

# one home

Oldham housing strategy. Action Plan 2009–2012



**Oldham**  
Partnership

# Oldham Partnership Housing Strategy 2009–2012

## Action Plan 2009–2011

### 1. Introduction

The high level strategy has highlighted a number of the key challenges and housing issues in Oldham. These issues have been further compounded since the credit crunch and subsequent economic downturn experienced towards the end of 2008.

The Housing Strategy reflects the themes set out in the Regional Housing Strategy and the emerging Greater Manchester Housing Strategy. Our two year action plan has been developed around the themes of

- **Quantity: Achieving the right quantity of housing**
- **Quality: Continuing to raise the quality of our existing housing stock**
- **People: Connecting Oldham's residents to an improved housing offer**

The three themes, and subsequent priorities and actions, reflect the challenges highlighted as a result of our robust evidence base and through consultations with a range of stakeholders.

### 2. Detailed Action Plans

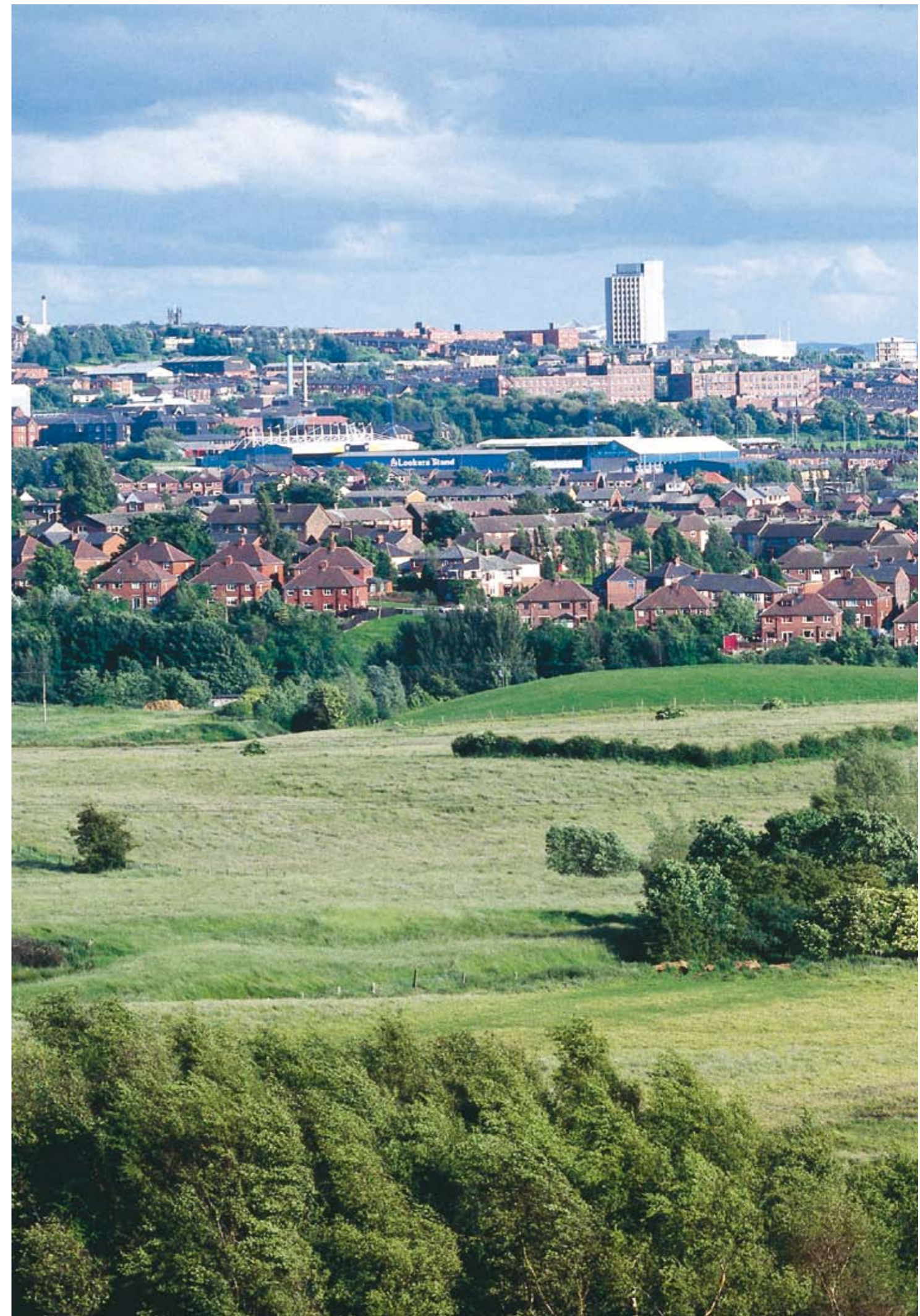
The actions contained in the Housing Strategy Action Plan are relatively high level. Detailed action plans around specific issues such as homelessness, empty properties and Gypsies and Travellers provision can be found in the relevant sub strategies and work plans.

