

OLDHAM MBC CORPORATE HOUSING STRATEGY 2006-2009 ACTION PLAN

Updated: August 2006

	Issues	Progress 2003 – 2006				Resources	Contact Officer	Delivery partners	Targets/ outcomes
			05 - 06	06-07	07-08				
Responding to local housing markets	Analyse the findings coming from the Housing Market Assessment (HMA) and Housing Needs Survey (HNS).	HMA completed March 2005 Desktop HNS completed 2004	Act on the findings of the surveys and factor these into HS and future HMRF proposals.	Undertake periodic updates to HMA and carry out full HNS	As 06-07	HMR funding	(HMR Core Team)	Local Housing Partnership / HMR Executive /HMA Steering Group	<ul style="list-style-type: none"> 30% of new housing should be affordable with most of this being for rent Increased evidence base for future housing plans & programmes. Increase information sharing between stakeholders SIP / corporate objectives 1, 2, 4
	Develop an affordable housing policy / strategy		Set up a multi-agency Steering Group Consult key stakeholders	Ongoing meetings of steering group Steering group produce draft policy - May Consult on and gain approval	Implement and monitor policy	Regeneration and Housing Strategy staff resources	Regeneration	Housing Strategy / Strategic planning / Regeneration / Oldham Housing Investment Partnership	<ul style="list-style-type: none"> Develop policy to meet affordable housing needs by managing and monitoring changes in need and aspiration SIP / corporate Objective 1, 2, 5
	Address the stock mismatch in the borough and provide more appropriate and better quality housing	HMR prospectus sets out proposals and targets for meeting this. <ul style="list-style-type: none"> 65 homes have been acquired for HMR purposes in Derker Derker: 110 owner occupied & 24 private rented homes. Werneth/ Freehold: 92 owner occupied homes and 12 private rented homes refurbished, 135 properties cleared in 2005/6 	Meet HMR outputs as set out in prospectus for Derker and Werneth Develop scheme update for Clarksfield, Hathershaw and Hollinwood – July	Work with partners to ensure that developments/ initiatives meet the needs of Oldham residents and people wanting to move into the borough. Conduct master planning activities	Develop scheme update for next wave of neighbourhoods	HMR funding	(HMR Core Team)	HMR Executive/ Regeneration / FCHO / Housing Strategy	<ul style="list-style-type: none"> People are able to access accommodation that means their needs and is of an excellent quality: <ul style="list-style-type: none"> Derker – 1,014 properties refurbished, 548 properties cleared, 599 new homes built Werneth / Freehold – 914 properties refurbished, 785 properties cleared, 988 new homes built Ensure all new developments over 30 homes have an appropriate mix of house type, tenure and size. Implement targeted developments in currently homogenous neighbourhoods to introduce a mix of property type tenure and size. Reduction in number of obsolete social rented flats & maisonettes SIP / corporate objectives 1, 2, 4, 5
	Local Area Agreements – Deliver improved housing services in achieving DHS, homelessness, tenant satisfaction and community cohesion.	LAA Targets / outcomes agreed	Ongoing monitoring	Ongoing monitoring	Ongoing monitoring	HRA ALMO GF NRF And Officer time (Oldham Partnership)	Housing Strategy Manager	Local Housing Partnership	<ul style="list-style-type: none"> LAA will help to meet the needs in all neighbourhoods / communities to provide decent homes and give support to those who need it. SIP / corporate Objectives 1, 2, 3, 4, 5

