

## Oldham Housing Strategy 2019 Delivery Plan

Housing Strategy Theme	Action	Lead Organisation + Partners	Short term Goal (2019-2021)	Medium Term Goal (2021-2026)	Long Term Goal (2026 onwards)	Outcomes
<b>An attractive 'Housing Offer' to support an inclusive economy.</b>	Financial schemes to help people access a wider range of affordable housing.	Oldham Council	<p>Undertake a review of the present Local Authority Mortgage Scheme (LAMS) and support from Central Government and/or socially ethical lenders to determine whether an alternative local scheme should be developed</p> <p>Complete a review of the present Equity Release Scheme to establish if it is appropriate and whether a refinement is required to meet the broader needs identified in the Housing Strategy</p> <p>Explore the feasibility of introducing a Tenants Incentive Scheme in conjunction with Social Landlords determining each organisations appetite for risk to provide finance assistance to assist social housing tenants to access home ownership alongside other direct support that might be appropriate.</p>	<p>Develop any revised or new financial schemes offer within the future Oldham Housing Options Service.</p> <p>Undertake research to determine whether a rent to buy scheme would be feasible in Oldham.</p>	Implement and embed appropriate local financial schemes arising from the reviews within the Housing Options service.	Full consideration completed to offer financial products for first time buyers and policy and criteria established to support new entrants and pathways into home ownership.

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<b>An attractive 'Housing Offer' to support an inclusive economy.</b>	Involve a range of identified housing needs groups through the master-planning, planning and place plans that identify a number of centres and sites across the Borough that would meet these needs.	Oldham Council	Commission a review and consider the existing evidence base on young people (aged 16-30) as to where their peers move to when they leave the family home or care system	Consider the research and embed the monitoring of delivery of new homes for specialised and supported housing against the LHNA as part of the review of the Local plan	Develop our approach in light of the research to create a housing offer for young people.	Understand the degree of satisfaction with young movers and establish what young people ideally want from a 'housing offer'
		Oldham Council	Ensure the housing strategy and supporting evidence base inform and align to the Town Centre vision and master-plans.	Develop the Town Centre master plan in line with the outcomes of the commissioned research.	The sites where we build new homes within the Town Centre master-plans will be the focus of measures to develop 'balanced communities'	Develop new homes attractive to young people. Adoption of the Local Plan to include building for life design standards
	Oldham Council	Identify a number of centres and sites across the borough that are close to good local facilities that would be attractive to active older people looking to right size and are suitable for people with mobility issues.	Facilitate the development of new extra care housing in a least two locations to increase the options for older people looking for long term housing solutions with support and care options on site.	The sites where we build new homes will be the focus of measures to develop 'age friendly' communities by the adoption of building for life design standards and attractive for older people looking to right size and for those with mobility issues.	Develop new homes attractive to older people and with mobility issues Adoption of the Local plan to include building for life design standards	

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<b>An attractive 'Housing Offer' to support an inclusive economy.</b>	Improve the housing offer to Older People	Oldham Council/Housing Association partners		Consider the recommendations emerging from the Greater Manchester Home Improvement review as they emerge.		Homes, attractive and suitable and accessible for Older People
		Oldham Council/ Oldham Cares	Consider and review the current services and sources of funding to provide an Outreach Support service in a range of languages to help older people from BME communities to know their housing options.	Following the review and subject to funding consider how an outreach service can be best linked into the Housing Options Service.		Older people from BME communities better understand the full range of housing options available to them. Including being provided better access to suitable homes and visits to Extra Care Schemes.
	Review Technology Enabled Care and Community Alarms (Helpline)	Oldham Council, Oldham Cares	Develop a technology enabled strategy	Develop the Community Alarm service and infrastructure in line with the findings of the helpline review and Digital switch over requirement	Replace any outdated technology in Council's own stock	Homes, attractive and suitable and accessible for Older People

