to the Decent Homes standard each year, on average, over the lifetime of the strategy.	3. Event undertaken.
2.2	Audit houses in multiple occupation (HMOs) to ensure that all qualifying premises are subject to a licence	1. Review available data to identify premises potentially subject to need for a licence. 2. Undertake follow up mailing to identify those premises requiring further inspection. 3. Carry-out advertising campaign to raise awareness of licensing requirements.	Review undertaken in relation to Grimsbury area. Inspection programme of 75 known and possible HMOs undertaken. 39 HMOs originally licensed in 2006 will require relicensing this year. We shall use this as the basis of awareness-raising advertising. The July edition of the Landlords' newsletter is also to focus on HMO issues including licensing. 1004 Placed adverts in local press to raise awareness of HMO licensing & changes to planning	1. Review and re-licence those premises originally licensed in 2006. 2. Implement pro-active inspection of premises identified as potentially requiring a licence. 3. Carry-out advertising campaign to raise awareness of licensing requirements. 4. Conclude pro-active inspection of premises identified as potentially requiring a licence	1. CDC Private Sector Housing Team 2. CDC Housing Benefits contractor and monitoring staff. 3. CDC Communications Team	Officer time. Resources to fund advertising costs.	1. Number of qualifying but currently unlicensed premises identified. 2. Number of new licence applications received. 3. Premises with existing licences appropriately re-licensed.	1. Review completed 2. Mailing completed and list of properties identified 3. Advertising campaign undertaken. (Further campaign planned for 2011-12 in connection with re-licensing.)
2.3	Raise awareness with owners, landlords and tenants of the need for timely maintenance to both maintain and improve standards (see also objectives 1.3 & 3.4)	1. Review, revise and re-publish existing maintenance booklet. 2. Review options for an advertising campaign through CDC and other publications.	Article on Winter Property Health Check in first edition of new Private Sector newsletter - The Cherwell Landlord Oct 2010 Two editions of new L/L newsletter issued. (Propose 2pa to fit between 2 L/L Forums.) July edition in preparation.	1. Launch and effect distribution to appropriate locations. 2. Take forward advertising campaign	1. CDC Private Sector Housing Team. 2. CDC Communications Team	Officer time. Resources to fund production of leaflet.	Awareness raised amongst new landlords	1. New booklet not produced. 2. Options for promotion agreed and planned

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2.4	Formalise the annual review of the grants and assistance available to ensure that the discretionary grants programme effectively delivers stock-condition and stock-use objectives.	1. Undertake review and implement revisions arising	Undertaken. 1) Revisions to LHIG assessment process implemented. 2) Implemented new eco-town insulation scheme resulting from successful funding bid. 3) Reviewed pilot discount-insulation scheme for Grimsbury and extended this to whole of Cherwell. 4) 1106 Smoke Detector Grant for landlords of PALS properties launched.	1. Undertake review and implement revisions arising	1. CDC Private Sector Housing Team.	Officer time	Delivery of an effective range of grants	1. Review process established and review completed.
2.5	Expand the Flexible Home Improvement Loan to deliver assistance to more elderly home-owners through loans without repayment until the property is sold.	1. Appoint officer on suitable contract terms. 2. Undertake media promotion of the scheme. 3. Undertake direct promotion of the scheme through partners and established forums.	Not pursued. Implementation being undertaken by existing staff. 1001 FHIL advert and editorial in Retired & Living in Oxfordshire magazine. 1010 Repeat advert in the same magazine. Advert included in Wall-planner sent to all h/h 1102. 1004 Customer Service staff promoting as part of their planned visits & talks (confirm correct service title)	1. Review year 1 activity.	1. CDC Private Sector Housing Team. 2. CDC Communications Team.	Appointment of short-contract consultant, funded by fee income available from FHIL.	1. Increased number of loans arranged. 2. Successful bids (with partners) for additional funding.	1. Officer in post 2. Media promotion completed 3. Attend an agreed list of meetings to promote.
2.6	Reduce the number of empty homes in the district.	1. Review available data to inform decisions about empty homes initiatives. 2. Undertake programme of surveys to inform decision making. 3. Produce a new Empty Homes Policy.	Undertaken 1103. Desk-survey undertaken in preference. Empty Homes Policy in preparation. Strategic approach to be included in new Housing Strategy. Issues Paper to be produced for CMT May 2011.	1. Implement Empty Homes Policy 2 Review policy outcomes.	1. CDC Private Sector Housing Team. 2. CDC Council Tax contractor and monitoring staff. 3. CDC Communications Team.	Officer time Recession Impact funding	1. Reduction in the number of properties empty for more than 2 years. 2. 5 premises per year on average over years 2-5 of the policy, brought back into use as a direct result of council intervention.	1. Review of data completed 2. Surveys completed 3. Policy not yet adopted.