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Widening choice and improving quality	Introduce Choice Based lettings for Council properties /RSL nominations.	Carryout allocations review and consult stakeholders/agree new allocations policy – June 2005 Commence disabled housing register review. Agreed centralised allocations team with FCHO. Creation of Oldham Housing Options Team with social worker and private sector housing links.	Develop and implement SX3 housing management system (allocations module) launch new policy through Oldham Housing Options Team in Dec 05	Implement and monitor new policy / system through agreed SLA/Quarterly reviews. Monthly policy review group. Implement disability housing register.	Review policy utilising quarterly review info and findings from policy review groups.	FCHO and Housing Strategy staff resources	Senior Policy Officer	Housing Strategy / FCHO/OHIP	<ul style="list-style-type: none"> Choice Based Lettings scheme – increase customer choice of and access to rented accommodation in the borough. Let vacant properties quickly Meet housing needs Meet all legislative requirements Reduce the number of refusals on offers of accommodation Provide an accountable and transparent method of providing accommodation. SIP / corporate objectives 1, 2, 5 & 6
	Manage performance and delivery plan of the ALMO	Performance Management Framework developed Dec 2003	Ongoing performance reviews through Performance Clinics and Overview and Scrutiny	Ongoing performance reviews through Performance Clinics and Overview and Scrutiny		FCHO and Housing Strategy Staff resources	Principal Projects & Performance Officer	Housing Strategy/ FCHO	<ul style="list-style-type: none"> Improvement to Best Value Performance Indicators enables improved service delivery to tenants Achieve DHS and LAA targets SIP / corporate objectives 6
		Monitoring and management of performance management in relation to Housing Associations		Ongoing	Ongoing	FCHO and Housing Strategy Staff resources	Principal Projects & Performance Officer	Housing Strategy / and OHIP	<ul style="list-style-type: none"> Achieve VFM and better star rating Achieve DHS and LAA targets SIP / corporate objectives 6
	Developing Strategic Partnerships and performance frameworks with all partners	FCHO and OHIP	-	NDC, OHIP, CAB, LHP, Health and HMR		FCHO, RSLs and Housing Strategy Staff resources	Principal Projects & Performance Officer	All Stakeholders	<ul style="list-style-type: none"> Joined up working Improved Housing Strategy Achieve DHS and LAA targets SIP / corporate objectives 1& 6

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	Exploring the development and piloting delivery of a choice-based lettings (CBL) scheme across Greater Manchester	Member of GM Sub regional steering group. Key player in placing a bid for ODPM CBL development funding- Oct 2005	In conjunction with partners, establish pilot project and develop GM sub regional scheme	Review allocation policies across Oldham in line with sub region. Agree Common Housing register including disability housing register in line with sub region.	Go live with GM sub regional system	GM Local Authorities, ALMOs and RSLs staff resources. Project manager post funded by DCLG and GM Local Authorities	Senior Policy Officer	FCHO/ OHIP / RSL's / Greater Manchester LA's	<ul style="list-style-type: none"> • a cost effective common housing register with improved access to the range of housing options available across the sub-region through a single application process • an efficient customer focused-service that balances needs and choice and enables our citizens to make appropriate housing choices and access housing, care and support services that meets their requirements • an integrated system for managing exchanges and transfers • although the situation varies across the region, the current system encourages some homeseekers to use homelessness as the principal route to improving their housing situation and obtaining secure accommodation. By providing more effective access to the full range of housing providers and housing options, we expect to reduce the level of homeless applications and acceptances • similarly, we expect to reduce the use of temporary accommodation because homeseekers including homeless people will be able to benefit from a larger pool of housing. <ul style="list-style-type: none"> ▪ SIP / corporate objective 2
	Establish a Performance Management Framework for delivery of our housing strategy	Local Housing Partnership launched - July 2004	Ongoing meetings chaired by Cabinet Member. Housing Summit September 2005 Appoint Co-ordinator PMF developed	Ongoing meetings chaired by Cabinet Member. Implement the PMF and review effectiveness	Ongoing meetings chaired by Cabinet Member	Housing Strategy staff resources.	Principal Projects & Performance Officer	Oldham Partnership / Local Housing Partnership Members / Housing Strategy	<ul style="list-style-type: none"> • The LHP will lead on housing issues in Oldham and ensure that a comprehensive strategic approach is taken to provide excellent housing services. • SIP / corporate objective 6
	Ensure council homes are managed effectively to offer quality and choice	FCHO gained 2 stars at inspection – August 2005	Review options for future of ALMO in advance of contract end in 2007			FCHO staff and other resources	Housing Strategy Manager Principal Projects & Performance Officer	FCHO / Housing Strategy	<ul style="list-style-type: none"> • Deliver recommendations of ALMO Inspection • SIP / corporate objective 6