### 3. Monitoring and communications

The Strategy Action Plan will be monitored by a strategic housing officers group on a quarterly basis and reported back to the Oldham Strategic Housing Board. The action plan will be updated on an annual basis.

We recognise that it is important to share our progress with Oldham's residents and partners. Progress on the Housing Strategy will be made available to all residents and partners through the housing section of the council and Oldham Partnership website. This will provide an update of actions and detail any key achievements or particular difficulties we might be having. All residents and partners will be encouraged to give us your feedback, ideas and thoughts as we deliver our actions.

All Oldham residents will be able to keep up to date on housing achievements or issues through the One magazine which is delivered to every house in the borough.



# Quantity

Action	Lead Organisation	Quarter 1 09/10 milestones	Quarter 2 09/10 milestones	Quarter 3 09/10 milestones	Quarter 4 09/10 milestones	Milestones 2010/11	Outputs 2009/2011	Outcome 2009/2012
1. Reduce the number of empty homes in the borough improving the sustainability and appearance of peoples neighbourhoods	Strategic Housing	1.1 Mapping exercise completed showing all empty properties in the borough	1.2 Pilot properties with a view to progressing with Empty Dwelling Management Orders (EDMOs)	1.3 Start consultation on revised Empty Properties Strategy	1.4 At least 150 Empty properties brought back into use throughout the year	1.5 Following consultation, a revised Empty Properties Strategy is approved by Cabinet	Clear action plan in place detailing the key tools for tackling empty homes Revised Empty Properties Strategy approved Reduce the number of empty homes by at least 150 per year	Oldham residents benefit from improved neighbourhoods, less anti-social behaviour and a greater choice of housing as empty properties are bought back into use
2. Work with partners, including Housing Market Renewal to use council's assets to deliver homes now and in the future by preparing sites that are attractive to developers	Strategic Housing Housing Market Renewal	2.1 Commence review of all council owned housing land	2.2 Start second wave HMR procurement process  2.3 Plan in place to start the assembly of land in Alt and Sholver	2.4 Plans in place to develop a Local Housing Company to support an asset-backed vehicle	2.5 Start on site for the PFI 4 Gateways to Oldham scheme  2.6 Plan agreed for future of Pathfinder	2.7 Bid submitted for HMR Pathfinder continuation funding	A clear strategy in place establishing how we will use council assets to deliver developable sites	Council assets will have been identified and provided for new homes to help meet the needs and demands of Oldham's residents
3. Make the best use of Oldham's existing housing stock across all tenures	Strategic Housing Oldham Housing Investment Partnership	3.1 Action plan in place for Tackling Overcrowding pathfinder project  3.2 Review of Oldham Bond scheme to improve use of private rented sector to house people in need	3.3 Appoint overcrowding co-ordinator.  3.4 Overcrowding Pathfinder project commences  3.5 Establish allocations review group and project plan agreed	3.6 Main housing providers signed up to Choice Based lettings	3.7 Complete review of allocations policy and approval of new partnership policy  3.8 End of year review of overcrowding Pathfinder completed  3.9 Achieve second year Overcrowding Pathfinder funding	3.10 Performance monitoring framework in place on allocations across social housing stock	100% of main housing providers properties advertised through Choice Based lettings by December  Achieve reduction in number of severely overcrowded households in the social rented sector Produce Overcrowding Strategy and action plan Complete review of council's allocations policy and achieve approval of new partnership allocations policy	All tenants and residents benefit from an improved use of Oldham's housing stock  Residents ease of access to rented accommodation is improved.  Improve the housing circumstances for those residents who are classed as severely overcrowded in social rented stock.
4. Develop and implement a new Affordable Housing Strategy to meet the needs and demands for people choosing to live in Oldham	Strategic Housing, Oldham Housing Investment Partnership Homes and Communities Agency	4.1 Consultation on the Affordable Housing Strategy	4.2 Revised Affordable Housing Strategy approved by Cabinet  4.3 Partnership plans in place to improve performance for housing associations  4.4 5 former empty council homes brought back into use	4.6 Start dialogue with the Homes and Communities Agency (HCA) on the Investment Strategy for Oldham	4.7 Investment strategy agreed with HCA  4.8 Complete the building of 112 new affordable homes in 2009/10	4.9 Revise Affordable Action Plan to meet the changing needs and demand	Revised Affordable Housing Strategy completed Jointly agreed investment strategy with the HCA Jointly agreed partnership plans with housing associations  Complete the building of 112 new affordable in 2009/10 Complete the building of a further 157 new affordable homes by March 2011	An improved approach to maximise the quantity and quality of new affordable homes, will help to meet the housing needs and demands of Oldham's residents
5. Develop and implement a new Private Sector Housing Strategy to help meet the needs and demands of people living in private housing	Strategic Housing	5.1 Begin consultation on the new Private Sector Housing Strategy  5.2 Develop a brief for the Private Sector Stock Condition Survey	5.3 Recruit consultants to undertake Private Sector Stock Condition Survey	5.4 Following consultation, revised Private Sector Housing Strategy approved by Cabinet	5.5 All field work for Private Sector Stock Condition Survey complete	5.6 Review Action Plan priorities and revise to meet the changing needs and demand subject to current market conditions using updated Private Sector Stock Condition information  5.7 Private Sector Stock Condition Survey completed	Revised Private Sector Housing Strategy completed  New Private Sector Stock Condition Survey completed	A significant number of Oldham residents benefit from improved housing choice, neighbourhoods and communities as problems with poor quality private housing is addressed

