

As at: 13 May 2014

## Housing Strategy Action Plan 2012-15

Key Action	Outcomes	Ref	Milestone	Updater	Owner	Start Date	Due Date	RAG	Comments	Last Updated
<b>Strategic Objective One: Provide More Affordable Housing in the City to Meet Housing Needs</b>										
Affordable Housing Programme (Round 2)	Consideration of further development schemes and a bid for HCA funding in the AHP programme round 2015-18.	P01_S01_M116S	Consider possible bids for HCA funding under the AHP programme (round 2).	Steve Northey	Stephen Clarke	Dec 2013	May 2014	G	HCA bidding prospectus issues February 2014 AHBoard has decided not to bid for funding at this stage but to consider funding under Continuous Market Engagement	Mar-2014
Bring forward new housing schemes and develop a post 2015 programme.	New developments and a post-2015 programme are brought forward.	P01_S01_M29S	Working with developers and landowners, identify and bring forward potential sites as funding and economic circumstances allow	Steve Northey	Stephen Clarke	Apr 2012	Mar 2015	G	Planning/landowner liaison on DPD sites on going. Discussion with County on opportunities for specialist housing. Ongoing.	Mar-2014
		P01_S01_M30S	Bring forward new affordable housing opportunities in any new transformational projects in the City e.g. West End sites, Grenoble Road and new allocated sites	Steve Northey	Stephen Clarke	Jan 2013	Sep 2014	G	Discussing asset management and stock improvement with RP partners. On going. Input into Westgate housing issues.	Mar-2014
		P01_S01_M31S	Development of a post 2015 affordable housing programme	Steve Northey	Stephen Clarke	Jan 2013	Sep 2014	G	2015/18 development pipeline being set up. Affordable Homes project team set up with monthly meetings scheduled to feed into AH Project Board	Mar-2014
Deliver 2 year affordable housing programme: A) provided by Oxford City Council.	113 new Council homes.	P01_S01_M22L	20 homes at Barton, 46 homes at Bradlands, 46 homes on miscellaneous City sites	Steve Northey	Stephen Clarke	Apr 2013	Mar 2015	G	Work started on site at Bradlands and E Minchery. Other sites programmed and completions planned for March 2015.	Mar-2014
Deliver 3 year affordable housing programme: B) through partnership with Housing Associations.	184 affordable homes by March 2015.	P01_S01_M23S	New homes at Shotover View (55), Lake St (8), Lamarsh Road (4), Manor Ground (27), Lanham Way (8), Balfour Rd (9), Luther Court (42), Butler House (14), Lawn Upton House (8), Leiden Rd (9)	Steve Northey	Stephen Clarke	Apr 2012	Mar 2015	G	94 units completed 2012/13. 4 units completed October 2013. Luther Court on site for completion 15/16. Lawn Upton House on site for completion March 2015.	Mar-2014
Deliver 3 year affordable housing programme: C) through physical regeneration projects at Cowley Northway, to deliver new housing and jobs.	75 affordable homes by 2015.	P01_S01_M24S	20 affordable units at Barns Road, 21 at Westlands Drive and 34 at Dora Carr Close	Steve Northey	Stephen Clarke	Apr 2013	Dec 2015	G	Planning issues resolved and retendering in progress.  Dora Carr CI and Westlands Drive due to start August 2014 for 15/17 completion. Barns Road starts June 14 for completion Sept 15.	Mar-2014

Develop physical regeneration projects at Blackbird Leys to deliver new housing and jobs.	New physical regeneration projects developed at Blackbird Leys.	P01_S01_M27L	BBL: Review results of maisonettes options appraisals by December 2012	Jonathan Gould	Stephen Clarke	Apr 2012	Dec 2012	<b>G</b>	Appraisals will now be undertaken citywide as part of the Asset Management Strategy. BBL maisonettes to be considered within BBL Regeneration project. This will continue into the new Housing Strategy 2015-2018	Jun-2013
Review intermediate housing products including those for First Time Buyers and those on lower and middle incomes.	Housing opportunities for low to mid income households, key workers and first time buyers are explored and brought forward where feasible.	P01_S01_M28S	BBL: Undertake feasibility analysis and develop schemes	Fiona Piercy	Michael Crofton-Briggs	Apr 2012	Dec 2013	<b>G</b>	Preparation of a neighbourhood wide regeneration programme by Dec 2013. Programme plan is now underway due to be completed in draft by end of Dec 2013. (Due date amended as per CEB Sep 2013.)	Jun-2013
Sheltered Housing Review	Ensuring best use and fitness for purpose of Council housing stock.	P01_S01_M40S	Evaluate potential and impact of Shared ownership, lower cost home ownership opportunities, Rent to Buy, Intermediate, market and new private sector rented accommodation with developers, registered providers, purchases and potential purchasers by April 2014	Steve Northey	Stephen Clarke	Apr 2013	Apr 2014	<b>G</b>	Awaiting SHMA for current data on need - completion expected in February 2014 delayed from November 2013. Will carry forward to 2015 - 18 strategy as 'Consider alternative models for improving the delivery of Affordable Housing models and Home Ownership.	Mar-2014
		P01_S01_M117S	Review remaining council owned sheltered housing schemes.	Allison Dalton	Stephen Clarke	Dec 2013	Apr 2015	<b>G</b>	Cardinal House Built out, Bradlands being re-developed currently, and a further review has commenced on Elderly Persons review to look at future needs.	May 2014