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An attractive 'Housing Offer' to support an inclusive economy.	Review of the Housing Options Service	Oldham Council/ Housing, Health and Social Care partnership.	<p>Successfully bring the existing service back in house from FCHO.</p> <p>Undertake a fundamental review of the Housing Options, Advice and Tenancy support service that is flexible to be able to work as part of a multi-disciplinary team, (including health and social care) who are dealing with clients who have housing difficulties</p> <p>Continue to work with Registered Housing Partners to develop and pilot innovative approaches to assisting households who are struggling to access a social housing tenancy due to affordability issues.</p> <p>Identify and consider the options available to the Council utilising the Housing Options for Older People (HOOP) resources.</p> <p>Review the existing Disability Living Service and Disabled Housing Register to consider widening out the offer to all residents with additional supported housing needs</p>	<p>Future service to include an independent affordability assessment for anyone wishing to move into home ownership.</p> <p>Promote Home-share with the newly configured service.</p> <p>Review the tenancy sustainment service in line with the outcomes from the PRS Neighbourhood Improvement plan.</p> <p>Establish a broader supported housing living service and signposting service for people over 60 and for those residents with additional needs within the Oldham Housing Options Service</p>	<p>Provides high quality support for private tenants and landlords towards resolution of property or tenancy problems in partnership with other agencies.</p> <p>Publicise housing options widely and provide regular updates through a data base of residents who would like to receive information on intermediate housing options.</p> <p>Target places where we will reach people who may be looking for a home.</p>	New service proactively supplies clear and up to date information and advice on the full range of housing options, advice and support and pathways into tenures both Social, Affordable and Private Housing.
		Oldham Council/ Housing, Health and Social Care partnership.		Re-establish a local mutual exchange scheme in partnership with our registered housing providers and hold events to allow transfer tenants to come together face to face.		

	Review of Specialist and Supported housing for vulnerable people.	Oldham Council/ Housing, Health and Social Care partnership.	Investigate best practice, identified needs and housing options for older people with care needs, including dementia	Explore the opportunities for developing new ECH schemes in Oldham		Help older people stay at home for as long as possible, preventing/delaying admission to residential and nursing care and hospital stays
			Explore opportunities to provide accommodation with integrated opportunities for training, employment and apprenticeships for people with a Learning Disability, to help maximise independence.	Consult with care leavers to find out what it is they would find most useful in terms of their accommodation and pathways into independence.	Review our approach to sourcing suitable accommodation with support for young people between 16 and 25 leaving the care system, including consideration of dedicated units to provide 'on-the-day' emergency accommodation and semi-independent homes for longer term occupation for those moving to independence	Review and improve our Housing offer for vulnerable people

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<b>An attractive 'Housing Offer' to support an inclusive economy.</b>	Provide more homes accessible to large and intergenerational families to relieve overcrowding.	Oldham Council	Capture in the review of Housing Options Service the need to provide more focussed support to downsizing to free up any available larger homes	Assist overcrowded homes to move into larger homes where appropriate by:-  Helping households better access the finance required.  Consider a Council equity share in a larger home (subject to eligibility criteria)	Aim through the Local Plan for a significant proportion of new homes built in the Borough over the next 20 years to be larger 4,5 and 6 bed properties.	Reduce overcrowding
	Support for Co-operative Housing Offer.	Oldham Council	Develop a set of criteria whereby self-build options can be supported and facilitated for people who want to participate in building their own home, sometimes learning new skills alongside skilled tradespeople	Establish a criteria and offer to promote custom build options for those who want to self –build.	Support intentional communities to achieve their aspirations for a co-operative housing living experience including:-  Community Land Trusts  Co-Housing Models  Co-operative Housing where residents manage their own homes collectively	Provide options for Do it Yourself and support for community led housing through allocation of appropriate sites within the Local Plan.
		Oldham Council	Lobby for resources through Homes England Community Housing Fund to support the above developments.			Lever in additional revenue support to increase capacity and support for community led housing models.
	Develop a Private Rented Sector Housing Action Area	Oldham Council/ Housing, Health and Social Care partnership	Ensure that housing (social and private rented) forms part of a whole system place based offer aligned to new districts/clusters with housing officers and council officers working as part of multi-disciplinary teams to solve issues for people and also housing and wider place problems . That will	Ensure outcomes for housing are aligned with plans to reduce and alleviate poverty  Explore the establishment of a local housing company to intervene directly in these areas.	Develop stronger lobbying voice at GM level to include:-  Access to funding. Common set of PRS standards Sharing information on for example rogue landlords.	Make better use of existing properties by bringing empty homes back into use.  Improve quality and condition of homes and tenancies for private rented sector tenants