# Quality

Action	Lead Organisation	Quarter 1 09/10 milestones	Quarter 2 09/10 milestones	Quarter 3 09/10 milestones	Quarter 4 09/10 milestones	Milestones 2010/11	Outputs 2009/2011	Outcome 2009/2011
1. Improve energy efficiency of homes, ensuring vulnerable residents benefit from improved measures to address fuel poverty	Affordable Warmth Steering Group	1.1 Jointly agreed approach to affordable warmth work with NHS Oldham and partner agencies through development of affordable warmth officer post(s) focusing on wellbeing	1.2 Start recruitment for affordable officer posts	1.3 Dedicated Affordable Warmth Officer appointed	1.4 2,500 households benefit from improved energy efficiency measures	1.5 Following consultation, revised Affordable Warmth Strategy approved by Cabinet 1.6 3,500 households benefit from improved energy efficiency measures	New Affordable Warmth Strategy in place April 2010 2,500 households benefit from improved energy efficiency measures in 2009/10 Jointly agreed approach to affordable warmth with NHS Oldham to ensure a focus on wellbeing and NHS Oldham's strategic commissioning priorities	Vulnerable people benefit from warmer homes, reduced heating costs and improved health
2. Improve standards in the private rented sector improving the quality of life for tenants and communities	Strategic Housing	2.1 Review success of joint Private Rented Sector Protocol with Rochdale 2.2 Set target for number of decent homes achieved in the private rented sector once confirmation of funding received 2.3 Set target for number of properties being accredited through private sector housing team once confirmation of funding received	2.4 Agree and implement reviewed action plan with Rochdale for the protocol	2.5 Establish a fully functional Accredited Letting Agents scheme 2.6 Implement revised Private Sector Housing Strategy and Action Plan	2.7 Following consultation, review and update Enforcement Policy	2.8 Identify target actions for enforcement in the private rented sector based on improved data collection	A fully functional Accredited Letting Agents scheme in place Revised Enforcement Policy in place, March 2010 Five letting agents accredited by March 2010 (tbc number) of private rented sector homes meeting decent homes standard (tbc number) of private rented sector properties accredited	Private tenants and neighbours in the local community benefit from improved quality and standards of management in private rented properties
3. Ensure all new developments consist of high quality, sustainable housing, places and neighbourhoods which meets Oldham's needs and demands and attract the economically active	Strategic Housing Housing Market Renewal Oldham Housing Investment Partnership Planning	3.1 Start consultation on the impact of new build developments 3.2 Consultation on the preferred options for the Local Development Framework (LDF) completed	3.3 Complete report detailing the impact of new build developments 3.4 PFI4 contract signed	3.5 Undertake consultations with stakeholders on the revised allocations policy	3.6 Revised Allocations policy approved 3.7 Review Oldham's Urban Design Guide	3.8 PFI4 developments start on site 3.9 Draft Core Strategy (LDF) published	New allocations policy approved, March 2010 PFI4 contract signed Oldham's Urban Design Guide updated, March 2010	People have a greater choice of housing and opportunities to live in mixed and sustainable communities
4. Deliver the stock transfer process	Strategic Housing	4.1 Engage tenants in discussions on the offer document	4.2 Offer document completed	4.3 Ballot of tenants on transfer to secure future investment in homes, neighbourhoods and services	4.4 All housing land and assets registered and reviewed.	4.5 Subject to ballot, funding secured to secure future needs and transfer of homes to newly established local housing association completed	Completed transfer of 12,000 council owned properties, subject to tenant ballot	FCHO tenants will benefit from greater levels of consultation and engagement around the future of their homes, neighbourhoods and services. If the transfer is approved, tenants will start to benefit from approximately £468 million of capital investment into their homes