### Strategic Objective Two: Prevent Homelessness

Develop the role of private rented sector housing in meeting housing needs including homeless households or those threatened with homelessness	Annual meeting of landlord forum	P01_S01_M09S	Develop information and education current and prospective tenants and investigate the use of Tenant Ready Schemes	Dave Scholes	Stephen Clarke	Apr 2013	Nov 2013	<b>G</b>	Crisis launching new Tenant Ready programme in April 2014. Connections commissioned for a 'wrap-around' scheme to complement this - Due to commence from May 2014 for a 1 year pilot.	Mar-2014
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### Strategic Objective Three: Address the Housing Needs of Vulnerable People and Communities

Develop housing strategies for specific vulnerable groups.	New Housing Strategy incorporates needs of young people, older people, BME households and families in difficulty.	P01_S01_M53S	Develop evidence base and housing strategy objectives for specialist needs groups - BME	Lena Haapalahti	Stephen Clarke	Mar 2013	Sep 2014	<b>G</b>	A draft evidence base is in progress to inform the development of the new Housing Strategy.	Mar-2014
Ensure commissioning of services for vulnerable people is co-ordinated across agencies and partnerships to ensure the preservation and most effective use of resources and meet identified need.	Retain or remodel hostel accommodation that provides sufficient bedspaces to meet needs and meaningful activity for clients. Successful re-commissioned services.	P01_S01_M54S	Develop evidence base and housing strategy objectives for specialist needs groups – Older people	Lena Haapalahti	Stephen Clarke	Mar 2013	Sep 2014	<b>G</b>	A draft evidence base is in progress to inform the development of the new Housing Strategy.	Mar-2014
Ensure commissioning of services for vulnerable people is co-ordinated across agencies and partnerships to ensure the preservation and most effective use of resources and meet identified need.	Engage in County Council review for SP services – Single homelessness	P01_S01_M49S	Engage in County Council review for SP services – Single homelessness	Nerys Parry	Stephen Clarke	Apr 2013	Mar 2014	<b>A</b>	City Council fully engaged but timeline remains compromised by County decision making process. Consultation is to be launched in June 2014.	Mar-2014
Ensure hospital discharge is facilitated to reduce 'bed blocking'.	Effective hospital discharge mechanisms in place.	P01_S01_M51S	Engage in re-commissioning of SP funded services – Supported independent living	Fatheya Latif	Stephen Clarke	Apr 2013	Mar 2015	<b>G</b>	County/ OCCG negotiating outcome based commissioning with a single provider at present (following assessment of the provider market).	Mar-2014
Ensure hospital discharge is facilitated to reduce 'bed blocking'.	Effective hospital discharge mechanisms in place.	P01_S01_M62S	Review existing hospital discharge protocols, systems and promote awareness – including early warning	Dave Scholes	Stephen Clarke	Apr 2012	Mar 2015	<b>G</b>	Operational meetings (inc Broadway and Oxford City Housing Options staff) set up to improve discharge notifications (Mental Health and Physical Health discharges). Strategic meeting convened by County Council (Adult Social Care) with Health and District Councils on 21st Oct 2013. A further meeting is planned with the key stakeholders from health to agree the strategic framework and protocols for discharge notifications.	Mar-2014

Ensure supply of wheelchair adapted housing to meet needs.	Wheelchair accessible housing is available for households that need it.	P01_S01_M60S	Develop plan to meet any shortfall or gaps in provision of wheelchair accessible housing	Tom Porter	Stephen Clarke	Apr 2013	Sep 2014	<b>G</b>	Direct matches continue to be used to offer households identified as requiring adapted properties suitable homes to make the best use of stock available and minimise the costs of unnecessary adaptations. An update report will be submitted to the HSDB in May 2014 providing an update on progress to date. (Note the Housing and Property Service Plan has an objective for the Housing Strategy & Performance Manager to "Review and Develop new Tenancy Policies in relation to exemptions and aids and adaptations by September 2014" which complements this objective.	Mar-2014
Re-model hostel to incorporate assessment centre, new referral and move on pathways.	New pathways for rough sleepers implemented.	P01_S01_M58S	Work with Supporting People Team to review existing provision with providers with the aim of remodelling services whilst retaining sufficient bedspaces to meet needs and meaningful activity for clients	Nerys Parry	Stephen Clarke	Apr 2012	Mar 2015	<b>A</b>	City Council remains fully engaged with process although the timeline is compromised by decision making processes at the County	Mar-2014

**Strategic Objective Four: Improve Housing Conditions**

Development of the Asset Management Strategy.	Prioritised spend profile within council resources in the long term (30 year finance plan) based on robust database to ensure resident contribution and understanding, and provide best value to the council. Focused annual spend to give best VFM and programme delivery. Long term strategic agenda to inform the Local Offer in partnership with residents.	P01_S01_M124L	Complete stock condition survey (of OCC owned housing) and associated energy performance data.	Jonathan Gould	Stephen Clarke	Apr 2013	Feb 2014	<b>G</b>	Stock Condition Survey completed in February 2014 and now being analysed	May 2014	
		P01_S01_M125L	Resident engagement in the Asset Management Strategy - via core groups led by the Asset Management team and facilitated by the Resident Involvement team.	Martin Shaw	Stephen Clarke	Apr 2013	Mar 2014	<b>G</b>	Consultation on priorities within the work programme will take place through the STAR survey shortly. Scrutiny panel set up consisting of members and tenants and facilitated by Tenant Involvement Team	May 2014	
		P01_S01_M126L	Analysis of stock condition survey and resident comments to form spend hierarchy of Capital Budget.	Jonathan Gould	Stephen Clarke	Apr 2013	Apr 2014	<b>G</b>	Stock Condition Survey already informed 14/15 Capital Programme and further analysis is taking place to help inform 15/16 onwards Capital Programmes	May 2014	
		P01_S01_M127L	Completion of Asset Management Strategy.	Martin Shaw	Stephen Clarke	Oct 2013	May 2014	<b>G</b>	Draft Strategy Completed and to be finalised for CEB in October 2014	May 2014	
		P01_S01_M128L	Revised stock investment plan.	Martin Shaw	Stephen Clarke	Nov 2013	Sep 2014	<b>G</b>	As above analysis is taking place currently and will soon be able to inform the stock investment plan	May 2014	
		P01_S01_M76S	Fit for Purpose knowledge of housing stock and standards.		Ian Wright	John Copley	Apr 2012	Dec 2013	<b>G</b>	All information sent to BRE and results awaited.	Sep-2013
		Ensure knowledge of private housing stock and conditions is fit for purpose, enabling strategies and investment to be effective.									

Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for households.	Develop integrated Home Energy/Fuel Poverty/Retrofitting strategy/ies. Improved energy ratings, lower carbon emissions in housing in the City. Retrofitting strategy and implementation for council housing stock, including external cladding for 5 tower blocks. Zero carbon new build council homes. Delivery of the Annual Investment Programme in council housing and estates.	P01_S01_M119S	Extend insulation upgrade for OX3 and OX4 under the 'Warming Oxford' pilot.	Deborah Haynes	John Copley	Mar 2014	Mar 2015	R	Due to changes announced in December for ECO funding, this project was unable to access the necessary resources.	May 2014
		P01_S01_M120L	Delivery of 2013/14 Great Estates Programme.	Martin Shaw	Stephen Clarke	Apr 2013	Mar 2014	G	2013/14 Great Estates Programme was completed on budget.	May 2014
		P01_S01_M121L	Delivery of 2014/15 Great Estates Programme.	Martin Shaw	Stephen Clarke	Apr 2014	Mar 2015	G	Work has started on 14/15 programme and work has been identified for the first 6 months	May 2014
		P01_S01_M122L	Delivery of Tower Block refurbishment and improvements project plan.	Martin Shaw	Stephen Clarke	Mar 2014	Mar 2018	G	Consultation is on-going with residents on what colour the outside of the buildings should be, and value engineering exercises taking place.	May 2014
		P01_S01_M78S	Fuel poverty strategy: Consult with partners, residents, energy companies etc	Deborah Haynes	Stephen Clarke	Apr 2012	Apr 2014	G	Winter Warmth outreach and advice project launched January 2014. Affordable Warmth training provided for staff, community groups and health contacts. Broad dissemination of fuel poverty services and funding. Preparing the thermal imaging and EPC project for private rented sector	Dec-2013
		P01_S01_M79S	Develop a Strategy to cover issues of home energy, carbon emissions, fuel poverty and retrofitting of homes	Deborah Haynes	Stephen Clarke	Apr 2012	Jun 2014	G	Meeting with key managers on fuel poverty arranged pre-empting financial inclusion strategy	Dec-2013
		P01_S01_M80S	Publicity and awareness Promote Green Deal	Ian Wright	John Copley	Apr 2012	Mar 2015	G	Meeting with key managers on fuel poverty arranged pre-empting financial inclusion strategy <ul style="list-style-type: none"> <li>Green Deal Plus approach focussing on deprived areas and hard to treat homes.</li> <li>Drawing funds into Oxford from energy companies in conjunction with Low Carbon hub and Insulation NE.</li> <li>Getting costs from ECO funders for OCC stock for external and cavity wall insulation.</li> <li>Thermal imaging offered to Home Choice landlords. 21 photographed so far.</li> <li>181 HMOs had EPC ratings of F and G and licensing conditions are being amended to include certain energy efficiency measures.</li> <li>Presentations and information given to landlords on energy efficiency legislation, funding and HRS enforcement or HMO licensing as relevant.</li> <li>Landlords handbook has been updated.</li> </ul>	Mar-2014
		P01_S01_M81L	Develop specific retrofitting element and programmes for Council stock including external cladding for 5 tower blocks (400 homes)	Jonathan Gould	Stephen Clarke	Apr 2012	Apr 2014	G	This will form part of the Housing Asset Management Strategy to be adopted in April 2014. Project managers for the tower block cladding were commissioned in March 2013. (Due date amended as per CEB Sep 2013.)	Jun-2013

Improve the quality of individual private rented properties including those used via the Homechoice scheme.	Improvements are made to the quality and management of individual private rented properties.	P01_S01_M67S	Implement new landlord and lettings agencies accreditation schemes	Ian Wright	John Copley	Apr 2012	Oct 2013	G	Due to proposed changes in HMO fees a further review of accreditation is required to align the better landlords and fee reductions. A consultation exercise is underway and due to finish 28 Mar 2014	Mar-2014
Increase the number of individual HMOs subject to agreed licence provisions Baseline = 1100 (2011/12).	Every HMO in the City is inspected and accredited.	P01_S01_M64S	2950 Licensed HMOs by 2013/14	Ian Wright	John Copley	Apr 2013	Apr 2014	G	On track to achieve.	Sep-2013
Maximise take up and impact of Home Improvement Loans.	Home Improvement Loans made available to improve standards in private housing.	P01_S01_M65S	3540 licensed HMOs by 2014/15	Ian Wright	John Copley	Apr 2014	Apr 2015	G		
Review approach to regulation across the whole private rented sector.	Ongoing publicity and promotion of Home Improvement Loans including partner organisations e.g. social services, health	P01_S01_M69S		Ian Wright	John Copley	Apr 2012	Mar 2015	G	Oxford allocation at present £42k. Amount spent £27k. Commitment is £27k and further allocation is due in November.	Sep-2013
Sustain improvements in the condition of council homes.	Decision made, based on evidence, on whether further regulation of PRS is necessary and justifiable and if so which areas require regulating.	P01_S01_M123S	Develop evidence base and consider existing approaches to regulating the private rented sector across the UK	Ian Wright	John Copley	Apr 2014	Apr 2015	G	BRE report has been completed now and the data is being analysed to inform where priority areas should be focused on	May 2014
	Condition of council housing is continually improved.	P01_S01_M83L	Consider setting a Local Oxford Standard for Council homes	Jonathan Gould	Stephen Clarke	Apr 2012	Apr 2014	G	To form part of Housing Asset Management Strategy to be adopted in April 2014. (Due date amended as per CEB Sep 2013.)	Jun-2013