Priority: Supporting vulnerable people

No.	Objective	Year 1 target	Year 2 & 3 target	People Involved	Resources	Success	Year 1 Measures
3.1	Make best use of available Disabled Facilities Grant (DFG) resources in a period of growing demand.	<p>1. Prepare and implement a DFG policy to include RSL allocations, grant priorities and waiting list criteria.</p> <p>2. Undertake promotion of the Policy to service users and Members.</p>	<p>DFG Policy approved 6/12/10. Trialing of Prioritisation Tool was been undertaken by OCC in April 2011 but a suitable system has not been found. Revisions to original proposals for the Waiting List will be required as a result.</p> <p>RSL Management Group provided with update on Policy and proposals re RSLs at their meeting on 25/1/11. Presentation to OCC's OT staff undertaken.</p>	<p>1. CDC Private Sector Team.</p> <p>2. RSLs</p> <p>3. OCC</p> <p>4. CDC Communications Team.</p>	Officer time	<p>1. Availability of clearly established practices and protocols.</p> <p>2. Effective management of expectations.</p>	<p>1. DFG Policy agreed and adopted</p> <p>2. Promotion taken place</p>
3.2	Formalise the annual review of the grants and assistance available to vulnerable households so as to ensure the discretionary grants programme is as effective as possible in delivering assistance. (See also objective 2.4)	1. Undertake review and implement revisions arising.	<p>1) 1005 proposed extended energy-efficiency funding and promotion using extra allocation of LSP funding (unsuccessful). 2) 1005 Allocated £24k discretionary grant money to allow extension of LAA-funded £99 insulation scheme following on from Grimsbury pilot. 3) 8/10/10 Bicester eco-town insulation project (£49 deal) commenced. (Three year scheme to deliver £500k insulation via Cocoon with USEA managing). Extensive promotion on-going.</p>	1. Undertake review and implement revisions arising.	1. CDC Private Sector Housing Team.	Officer time	<p>1. Delivery of an effective range of grants.</p> <p>1. Review completed</p>
3.2							

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3.3	<p>Improve data recording and reporting so as to deliver effective performance management and data provision to partners.</p>	<p>1. Implement Foundations software to record and monitor HIA activity.</p> <p>2. Transfer recording of Small Repairs Service activity to the Foundations system.</p> <p>3. Establish and implement performance management reporting using the Foundations database.</p> <p>4. Review the use made of the Uniform software and the potential for extending usage.</p>	<p>1005 Completed</p> <p>1005 Under further review. Existing database is proving very suitable but we need to ensure effective back-up</p> <p>1005 Completed</p> <p>1007 Set up presentation to consider Abrisas as alternative. Determined to continue with current system on basis of its flexibility and lack of resources to implement major change.</p>	<p>1. Review spreadsheets used for financial monitoring and recording of grant activity.</p>	<p>1. CDC Private Sector Housing Team.</p>	<p>Officer time</p>	<p>1. Comprehensive data recording and reporting.</p> <p>2. Effective and efficient reporting to partners of SLA data requirements.</p>	<p>1. Foundations software in place</p> <p>2. Small Repairs Scheme recording in place</p> <p>3. Monitoring system in place.</p> <p>4. Review completed</p>
3.4	<p>Increase uptake of HIA services including Small Repairs Service.</p>	<p>1. Undertake direct promotion of the service through partners and established forums.</p> <p>2. Deliver a Small Repairs Service launch event in Bicester.</p> <p>3. Review options for an HIA advertising campaign through CDC and other publications.</p> <p>4. Participate with funding partners in review of service.</p>	<p>1001 SRS advert and editorial in Retired & Living in Oxfordshire magazine (in both Summer 2010 and Winter 2010 editions).</p> <p>24/9/10 Health Bus in Bicester market-place.</p> <p>1005 Included advert in PCTs Area Health Directory for 12 months with website links. Advert included in Wall Planner issues to all h/h Feb 2011.</p> <p>Completed. Review undertaken and reported Jan 2011. Decision by SP to extend SLA for 2 years but with major review to take place during that period. 10% to SP funding of service for 2011-12</p>	<p>1. Review HIA service to take specific account of future funding and procurement decisions by partners.</p>	<p>1. CDC Private Sector Housing Team.</p> <p>2. OCC</p> <p>3. Supporting People partnership.</p>	<p>Officer time</p> <p>Revenue funding provided by partners.</p>	<p>1. Increase in the number of service users recorded.</p>	<p>1. Promotion taken place</p> <p>2. Launch event taken place.</p> <p>3. Review completed</p> <p>4. Joint review carried out.</p>