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	Provide affordable housing in the social sector (OMBC and RSLs)	32 new homes built during 2004-05	91 new homes built in / refurbished during 2005 /2006	Plan to build 95 new homes in 06-07	19+ new homes proposed in 2007 / 2008	Housing Strategy staff resources and NAHP and RSL resources.	RSL Development Officer	FCHO / OHIP / Housinf Strategy	<ul style="list-style-type: none"> SIP / corporate objective 2
	Ensure developers offer a good choice and high quality design to new homes	Urban Design Guide developed	Confirm partners for delivery of HMR renewal – 05/06	Ongoing delivery of HMR Programme	Ongoing delivery of HMR Programme	HMR Housing strategy and RSL staff and other resources	HMR	Housing Strategy / OHIP/ LHP	<ul style="list-style-type: none"> Creation of sustainable communities with a mix of housing which reflects long term aspirations and findings of HMA New homes to meet eco-homes 'very good' standard
Meeting vulnerable people's housing needs	Undertake a Supported Accommodation Strategy / Develop 5 year Supporting People Strategy	Strategy complete March 2005	Implement the findings of the strategy	Ongoing delivery of strategy Carry out annual review	Ongoing delivery of strategy Carryout annual review	Supporting people funding and OMBC staff resources	Supporting People	SP core strategy group / LHP/ OHIP / Social Services	<ul style="list-style-type: none"> Bring clients currently housed outside the borough back to Oldham Provide supported housing that meets the needs of the most vulnerable SIP / corporate objectives 5
	Carry out review of homelessness in the borough	Review completed April 2005 Prevention strategy developed Homelessness Forum and B&B Group Set up March 2005 – October 2005 Homelessness Forum established November 2004	Implement the recommendations of the review Review Homelessness Strategy Service User Consultation Strategy developed	Draft new strategy April Bid for ODPM section 93 funding and NRF funding for initiatives to prevent homelessness Implementation of action plan of new strategy Achieve LAA targets re. Homelessness performance	Implement and monitor review action plan	Housing strategy, FCHO staff resources.	Project Manager	HST / FCHO / OHIP / OIHAC / Community and voluntary sector	<ul style="list-style-type: none"> Effective consultation with service users will help provide better services Provide homelessness service which meets needs in most effective way Prevention of homelessness Reduce the numbers of number of people using B&B Reduce homelessness acceptances as a result of improved preventative work and tenancy sustainment service Improve range and quality of services for those who experience domestic abuse SIP / corporate objectives 5
	Deliver DHS and modern sheltered housing provision in council homes	PFI contract for 1614 council properties signed with Housing 21 Review of sheltered properties completed 2005	Manage and monitor contract / recruit staff Implement recommendations of Sheltered review	Ongoing monitoring	Ongoing monitoring	PFI and housing strategy resources	Housing Strategy Manager/ FCHO	Housing 21/ PFI Team/ FCHO/ Housing Strategy/ Supporting People	<ul style="list-style-type: none"> Greater choice for suitable modern sheltered accommodation across the borough SIP / corporate objectives 4, 5
	Reduce numbers of households suffering from fuel poverty	Multi-agency steering group set-up Jan 2004 Affordable Warmth Strategy produced and launched Dec 2004 (2004-2010)	1700 private sector households benefited from energy efficiency measures. Annual Review event Nov SAP Rating in FCHO properties increased from 65 to 70 Pilot referral system	Deliver £500k 'All Wrapped Up scheme' in NDC areas. Ongoing investment in FCHO to meet DHS. Implement system to measure fuel poverty Develop Energy Savings Company	Ongoing delivery of strategy action plan Ongoing delivery of referral mechanism	Warmfront, Energy Efficiency Commitment Public Sector capital programme.	Principal Housing Strategy Officer	Housing Strategy / Steering Group Members /FCHO / North Manchester Energy Efficiency Advice Centre/utilities / RSL's / PCT	<ul style="list-style-type: none"> Increase SAP rating in private and social housing Raise awareness of the benefits of energy efficiency Implement package of measures to reduce fuel poverty SIP / corporate objective 4