**Strategic Objective Five: Improve Quality, Cost Effectiveness and Efficiency of Housing Services.**

Improve performance in tenancy services.	Improve rent and income collection performance. Reduce rent arrears. Achieve greater VFM for repairs (cost and quality).	P01_S01_M102L	Undertake fundamental review of repairs service	Jonathan Gould	Stephen Clarke	Apr 2012	Dec 2013	G	The review is under way - 4 out of 5 workstreams are complete. Final workstream to be delivered in 2013. (Due date amended as per CEB Sep 2013.)	Jun-2013
Improve the percentage of council tenants satisfied with our landlord services.	82% tenants satisfied 2012/13. 84% tenants satisfied 2013/14. 86% tenants satisfied 2014/15.	P01_S01_M84L	Undertake annual tenant satisfaction survey	Allison Dalton	Stephen Clarke	Apr 2012	Apr 2015	G	Annual Survey for 2012/13 satisfaction complete in July 2013. 2013/14 Survey has been agreed and is ready for sending out to tenants in June 2014	May 2014
Manage council housing to ensure it best meets the needs of individual households and tenants and the community as a whole.	Reduce underoccupation freeing up homes for larger households. Overcrowding is reduced in council homes. Actions to tackle and minimise Tenancy Fraud are up to date and effective.	P01_S01_M94L	Review the implications of new Government guidance or legislation on the policies and work of Tenancy Fraud Team within 4 months of release Publicise	Carol Quainton	Nigel Kennedy	Apr 2012	Mar 2015	G	Statutory Instrument for obtaining information through legal gateway came into force on 05/04/2014. Business Plan to market the Investigation Service to Registered Providers in place. Marketing Brochure now available. discussions with RP's continues. Some resilience as OCC possibly first LA to take this approach	Mar-2014
Review policies and services to reduce administration to secure VFM efficiency savings in housing services.	Lower administration costs for low priority housing applications.	P01_S01_M109S	Online housing applications	Dave Scholes	Stephen Clarke	Apr 2012	Dec 2014	G	PID being prepared to take the project forward. Dependent on the upgrade of the Northgate HIMS system - But this has now been completed (end Jan 14). Site visits to reference sites being arranged.	Mar-2014
Review, update and improve housing communications provided by the council.	Housing Communications Plan in place. High quality and relevant housing information is available. New style tenants newsletters produced annually.	P01_S01_M96S	Housing publications, publicity and website reviewed on rolling programme	Nichola Griffiths	Stephen Clarke	Apr 2013	Mar 2015	G	On-going work - business as usual'	Jun-2013

<p>11/05/2013 13:00:00          New Tenants Handbook is produced. Information and on-line reporting of repairs is reviewed.</p>	<p>P01_S01_M98L</p>	<p>Tenants Handbooks reviewed with tenants and new version/s published</p>	<p>Allison Dalton</p>	<p>Stephen Clarke</p>	<p>Apr 2012</p>	<p>Dec 2014</p>	<p><b>G</b></p>	<p>Handbook to be fully reviewed after the Tenancy Agreement in June 2014.</p>	<p>Mar-2014</p>
	<p>P01_S01_M99L</p>	<p>Review use and production of Repairs Handbook, information on website and on line reporting of repairs following fundamental review of repairs</p>	<p>Jonathan Gould</p>	<p>Stephen Clarke</p>	<p>Apr 2012</p>	<p>Dec 2014</p>	<p><b>G</b></p>	<p>Review will follow on from the Fundamental Review of Repairs.</p>	<p>Jun-2013</p>



### Strategic Objective One: Provide More Affordable Housing in the City to Meet Housing Needs

<p>Develop a Tenancy Strategy to set out the Council's Policy incorporating tenure and rent policy for affordable housing in the City.</p> <p>Ensure robust planning policy exists to drive new social housing including via 106 agreements and deliver sustainable homes.</p>	Tenancy Strategy adopted.	P01_S 01_M4 5S	Consultation Draft Tenancy Strategy approved – July 12	Lena Haapalahti	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M4 6S	Consultation on Draft Tenancy Strategy completed- Summer 12	Lena Haapalahti	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M4 7S	Tenancy Strategy adopted by end 2012	Lena Haapalahti	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M2 5S	BBL: Consultation and involvement with Neighbourhood Management Groups and Area Forums to shape Regeneration Strategy by Autumn 2012	Fiona Piercy	Michael Crofton-Briggs	Apr 2012	Dec 2012	<b>Completed</b>	Consultation workshops completed Dec 2012 and reports issued February 2013	May-2013
		P01_S 01_M2 6S	BBL: Develop Leys Area Project Plan by December 2012	Fiona Piercy	Michael Crofton-Briggs	Apr 2012	Dec 2012	<b>Completed</b>	Completed.	Mar-2013
		P01_S 01_M3 6S	New Sites Plan document. New affordable Housing SPD adopted. Policies adopted requiring financial contribution to affordable housing.	Mark Jaggard	Michael Crofton-Briggs	Apr 2012	Feb 2013	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M3 7S	Refresh Local Investment Plan for adoption in June 2012	Mark Jaggard	Michael Crofton-Briggs	Apr 2012	Jun 2012	<b>Completed</b>	Completed	Apr-2013
		P01_S 01_M3 8S	Adopt new Affordable Housing SPD	Mark Jaggard	Michael Crofton-Briggs	Apr 2012	Sep 2013	<b>Completed</b>	Adopted in Sep 2013 and is now a material consideration in relevant planning applications.	Mar-2014
		P01_S 01_M3 9S	Adopt policies requiring a financial contribution to support affordable housing (4-9 dwellings, student accommodation) by Dec 12, adopt April 2013	Mark Jaggard	Michael Crofton-Briggs	Apr 2012	Apr 2013	<b>Completed</b>	Completed	Apr-2013