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3.5	Ensure the actions contained within the Older Peoples Housing Strategy relating to preventative services are included in work plans to deliver this strategy.	<p>1. Review Older Peoples Housing Strategy to identify actions to be included.</p> <p>2. Include actions in the private sector teams' annual service plan.</p>	Undertaken		1. CDC Private Sector Housing Team	Officer time.	1. Actions from the Older People's Housing Strategy are completed.	<p>1. Actions identified and included in service plan.</p> <p>2. Actions are completed.</p>
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Priority: Improving energy efficiency to reduce carbon emissions & fuel poverty

No.	Objective	Year 1 target		Year 2 & 3 target	People Involved	Resources	Success	Year 1 Measures
4.1	Increase the number of owner-occupiers and landlords installing installation and implementing other energy-efficiency measures.	<p>1. Appointment of Private Sector Energy efficiency Officer, on short-term contract</p> <p>2. Undertake targeted promotion of Warm Front grant in the form of letters and application forms to potentially eligible households.</p>	<p>1007 Change of plan in light of necessary cuts. Continued support (and further funding) of county-wide Affordable Warmth Network has resulted in them handing 2157 Cherwell enquiries and installation of insulation of 536 Cherwell homes (through Cocoon) (31% of the county total).</p> <p>1001 Targeted mail-shot to 4477 households in receipt of qualifying benefits. 8/10/10 Plans for repeat promotion in 2010-11 put on hold by Warm Front until future funding confirmed. Warm Front delivered improvements totalling £543k in the district in 2010-11. 1106 Seeking to open discussion with Warm Front about future promotion of the revised scheme.</p>	1. Undertake targeted promotion of Warm Front grant in the form of letters and application forms to potentially eligible households.	<p>1. CDC Private Sector Housing Team.</p> <p>2. CDC Council Tax & Housing Benefit contractor and monitoring staff.</p>	<p>Officer time.</p> <p>Warm Front grant.</p>	<p>1. Increased number of vulnerable households receiving Warm Front grants.</p> <p>2. Increased uptake of insulation through Cocoon scheme.</p>	<p>1. Staff member appointed</p> <p>2. Promotion completed</p>

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		<p>3. Review the range of discretionary CDC energy efficiency grants and opportunities for targeted action.</p> <p>4. Undertake promotion of the CHEEP grant through the Cherwell Housing Providers' Forum and other forums.</p>	<p>1) 1002 Implemented trial of additional insulation discount in Grimsbury with targetted mailshot to 1500 h/h. 2) 1006 targetted canvassing repeated. 3) 1009 Ended Grimsbury grant in favour of Oxfordshire £99 scheme and redirected remaining capital to support £99 discounted insulation scheme across Cherwell once Oxon LSP funding exhausted. 4) 8/10/10 Bicester eco-town insulation project (£49 deal) commenced. Extensive promotion underway including canvassing.</p> <p>On-going. Existing CHEEP grant being promoted as means of resolving issues with certain blocks of flats. Expect significant uptake (see St John's Court, Vicarage Gardens, Britannia Rd, Setler House) 1010 Promotion of energy efficiency grants to landlords in the Cherwell Landlords' newsletter Oct 2010. 40 privately rented homes improved through CHEEP grant in 2010 11.</p>		<p>3. CDC Communications Team.</p> <p>4. USEA (local energy-efficiency advice centre).</p> <p>5. Eaga (agency delivering Warm Front)</p>	<p>Cocoon insulation funding.</p> <p>Capital resources to fund CHEEP grants and Warm Front Top-up grants</p>	<p>3. Increased uptake by landlords of CHEEP grants</p>	<p>3. Review completed</p> <p>4. Promotion completed</p>
<p>4.2</p>	<p>Reduce the number of households in fuel poverty. (See also objective 4.1)</p>	<p>1. Appointment of Private Sector Energy efficiency Officer, on short-term contract</p> <p>2. Produce and implement an Affordable Warmth Policy.</p>	<p>1007 Change of plan in light of necessary cuts.</p> <p>1009 USEA appointed as consultant. (Rather than Private Sector Energy Officer). Work to produce Fuel Poverty Strategy substantially completed but now to be included as part of new Housing Strategy. Options paper for CMT to be produced May 2011.</p>	<p>1. Provide specific and tailored energy-efficiency advice in response to NI187 questionnaire returns.</p> <p>2. Undertake targeted promotion of Warm Front grant in the form of letters and application forms to potentially eligible households.</p>	<p>1. CDC Private Sector Housing Team.</p> <p>2. CDC Council Tax & Housing Benefit contractor and monitoring staff.</p>	<p>Officer time</p> <p>Warm Front grant.</p>	<p>1. Reducing number of households in fuel-poverty as measured by annual NI187 survey returns.</p> <p>2. Increased uptake of free insulation through Cocoon scheme.</p>	<p>1. Staff member appointed</p> <p>2. Affordable Warmth Policy adopted</p>