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	Extend access to support services for older people in all tenures	Produce an Older Person's Housing Strategy	Set up steering group in Sept Carry out analysis and consultation	Produce draft strategy and gain approval	Implement and monitor strategy	Adult Community Services staff resources	A&CS	Housing Strategy / Social Services / SP, voluntary sector, OHIP, PCT	<ul style="list-style-type: none"> Enable the provision of at least 1000 units 'designated for older people' by 2015 (SP) Extend service to cover up to 300 older people receiving Floating Support on a phased basis by 2010 - Including floating support for BME older people. (SP) SIP / corporate objectives 5
	Improve access and choice in supported housing for other vulnerable groups		Competition held with RSL's Housing Corporation bid for development of a wet house submitted. Hsg Corp bid for extra care with dementia scheme submitted. Greenacres re-provision development submitted and funded Hsg Corp bid for emergency accommodation developed and submitted	Consultation 06-07	Planning application submission and start on site. Completion	Housing Strategy staff resources and NAHP.	RSL Development Officer	SP/ Housing Strategy / Social Services/ FCHO / OHIP	<ul style="list-style-type: none"> All SP funded support organisations signed up to 'cultural competence approach' to BME communities, via Providers' Forum, by end 2005/6 Better signposting of support services to all need groups, including in BME languages Improved support for ex offenders leading to lower re-offending rates Double the supported provision for women fleeing domestic violence by 2010 SIP / corporate objectives 5
Investment to provide excellent retained housing and improved neighbourhoods	All public sector rented homes to meet Decent Homes Standard (DHS) by 2010	52% FCHO homes made decent by April 2005 FCHO Business Plan completed Feb 2005	FCHO deliver investment targets to ensure DHS targets met Ongoing monitoring of BVPI 184	Ongoing delivery of DHS programme Ongoing monitoring of BVPI 184	Ongoing delivery of DHS programme Ongoing monitoring of BVPI 184	FCHO resources ALMO and Public sector capital programme	FCHO	FCHO / Housing Strategy	<ul style="list-style-type: none"> 100% FCHO homes decent by 2007 100% of PFI sheltered properties decent by 2010 Resident's quality of life will be improved by DHS SIP / corporate objectives 4

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	<p>Achieve Decent Homes Standard in 70% of private sector households that are vulnerable.</p> <p>Proportion of private sector homes that are occupied by vulnerable households</p>	Boroughwide Stock Condition Survey commissioned in January 2005	Survey completed in November 2005	<p>Analyse findings from survey and agree investment plan.</p> <p>Prioritise and Implement investment programme to neighbourho-ods</p> <p>55%</p>	<p>Carry out bi-annual survey update</p> <p>Ongoing programme delivery</p> <p>45%</p>	<p>Private sector capital programme</p> <p>Private Sector (Regeneration) staff resources</p>	Regeneration/ Private Sector Housing Manager	Housing Strategy / Regeneration Dept / FCHO / OHIP	<ul style="list-style-type: none"> ODPM PSA 7 – At least 70% of vulnerable households in private sector will have homes that are decent. To obtain information on stock condition, which will inform investment priorities and programmes. Achievement of Decent Homes will improve people's quality of life. Stock condition surveys show improvement in housing quality. Initiatives to indicate increased acceptance of homeowners to take responsibility for their own homes. Homeowners are more able to afford and carry out repairs and maintenance to their homes. SIP / corporate objectives 4 & 5
		<p>Review and develop the management agreement of OMBC and Holts & Sholver</p> <p>Carry out procurement exercise – Repairs Market Testing</p>	<p>Draft agreement drawn up. Priority Estates Project doing pre- feasibility work</p> <p>Complete</p>	<p>June 2006</p> <p>April 2006</p>	PMF to be implemented	<p>FCHO and Housing Strategy Staff resources</p> <p>FCHO, Housing Strategy and OMBC staff resources</p>	Principal Projects & Performance Officer	Housing Strategy / FCHO	<ul style="list-style-type: none"> Provide better service to tenants SIP / corporate objectives 4 & 5
	Private sector housing strategy	Regulatory Reform Order policy produced 2002	Review / develop private sector renewal strategy and policy – March	Implement recommendati-ons	Ongoing delivery	Private Sector (Regeneration) staff resources	Regeneratio n/ Private Sector Housing Manager	Regeneration Dept / Housing Strategy	<ul style="list-style-type: none"> Annual review of policy tools to support Private Sector Housing Renewal and Regeneration Investment for home homeowners in their homes. SIP / corporate objectives 5
		<p>'Home Improve' equity release policy developed in conjunction with HMR, WPHA and Rochdale MBC – Oct 2004</p> <p>SLA with West Pennine HA agreed</p>	Deliver policy and review by Jan 2006	Continue to deliver scheme	Ongoing	<p>Capital programme HMR</p> <p>And staff resources from Housing Strategy, Regeneration and West Pennine HA</p>	Principal Housing Strategy Officer/ Regeneratio n	Housing Strategy / Regeneration / HMR /West Pennine HA / Housing Strategy	<ul style="list-style-type: none"> Development of product that enables homeowner occupiers to release equity (where available) to carry out improvements to their home will create sustainable communities. Promote scheme borough wide. SIP / corporate objectives 4