Ensure understanding of current and future housing needs is kept up to date and is fit for purpose.	Up to date housing needs and market information.	P01_S 01_M4 1S	Analyse and provide data from Oxford Housing Register to inform needs data including demand and availability of specialist accommodation and to ensure new housing meets the aspirations of home seekers by Sept 2012	Lena Haapalahti	Stephen Clarke	Apr 2012	Sep 2012	<b>Completed</b>	Analysis of housing register completed, and data on mobility needs provided to Planning. An updated analysis will be done for 2013. Data on housing register and lettings provided in June 2013 for Strategic Housing Market Assessment.	Jun-2013
		P01_S 01_M4 2S	Review current housing market data by Sept 2012	Lena Haapalahti	Stephen Clarke	Apr 2012	Sep 2012	<b>Completed</b>	Housing market data included in the Homelessness Strategy evidence base. Housing market data for Strategy evidence bases will be updated in 2013.	Jun-2013
		P01_S 01_M4 3S	Review census data as it becomes available	Lena Haapalahti	Stephen Clarke	Apr 2012	Sep 2013	<b>Completed</b>	Initial census data reviewed and included in draft Strategy evidence bases. Additional census data will be included in Strategy evidence bases in 2013.	Jun-2013
		P01_S 01_M4 4S	Explore opportunities for commissioning research, including joint commissioning to improve housing needs and market information: and update	Mark Jaggard	Michael Crofton-Briggs	Apr 2012	Sep 2013	<b>Completed</b>	Full SHMA report received end of March 2014.	Mar-2014
		P01_S 01_M1 9S	Barton Area Action Plan adopted Dec 2012	Jane Winfield	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M2 0S	Barton: Outline planning permission	Jane Winfield	Stephen Clarke	Apr 2012	Oct 2013	<b>Completed</b>	Planning permission now granted.	Mar-2014
		P01_S 01_M2 1S	Barton: Commence on-site in early 2014	Jane Winfield	Stephen Clarke	Apr 2013	May 2014			
Preparation for delivery of the new housing development at Barton.	Delivery programme and agreements in place to develop c.800 new homes, including 320 new affordable.									

Review new delivery models to bring forward new affordable housing to meet needs.	New models evaluated and introduced where feasible. New Council building house programme evaluated and produced. Bring empty property back into use as affordable housing.	P01_S 01_M3 2S	Review new opportunities and best practice models with partners and communities including Revitalised Right to Buy, Buy Back, Temporary to permanent social housing project, use of New Homes Bonus, new private sector rented property, Community Land Trusts, Community Infrastructure Levy, Community Right to Acquire by Sept 2013	Steve Northey	Stephen Clarke	Apr 2013	Sep 2013	<b>Completed</b>	Report on homelessness accommodation prepared for Sep 2013 CEB. 14/15 budget preparation will include consideration of funding for enabling role, including recycling RTB receipts.	Jun-2013
		P01_S 01_M3 3L	Review the role of Oxford City Council in developing new homes by reviewing funding opportunities and flexibilities allowed under new HRA funding regime	Steve Northey	Stephen Clarke	Apr 2012	Sep 2013	<b>Completed</b>	Funding in place for 112 new council properties. CEB July 2013 agreed purchase of social rented units at Barton and other properties in open market.	Sep-2013
		P01_S 01_M3 4L	Develop a Council building programme and development process by April 2013	Steve Northey	Stephen Clarke	Apr 2012	Apr 2013	<b>Completed</b>	Completed	Mar-2013

	P01_S 01_M3 5S	Evaluate potential for schemes to bring empty property back into use as affordable housing	Mel Mutch	Stephen Clarke	Apr 2012	Mar 2013	<b>Completed</b>	<p>One Landlord with 3 empty dwellings has agreed to let his property through the Home Choice Scheme.</p> <p>Surveys sent out each June asking owners what their intentions are for their empty property are collated and those advising that they intend to rent are sent information on the Council's Home Choice Scheme.</p> <p>Currently there is the potential to work with a registered social landlord through the compulsory purchase of an empty dwelling for the purposes of developing the site.</p>	May-2013
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## Strategic Objective Two: Prevent Homelessness