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	3. Provide specific and tailored energy-efficiency advice in response to NI187 questionnaire returns.	Final NI 187 undertaken but USEA unable to offer follow-up advice service on this occasion as a result of changes to their EST contract and funding. (NI 187 result showed a increase from 8% to 12% in those surveyed.) NI187 has ceased to be a mandatory indicator and CDC is unlikely to continue with it on grounds of cost.	3. Review range of discretionary CDC energy efficiency grants and opportunities for both geographically and personal-need based targeted action.	3. CDC Communications Team.	Cocoon insulation funding.	3. Increased number of vulnerable households receiving Warm Front grants.	3. Unable to achieve.
	3. Undertake targeted promotion of Warm Front grant in the form of letters and application forms to potentially eligible households.	(See 4.1) 1001 targetted mailshot to 4477 households. But further action deferred by Eaga pending confirmation of future Warm Front funding (unresolved by 31/3/11).	4. Undertake promotion of the CHEEP grant through the Cherwell Housing Providers' Forum and other forums.	4. USEA (local energy-efficiency advice centre.	Capital resources to fund CDCs CHEEP grants and Warm Front Top-up grants		4. Targeted promotion taken place
	4. Review the range of discretionary CDC energy efficiency grants and opportunities for both geographically and personal-need based targeted action.	1002 Undertook trial of additional insulation discount in Grimsbury. 1009 That pilot ended in favour of LAA funded Oxon scheme. Remaining funding of £24k reallocated to continue that £99 scheme in Cherwell once Oxon LSP funding exhausted (scheme on-going)	5. Review Private Sector Energy-efficiency Officer role and opportunities for further contract.	5. Eaga (agency delivering Warm Front).			5. Review completed
	5. Undertake promotion of the CHEEP grant through the Cherwell Housing Providers' Forum and other forums.	See 4.1.4	6. Review affordable Warmth Policy.	6. RSLs with local stock.			6. Promotion taken place.

Common priorities:

No.	Objective	Year 1 target	Year 2 & 3 target	People Involved	Resources	Success	Year 1 Measures
5.1	Increase public awareness of the council's housing role and the services available. (see also objectives 2.1 & 2.3)	1. Establish a Private Sector Development Project.	Established Jan 2010 with funding for 27 months	1. Undertake questionnaire survey to review customer s awareness of services.	1. CDC Housing Needs Team	Officer time 1. Improved customer awareness of services offered	1. Project established and project plan agreed.

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	<p>2. Review options for an advertising campaign through CDC and other publications.</p> <p>3. Undertake a promotional event to raise service awareness.</p> <p>4. Review website content to highlight the assistance available.</p> <p>5. Review range and distribution of leaflets.</p> <p>6. Produce and implement leaflet distribution plan.</p>	<p>1001 FHIL, SRS and energy efficiency adverts plus editorials in Retired & Living in Oxfordshire magazine. 1009 Insulation feature in Cherwell Link. 1010 Repeat adverts for FHIL & SRS in Retired magazine. SRS advert in Banbury Health Directory. FHIL & SRS both featured in Wall Planner sent to all h/h 2/11. New generic poster for Housing Services designed and issued to all CDC locations and all GP's surgeries.</p> <p>Info available via stall at Banbury show. Health Bus and Customer Services visits.</p> <p>1001 Review initiated - both content and structure. Updates to content effected 1007</p> <p>New generic poster produced and issued to all GPs surgeries in place of specific leaflets.</p> <p>See above.</p>	<p>2. Analyse survey results and review promotional activity.</p> <p>3. Implement revised promotional activity.</p>	<p>2. CDC Private Sector Housing Team</p> <p>3. CDC Communications Team</p>	<p>Recession impact funding</p>	<p>2. Review completed and options agreed</p> <p>3. Event taken place</p> <p>4. Review of leaflets completed</p> <p>5. Leaflet distribution plan implemented.</p>
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