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		<p>Empty Homes Strategy Bringing empty properties back into use.</p> <p>Develop Landlord Accreditation Scheme to support decent homes in the private rented sector.</p> <p>Develop HMO Mandatory Licensing Scheme.</p>	<p>Develop empty homes strategy in conjunction with private landlords.</p> <p>Continue to promote the Landlord Accreditation Scheme.</p> <p>Implement Housing Act 2004 Mandatory Licensing provisions April 2006</p>	<p>March 2006</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Regeneration staff resources</p> <p>Housing Strategy staff resources</p> <p>Housing Strategy staff resources</p>	Private Sector Housing Manager	Regeneration / Housing Strategy	<ul style="list-style-type: none"> BVPI 64 – 55 properties brought back into use –target 2005-06 and 60 properties in 2006-07 Support Local Area Agreement – Implementation of Housing Block. SIP / corporate objectives 5 Advice to private landlords to ensure housing requirements of Housing Act 2004 met in relation to the private standards are improved. 3 storey HMO's with 5 or more persons occupying licensed and meet current housing standards.
		Develop a home maintenance scheme that offers advice, training and assistance for small repairs.	Set up steering group and develop project brief / action plan	Implement project	Review project	Housing Strategy staff resources	Private Sector Housing Manager	Regeneration / Housing Strategy / OIHAC / Credit Union	<ul style="list-style-type: none"> Home maintenance and financial advice given to ensure homeowners maintain their homes. SIP / corporate objectives 4
	Assist RSL sector to provide more affordable homes		<p>Develop strategic commissioning in the RSL sector</p> <p>Identify investment needs and facilitate development of further affordable homes in RSL sector</p>			Housing Strategy staff resources	RSL Development Officer	OHIP/ HMR/ Housing Strategy	<ul style="list-style-type: none"> 91 affordable homes to be delivered by RSLs using ADP and other sources of funding during 2005/6 83 affordable homes to be completed by RSLs using National Affordable Housing Programme and other sources of funding during 2006/07 SIP / corporate objectives 1, 2, 4
	Use Private Finance Initiative Round 4 to improve existing housing and build quality affordable homes	Expression of interest accepted by ODPM 2005 for investment to Primrose Bank, Crossley and Clarkwell Estate	Develop Business Case			Housing Strategy staff resources	Housing Strategy Manager	Housing Strategy / FCHO	<ul style="list-style-type: none"> SIP / corporate objectives 2, 4