Develop the role of private rented sector housing in meeting housing needs including homeless households or those threatened with homelessness	Annual meeting of landlord forum Undertake landlord/lettings agencies consultations Undertake consultations with current and prospective private tenants Homelessness Policy reviewed	P01_S01_M05S	Undertake a landlord/lettings agencies survey consultation to understand expectations of private landlords by Sept 2012	Nichola Griffiths	Stephen Clarke	Apr 2012	Sep 2012	<b>Completed</b>	All consultation is now complete. The survey was delayed by data protection difficulties which were later resolved.	Mar-2013
		P01_S01_M06S	Develop information and incentives to encourage private landlords to offer accommodation to homeless households or those threatened with homelessness	Dave Scholes	Stephen Clarke	Apr 2012	Oct 2013	<b>Completed</b>	Full range of incentives reviewed and provided. Landlord Forum held on 14th Oct 2013. Marketing Campaign for more landlords launched in Oct 2013. Further contact being made with agents and landlords in Coventry, Swindon and Gloucester/Cardiff to identify suitable properties to access at LHA rates in these areas.	Sep-2013
		P01_S01_M07S	Undertake consultation with prospective and current private sector tenants to undertake their expectations and barriers to investment and attaining a settled home in the private rented sector by Dec 2012	Nichola Griffiths	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b>	Consultation complete. Evaluation and analysis now underway.	Mar-2013
		P01_S01_M08S	Consider introducing a private tenants forum by April 2013	Ian Wright	John Copley	Apr 2012	Apr 2013	<b>Completed</b>	This has been considered and there is currently no appetite or budget for developing a private tenants forum.	Jun-2013

	P01_S 01_M1 0S	Review homeless policy in relation to re-housing in private sector and discharge of duty following legislative change and new guidance by September 2012	Dave Scholes	Stephen Clarke	Apr 2012	Sep 2012	<b>Completed</b>	New policy approved by CEB on 13th Feb 2013. To go live from 1st April 2013	Mar-2013
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## Strategic Objective Two: Prevent Homelessness

Develop services to tackle rough sleeping	No Second Night Out for rough sleepers	P01_S 01_M0 2S	Implement new working arrangements for street services for more presence out hours – linked to supported provision.	Nerys Parry	Stephen Clarke	Apr 2012	Jul 2012	<b>Completed</b>	Oxford City Outreach on 3 year contract until March 2015 with longer and more flexible hours. Any new arrangements will be influenced by Supporting People's remodelling of the pathway.	Mar-2013
Ensure effective debt and welfare advice services are available to the public	Effective debt, welfare advice, services are provided and taken up	P01_S 01_M0 3S	Review need and provision of debt and welfare advice/training by April 2013	Helen Bishop	Helen Bishop	Apr 2012	Apr 2013	<b>Completed</b>	Completed	Mar-2013
Reduce the number of households in temporary accommodation	Households in temporary accommodation reduced to 120 by 2012/13, 100 by 2013/14, 87 by 2014/15	P01_S 01_M0 4S	Develop action plan for debt and welfare advice/training to address any gaps, unmet needs and maximise take up by Sept 2012	Helen Bishop	Helen Bishop	Apr 2012	Sep 2012	<b>Completed</b>	Complete	Mar-2013
		P01_S 01_M0 1S	Prepare planning and implementation of new forms of temporary accommodation	Dave Scholes	Stephen Clarke	Apr 2012	Feb 2014	<b>Completed</b>	Out-of-area PRS discharges progressing well. Report on using borrowing/ reserves to support the procurement of property for new models of temporary accommodation use approved by CEB in Sept 2013. Commissioning Strategy prepared and options considered by directors. £10m held in capital reserves for potential use if needed. (15/16 £2m; 16/17 £4m; 17/18 £4m). 113 households in TA as at end Mar 2014. No additional action proposed at present unless conditions require further action.	Mar-2014
Research, consult and adopt a new Homelessness Strategy and Action Plan	New Homelessness Strategy, targets and Action Plan	P01_S 01_M1 4S	Review progress since last Homelessness Strategy – May 2012	Lena Haapalahti	Stephen Clarke	Apr 2012	May 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M1 5S	Produce Homelessness Strategy evidence base and issues by July 2012	Lena Haapalahti	Stephen Clarke	Apr 2012	Jul 2012	<b>Completed</b>	Completed	Mar-2013

Review of allocations policy	P01_S 01_M1 6S	Undertake consultation on Homelessness Strategy – July - Sept 2012.	Lena Haapalahti	Stephen Clarke	Apr 2012	Sep 2012	Completed	Completed	Mar-2013
	P01_S 01_M1 7S	Adopt Homelessness Strategy Dec 2012	Lena Haapalahti	Stephen Clarke	Apr 2012	Dec 2012	Completed	Completed	Mar-2013
	P01_S 01_M1 8S	Publish homelessness Strategy – by end of March 2013	Lena Haapalahti	Stephen Clarke	Apr 2012	Mar 2013	Completed	Completed	Mar-2013
	P01_S 01_M1 1S	Allocations policy review to commence April 2012	Tom Porter	Stephen Clarke	Apr 2012	Apr 2012	Completed	Allocations Review underway	Mar-2013
	P01_S 01_M1 2S	Consultations on draft Allocations policy planned to be completed by Sept 2012 (subject to Government Guidance issued)	Tom Porter	Stephen Clarke	Apr 2012	Sep 2012	Completed	Delayed (Govt Guidance also delayed), but consultation period on draft Allocations Scheme (approved by CEB on 13th Feb 2013) open from 8th April to 19th May 2013	Mar-2013
	P01_S 01_M1 3S	New Allocations Policy	Tom Porter	Stephen Clarke	Apr 2012	Dec 2013	Completed	New Allocations Scheme approved by Council on 30th Sept 13 and made effective from 12th Dec 13.	Dec-2013
		New Allocations Policy approved and implemented							