# People

Action	Lead Organisation	Quarter 1 09/10 milestones	Quarter 2 09/10 milestones	Quarter 3 09/10 milestones	Quarter 4 09/10 milestones	Milestones 2010/11	Outputs 2009/2011	Target 2009/2011
1. Develop a tenure blind one-stop shop approach for housing services improving choice and access for Oldham's residents	Strategic Housing	1.1 Identify funding for project co-ordinator 1.2 Agreed Terms of Reference and Membership of Project Board	1.3 Discussions start on the requirements and specifications of an Enhanced Housing Options Service 1.4 Agree project plan in partnership with key stakeholders 1.5 Appoint project co-ordinator	1.6 Following consultation, specification for Enhanced Housing Options Service agreed	1.7 Identify capital and revenue funding requirements for the service	1.8 Enhanced Housing Options Service in place 1.9 Agree management arrangements and performance framework	Enhanced Housing Options Service opens, June 2010	All tenants and residents benefit from access to an excellent service offering a range of housing advice and information regardless of housing tenure
2. Use regeneration, new and existing housing schemes to break down barriers around education, training and worklessness	Oldham Housing Investment Partnership	2.1 Following consultation, social housing worklessness action plan agreed	2.2 Run seminar to increase awareness and understanding of worklessness issues with frontline housing staff and managers	2.3 Develop signposting toolkit for frontline staff to tackle worklessness	2.4 Review of J21 Construction Partnership complete	2.5 Review Partnership Worklessness Action Plan and set new targets	Clear Action Plan in place for Partners to help tackle worklessness	Housing and regeneration schemes and partners address some of the social issues affecting tenants and areas providing greater opportunities for work and training for local residents
3. Develop and implement a new Homelessness Strategy protecting the needs of vulnerable residents	Strategic Housing	3.1 Homelessness Strategy Steering Group held to review Homeless Action Plan	3.2 Identify need for targeted services related to home loss within the current economic downturn	3.3 Start consultation on the new Homelessness Strategy and identify actions 3.4 To achieve the governments target to reduce the number of households in temporary accommodation by 50% (to 12 or below)	3.5 new Homelessness Strategy and action plan approved by Cabinet	3.6 Maintain reduction in homeless acceptances and number of households in Temporary Accommodation	Revised Homelessness Strategy in place April 2010 Fewer than 12 households are in temporary accommodation at any one time	Vulnerable families and individuals benefit from improved access to preventative services, reducing the level of homelessness in Oldham
4. Work with the Primary Care Trust to develop links to reducing housing and health inequalities for Oldham's residents	Primary Care Trust Strategic Housing	4.1 Housing/ accommodation and affordable warmth are factors specifically considered within phase one of NHS Oldham's delivery planning process for the five workstreams	4.2 Consultation undertaken on the possibility of extending a number of third sector initiatives (handy persons, gardening etc)	4.3 Jointly agreed specifications developed for a range of third sector initiatives to extend or deliver new practical support schemes	4.4 Review the success of the first phase of NHS Oldham's delivery planning process for the five workstreams	4.5 Housing/ accommodation and affordable warmth are factors specifically considered within phase two of NHS Oldham's delivery planning process for the five workstreams	Increased interventions for those vulnerable groups where affordable warmth measures will improve wellbeing and health Implementation plans that include housing/ accommodation and support as wider determinants of health and wellbeing Increased uptake by vulnerable groups of practical support schemes	People suffering from, or at risk of developing health issues (e.g. respiratory illness, mental health etc) are offered increased access to affordable warmth and energy saving initiatives
5. Develop clear action plans for meeting the needs and demands of key groups	Strategic Housing Planning Oldham Housing Investment Partnership Children with Disability Team	5.1 Consultation on draft review of sheltered housing complete	5.2 Review of sheltered housing needs complete	5.3 Establish housing-sub group, under the Joint Commissioning Group comprising of representative from housing, adults and children's services	5.4 Revise Older Persons Action Plan for 2010- 2011	5.5 Possible sites for Gypsies and travellers sites identified 5.6 Following consultation with stakeholders, complete revised Older Person's Housing Strategy	Pitches identified which meet the needs and demands of the Gypsy and Travellers community New Older Persons Housing Strategy in place Action plan agreed to identify and meet the housing needs for people with disabilities.	Diverse groups of people within Oldham are given improved access and opportunities to housing which meets their particular needs and demands
6. Review and update our evidence base to ensure we focus on the needs and demands of our residents	Strategic Housing Housing Market Renewal	6.1 First Quarterly Housing Update completed	6.2 Review complete of approaches to address overcrowding	6.3 Research into the needs and aspirations of first time buyers complete	6.5 Review complete on how cohesion addressed through housing provision	6.6 Refresh Oldham Housing Needs and Demand Survey	Completed Private Sector Stock Condition Survey	Research and evidence is kept up to date and relevant to current market conditions

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