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Achieving Community Cohesion and Sustainable Communities	Work with communities to minimise problems for Community Cohesion associated with Housing Market Renewal programme and maximise benefits.	HMR opinion survey undertaken 2003 HMR opinion survey update commissioned March 2005 Resources secured through HMR Strategic Programme	HMR communication and engagement group established Opinion update survey (Kwest) completed by July 2005	BME 'drivers' research completed by end 2005 Evaluate work and secure resources for appropriate work in Clarksfield, Hathershaw and Hollinwood		HMR core funding Housing Strategy and FCHO staff resources	HMR Core Team	Communication and Engagement group / Housing Strategy /HMR/OHIP/ RMBC	<ul style="list-style-type: none"> All communities to be consulted or involved in development of HMR plans SIP / corporate objectives 1
	All sections of the community are able to be involved in decision making through mechanisms that are appropriate to them.	Housing Forum held in 2003. Focus groups arranged and area committees engaged 2005	Housing Summit held in Sept. Ongoing consultation	Arrange annual event Ongoing consultation	Arrange annual event Ongoing consultation	Housing strategy staff resources and sponsorship from key stakeholders	Principal Housing Strategy Officer	Oldham Partnership / LHP/ Housing Strategy	<ul style="list-style-type: none"> ODPM PSA 4 - Improve the effectiveness and efficiency of local government in leading and delivering services to all communities SIP / corporate objectives 1
	Ensure that accessible advice and appropriate information for the needs of diverse communities are provided.	OMBC website updated Review of FCHO access and advice completed	Neighbourhood Teams in HMR areas to provide support and advice to residents. Work with landlords and estate agents to improve property letting and sales practice		Review Programme of Forums.	Housing Strategy and FCHO staff resources	HMR Core Team Private Sector Housing Manager	FCHO/ Regeneration / OHIP/ LHP	<ul style="list-style-type: none"> Community housing officers support empowerment and community cohesion in HMR areas. Promote Landlords Forum via newsletter & website. SIP / corporate objectives 1
	Ensure the needs of a diverse range of groups are addressed	FCHO BME strategy completed 2003	Monitor FCHO BME Action Plan	Ongoing	Ongoing	FCHO and housing strategy staff resources	FCHO	FCHO/ OHIP / HMR / Housing Strategy	<ul style="list-style-type: none"> Tenants of social rented stock will be more representative of the communities in the borough Affordable housing options will be taken up by people from a range of ethnic groups SIP / corporate objectives 1
	Ensure the emerging housing needs of young people are met.	Young Person's Housing Needs Strategy Group set up Dec 2003. Mapping and review of services completed March 2005. Strategy and action plan completed August 2005. Cabinet approval Dec 2005	Young People's Housing Strategy action plan implemented and reviewed quarterly and reported back to local housing partnership and children and young peoples partnership	Ongoing review and implementation	Ongoing review and implementation	Housing strategy and OMBC staff resources	Senior Policy Officer	Housing Strategy/ Local Housing Partnership/Children and Young People's Partnership.	<ul style="list-style-type: none"> Implementation of the action plan will help deliver better housing and housing support provision for a range of young people's needs. Greater understanding of young people's housing aspirations to help further inform the HMA and affordable housing policy. SIP / corporate objectives 1,5
		As part of Housing Act 2004 – develop strategy for Gypsies and Travellers	G & T strategic working group set up Oct Sub-regional strategy consultation to be carried out	Position statement, consultation and action plan developed. Implement and monitor action plan	ongoing	Housing strategy staff resources	Principal Housing Strategy Officer	Strategic Planning / Housing Strategy/ Environmental Health / Property services	<ul style="list-style-type: none"> Development of an action plan will help co-ordinated improved services for Gypsies and Travellers. SIP / corporate objectives 1

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		BME housing provision and services	Collation of research and ongoing service provision. RSL Monitoring group set up	Develop and produce summary of services provided to meet needs of BME communities ongoing		Housing strategy staff resources	Principal Housing Strategy Officer Principal Projects & Performance Officer / RSL partners	Housing Strategy /FCHO/Regeneration / Housing Strategy /OHIP/ RSLs	<ul style="list-style-type: none"> • Increase BME customer satisfaction with housing services. • SIP / corporate objectives 1