### Strategic Objective Three: Address the Housing Needs of Vulnerable People and Communities

Develop housing strategies for specific vulnerable groups.	New Housing Strategy incorporates needs of young people, older people, BME households and families in difficulty.	P01_S 01_M5 2S	Develop evidence base and housing strategy objectives for specialist needs groups – Young people	Lena Haapalahti	Stephen Clarke	Mar 2013	Sep 2013	<b>Completed</b>	An evidence base has been produced to feed into cross Council plans and the development of the new Housing Strategy.	Jun-2013
		P01_S 01_M5 5S	Develop evidence base and housing strategy objectives for specialist needs groups – Families in difficulty	Lena Haapalahti	Stephen Clarke	Mar 2013	Sep 2013	<b>Completed</b>	Milestone reconsidered and specific work undertaken instead to assist with targeting suitable families for the Thriving Families initiative.	Jun-2013
Ensure commissioning of services for vulnerable people is co-ordinated across agencies and partnerships to ensure the preservation and most effective use of resources and meets identified need.	Retain or remodel hostel accommodation that provides sufficient bedspaces to meet needs and meaningful activity for clients. Successful re-commissioned services.	P01_S 01_M4 8S	Review and implement Supporting People Financial Strategy by March 2013	Dave Scholes	Stephen Clarke	Apr 2012	Mar 2013	<b>Completed</b>	Oxford City Council have worked in partnership with Oxfordshire County Council to meet financial targets.	Mar-2013
Ensure government grant of £447k towards disabled facilities grant (DFG) budget is protected during transition from Direct DFG payments to County Council Integrated Transformation Fund.	DFG budget allocated to the council remains the same or is increased.	P01_S 01_M5 0S	Engage in re-commissioning of SP funded services – DV	Fatheya Latif	Stephen Clarke	Apr 2013	Dec 2013	<b>Completed</b>	service has re-commissioned by Elizabeth Jones	Sep-2013
		P01_S 01_M1 18S	Gather support across district councils and put the case forward for DFG allocations to Oxford to be protected. Health and Wellbeing Board due to sign off countywide budgets to district councils in March 2014.	Ian Wright	Stephen Clarke	Dec 2013	Mar 2014	<b>Completed</b>	District councils have worked with Oxfordshire County Council and it has been agreed that current funding streams will be protected. Approved by the Health and Well Being Board 13.4.14.	Mar-2014
Ensure housing options are available for people moving through and from supported housing.	Supported housing is available for people who need it and clients are enabled to attain independent living.	P01_S 01_M6 1S	Review Move on Plan Protocol, identify barriers and actions to deal annually	Dave Scholes	Stephen Clarke	Apr 2012	Mar 2015	<b>Completed</b>	New MOPPS process and forms agreed at meeting with providers and all stakeholders on 14th May 2013. Base data and Q1 and Q2 data now received. New approach to now continue with admin support from Oxford City Council on a quarterly basis.	Jun-2013

Ensure supply of wheelchair adapted housing to meet needs.	Wheelchair accessible housing is available for households that need it.	P01_S 01_M5 9S	Improved knowledge, analysis of need for and provision of fully wheelchair adapted social housing	Tom Porter	Stephen Clarke	Mar 2013	Dec 2013	<b>Completed</b> A report providing an analysis of need and the provision of information available on adapted properties was submitted to the HSDB in June 2013. A record of adaptations supplied by Direct Services has been updated on the Housing Management Information System (HMIS) & on-going work is continuing to update the HMIS data base with the records of any properties identified as adapted from CBL adverts (RP and OCC) as properties become void. Information has yet to be supplied regarding the outcome of the stock condition survey. This will be added onto HMIS once supplied so more accurate and up to date record of the number of properties suitable for wheelchair use. The S & HP requires 5% of homes for developments of 4 or more units	Mar-2014
Provide housing guides for older and young people.	Older persons and young persons housing guides published.	P01_S 01_M5 6S	Review existing Older persons guide with service users and partners	Nichola Griffiths	Stephen Clarke	Apr 2012	Dec 2013	<b>Completed</b> Item progressing following reorganisation of project. New guide expected in Autumn 2013. (Due date amended as per CEB Sep 2013.)	Jun-2013
		P01_S 01_M5 7S	Review existing Young persons guide with service users and partners by Dec 2012	Nichola Griffiths	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b> Project reviewed and decision taken that we don't need a separate guide as much of the information is already available elsewhere such as in the Survival Guide.	Mar-2013