			<p>include:-</p> <ul style="list-style-type: none"> <li>-Identification of one or two housing action pilot areas based on the evidence base.</li> </ul> <p>Development of a stronger tenancy sustainment and landlord and tenant engagement and education offer as part of the review of the Housing Options service</p> <ul style="list-style-type: none"> <li>- Pilot a 'Lease and Repair Scheme</li> </ul> <p>-Pilot a 'Purchase and Repair' scheme.</p> <p>Review of approach to PRS areas not within selective licencing areas.</p>	Determine our approach to developing an ethical lettings agency		
	Oldham Council	Review and refocus of selective licencing as part of a whole system place base integration offer			<p>Consider whether the resources available are sufficient.</p> <p>Explore what ways the scheme might be modified to achieve better outcomes.</p> <p>Decide whether to refocus the scheme.</p>	

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Delivering the Housing Offer.	Establish a 'Developers Group' comprising the Councils' planning and housing teams, private developers and Registered Providers.	Oldham Council, Registered Housing Partners, Private Developers, Homes England	<p>Hold Workshop on Local Housing Needs Assessment and set out our ethical working principles in a series of memorandums of understandings with our partners and developers.</p> <p>Agree terms of reference and frequency of the 'Developers Group'.</p> <p>Develop a toolkit the Council can deploy to any site to use to support site viability and on site delivery.</p> <p>Encourage private developers to continue to offer bona fide financial products to help first time buyers to purchase a portion of the homes they build.</p>	<p>Consider what sort of new homes the Council will deliver directly – social homes, affordable rent, specialised housing and how these will be funded.</p> <p>Delivery framework in place across key sites.</p> <p>Develop a phased approach to site assembly which looks to package a mix of viability.</p>	Delivery vehicles and frameworks in place to deliver an attractive housing offer and improves our collective capability for developing a range of housing on a wide range of sites.	Capture the delivery barriers and share what the evidence base is telling us is required, understand the delivery barriers and consider options for delivering against requirements
		Oldham Council, Registered Housing Partners, Private Developers, Homes England	Invite all our partners to tell us about their specialisms and strengths the roles they see themselves playing and their credentials for doing so through developing MoU with each partner that the Council and them will take to deliver on a particular site/s.	Refine our approach to delivery of social value/ training and apprenticeships and employment opportunities through each MoU with Get Oldham Working	Explore legitimate ways in which the Council can provide better opportunities for local house builders and developers who are committed to play a positive role in achieving Oldham's Housing Targets	Partnerships with committed developers and registered housing providers to build homes and places.
	Review our approach to land price and planning obligations	Oldham Council	<p>Review the Councils internal arrangements for aligning the processes and decision making between housing and planning teams to deliver a stronger co-ordinated approach to new development</p> <p>Review and adjust our pre-planning process and planning obligation policy on sites where viability is challenging through the Developer Group.</p>	<p>Implement where practical elements of the review.</p> <p>Lobby Homes England and GMCA on the resources required to help meet the challenges identified in the Housing Strategy.</p>	Aim to increase the proportion of new homes built on brownfield sites.	<p>Working pro-actively to support developers to provide greater clarity on the more complex sites through pre-application discussions.</p> <p>Seek to wherever practical the development burden on sites where viability is already challenging.</p>

		Oldham Council	<p>Identify New Sources of funding suitable to enable development in different ways by:-</p> <p>Considering how best to maximise the opportunities to utilise HRA reserves and new prudential borrowing opportunities within the HRA.</p> <p>Assess better utilisation of the Greater Manchester Housing Fund and report back to the organisation issues in accessing this finance.</p>	<p>Developing appropriate responses to the review recommendations.</p> <p>Refresh and publish the HRA business plan</p> <p>Explore and complete the feasibility of creating a 'Oldham Locally focussed Housing Fund' aimed at SME developers.</p>	Implement where appropriate the recommendations	<p>Exploring fully the potential of our HRA business plan to directly support delivery of new homes.</p> <p>Creation of a flexible case by case basis Oldham Housing Fund will allow for our more challenging sites to be developed with the right mix of homes in the right places</p>
		Oldham Council	Consider packaging strategic sites to unlock less viable sites			By linking good quality viable sites with more challenging ones –more sites can be accelerated through into development.

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Place offer to support the Oldham Plan.	Co-designing future facing 'Place Plans' and Master- plans with local communities.	Oldham Council	<p>Ensure a clear housing offer as part of a wider whole system place plan (at a clusters-district level), drawn up with residents to include:-</p> <p>Public service integrated offer at that footprint</p> <ul style="list-style-type: none"> <li>-Access to transport and active travel routes.</li> <li>- Schools, retail, business locations, green spaces, leisure facilities, amenities.</li> <li>- The role of anchor organisations, community and voluntary sector.</li> <li>- The type and design of homes developed in each place (drawing on the LHNA). To sit as part of whole system place based integration and reform</li> </ul>	<p>Develop detailed plans for each former industrial site as and when they become available for re-development guided by the LHNA evidence base and place plans.</p> <p>Undertake detailed master-planning exercises to steer the redevelopment of Oldham and Royton Town centres, making a particular effort to engage identified housing needs groups.</p>	Adoption of the Local Plan	Support positive resident engagement in buildings Oldham's future and the Councils goal of a Co-Operative Council.
		Oldham Council	<p>Conclude the consultations on the proposed development sites through the Greater Manchester Spatial Framework process.</p>	<p>Develop a series of 'housing insights' as part of the place plan and master-planning exercises that set out the mix of new homes as well as any other housing interventions and investment we are considering prioritising in each place-drawing on the evidence base.</p> <p>Adoption of the Local Plan</p>		<p>Adoption of the GMSF and Housing Insights would allow the Council to:-</p> <ul style="list-style-type: none"> <li>-Hold Conversations with residents</li> <li>-Inform the Local Plan</li> <li>-Support stronger pre-planning application discussions with developers</li> </ul>

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Better Housing and Support to improve people's lives and health	Integrating Housing into Oldham Cares and the Health and Locality Plan	Oldham Council/ Oldham Cares	<p>Change the governance arrangements so that the Strategic Housing Partnership Board and Oldham Cares work together to consider and make decisions about how services are organised and funded in order to help people stay well and live independently in their homes.</p> <p>Ensure housing is a key part of single leadership teams at a cluster/district level alongside other key partners</p> <p>Provide the new health and care integrated teams with direct access to housing specialists who can offer impartial advice on a case by case basis and feed into the development of a Health and Care Action Plan</p>	<p>Develop a Health and Care Action Plan that sets out the full range of actions we will take to ensure that housing related matters that impact on people's health and wellbeing are being addressed.</p> <p>Routinely record details of peoples living conditions and home condition whenever a health, care or housing staff member makes a visit, in order to build a database of where housing problems might lie.</p>	Undertake assessments of home condition routinely, where a concern has been raised and through a data driven approach identify where the biggest gains might be achieved.	Improved health and well -being outcomes for those that occupy the poorest condition housing stock.
	Addressing homelessness	Oldham Council	<p>Develop a Temporary Accommodation Strategy.</p> <p>Develop a MoU with other GM boroughs to reach agreement on how best to meet our statutory obligations, including sourcing sufficient temporary accommodation.</p>	Provide training to up-skill the Voluntary Community and Social Enterprise (VCSE) sector and provide resources so that they are well equipped to provide strategically important roles helping homeless people at the frontline		Building and procurement of new accommodation specifically for the purpose of housing homeless people.

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Better Housing and Support to improve people's lives and health	Making Homes Warm	Oldham Council/ Oldham Cares	<p>Increase the level of funding for the Warm Homes Oldham Scheme in order to reach more households and develop a more preventative approach.</p> <p>Developing an 'Oldham Code' for low/zero-carbon homes. Proof of technical deliverability is being developed through and EU-funded project to build 20 new low-carbon homes</p>	<p>Embed 'cold homes' into the routine assessments of wellbeing undertaken by health and social care frontline workers, the Social Prescribing Scheme and Making Every Contact Count.</p> <p>Enforce new regulations requiring landlords of privately rented domestic property to ensure that their properties reach at least and Energy Performance Certificate rating of E.</p>	<p>Combine intelligence on home condition with other sources of data (in GIS systems) if appropriate including:</p> <ul style="list-style-type: none"> <li>-Thriving Communities Index</li> <li>-Risk stratification for Ill health</li> </ul>	Making homes healthy: improving the condition of the poorest homes by identifying where the biggest health gains might be made and therefore where to focus interventions.
	Improving the conditions of our poorest homes	Oldham Council/ Oldham Cares	<p>Campaign for resources to deliver the scale of home improvement required including lobbying activities with other Greater Manchester localities.</p>	<p>Undertake an update/review of private housing conditions are changing over time.</p> <p>Develop a position statement based on evidence on the private housing stock and a long term strategy for addressing the poorest condition homes in the Borough.</p>	<p>Embed 'concerns about home condition' across all key assessments as part of multi-disciplinary teams routine work.</p>	Improving the conditions of our poorest homes by identifying where the biggest health gains might be made and therefore where to focus interventions