### Strategic Objective Four: Improve Housing Conditions

<p>Ensure knowledge of private housing stock and conditions is fit for purpose, enabling strategies and investment to be effective.</p>	<p>Fit for Purpose knowledge of housing stock and standards.</p>	<p>P01_S 01_M7 4S P01_S 01_M7 5S</p>	<p>Ian Wright Ian Wright</p>	<p>John Copley John Copley</p>	<p>Apr 2012 Apr 2012</p>	<p>Dec 2012 Dec 2012</p>	<p>Completed Completed</p>	<p>BRE stock modelling procured. Reviewed and included in BRE stock modelling methodology.</p>	<p>Jun-2013 Jun-2013</p>
<p>Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for households.</p>	<p>Develop integrated Home Energy/Fuel Poverty/Retrofitting strategy/ies. Improved energy ratings, lower carbon emissions in housing in the City. Retrofitting strategy and implementation for council housing stock, including external cladding for 5 tower blocks. Zero carbon new build council homes. Delivery of the Annual Investment Programme in council housing and estates.</p>	<p>P01_S 01_M7 7S</p>	<p>Lena Haapalahti</p>	<p>Stephen Clarke</p>	<p>Apr 2012</p>	<p>Sep 2012</p>	<p>Completed</p>	<p>Completed</p>	<p>Mar-2013</p>
<p>Improve the quality of individual private rented properties including those used via the Homechoice scheme.</p>	<p>Improvements are made to the quality and management of individual private rented properties.</p>	<p>P01_S 01_M8 2L P01_S 01_M6 6S P01_S 01_M6 8S</p>	<p>Jonathan Gould Ian Wright Ian Wright</p>	<p>Stephen Clarke John Copley John Copley</p>	<p>Apr 2012 Apr 2012 Apr 2012</p>	<p>Mar 2013 Dec 2012 Nov 2012</p>	<p>Completed Completed Completed</p>	<p>New council homes will be built to Code for Sustainable Homes Level 4. This is considered to be as close to a zero carbon target that is economically feasible. The accreditation scheme was reviewed by December 2012. Increased discounts on HMO licensing fees were introduced and consideration is currently being given to how the scheme could be expanded, possibly using external providers. £150k agreed in reserve for unlawful dwellings. Proactive targeting of landlords underway. Full HHSRS inspections of properties being carried out in reactive cases instead of just dealing with issue being raised by tenant.</p>	<p>Jun-2013 Mar-2013 Jun-2013</p>
<p>Increase the number of individual HMOs subject to agreed licence provisions Baseline = 1100 (2011/12).</p>	<p>Every HMO in the City is inspected and accredited.</p>	<p>P01_S 01_M6 3S</p>	<p>Ian Wright</p>	<p>John Copley</p>	<p>Apr 2012</p>	<p>Mar 2013</p>	<p>Completed</p>	<p>Target achieved.</p>	<p>Sep-2013</p>

Work with owners and communities to bring long term empty homes back into use.	New Empty Homes Strategy adopted. 10 long term empty homes returned to use annually.	P01_S01_M70S	Empty homes: Review progress to date and barriers/opportunities to increase success by Sept 2012	Mel Mutch	Stephen Clarke	Apr 2012	Sep 2012	<b>Completed</b>	Financial support provided through the DCLG Preventing Homelessness grant. The money is to facilitate the carrying out of works in default following the service of a notice and failure to comply.  Changes withing Env Devt have increased level of support for empty property work. Ongoing support from planning in respect of development of empty dwellings and empty commercial sites.	Jun-2013
		P01_S01_M71S	Empty homes: Investigate procedures and if necessary implement the use of Compulsory Purchase Orders	Mel Mutch	Stephen Clarke	Apr 2012	Jun 2014	<b>Completed</b>	Report agreed at Sept 13 CEB. Not appropriate to apply for CPO at this stage although list of potential properties for CPO has been compiled.	Dec-2013
		P01_S01_M72S	Empty homes: Undertake consultation and surveys by December 2012	Mel Mutch	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b>	Talkback survey carried out September 2012 and completed November 2012. Responses commented upon in refreshed Empty Property Strategy 2013-2018.  Further consultation in December 2012 using Councils E consult.  Responses received for both consultation evaluated and reported upon within the refreshed Empty Property Strategy 2013-2018.	Mar-2013
		P01_S01_M73S	Empty homes: Development of new Empty Homes Strategy by April 2013	Mel Mutch	Stephen Clarke	Apr 2012	Apr 2013	<b>Completed</b>	CEB endorsement and approval March 2013.	Mar-2013

**Strategic Objective Five: Improve Quality, Cost Effectiveness and Efficiency of Housing Services.**

Deliver the Demonstration Project for direct payment of benefits to council tenants.	Direct payment of housing benefit to council tenants project successfully completed and lessons learnt.	P01_S01_M103L	Direct payments: Scoping of project with DWP and partners by May 2012	Helen Bishop	Helen Bishop	Apr 2012	May 2012	<b>Completed</b>	Complete	Mar-2013
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Develop and improve opportunities for tenants and leaseholders to get involved in managing the delivery of the council's housing services.	Tenant and Leaseholder Involvement Strategy adopted. Local Offer agreed and implemented. Co-regulation with tenants implemented.	P01_S 01_M1 04L	Direct payments: Tenants contacted and supported with information and assistance	Helen Bishop	Helen Bishop	Helen Bishop	Apr 2012	Mar 2015	<b>Completed</b>	Project completed withy DWP, and rolled out to two thirds of tenants. Remaining third to be rolled out shortly	Mar-2014
		P01_S 01_M1 05L	Direct payments: ICT issues resolved and system live by June 2012	Helen Bishop	Helen Bishop	Helen Bishop	Apr 2012	Jun 2012	<b>Completed</b>	Complete	Mar-2013
		P01_S 01_M1 06L	Direct payments: Completion of project	Helen Bishop	Helen Bishop	Helen Bishop	Apr 2013	Mar 2015	<b>Completed</b>	Project completed withy DWP, will continue roll out to remaining tenants	Mar-2014
		P01_S 01_M1 07L	Direct payments: Roll out to all tenants	Helen Bishop	Helen Bishop	Helen Bishop	Apr 2013	Mar 2015	<b>Completed</b>	Project completed withy DWP, will continue roll out to remaining tenants	Mar-2014
		P01_S 01_M8 5L	Develop Tenant and Leaseholder Involvement Strategy by September 2012	Bill Graves	Bill Graves	Tim Sadler	Apr 2012	Sep 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M8 6L	Draft Local Offer prepared with tenants representatives including Local Offer Planning Day to define services and set standards by May 2012	Bill Graves	Bill Graves	Stephen Clarke	Apr 2012	May 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M8 7L	Consultations on Local Offer with all tenants during Spring 2012	Bill Graves	Bill Graves	Stephen Clarke	Apr 2012	May 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M8 8L	Local Offer adopted by September 2012, implemented and reviewed annually in September	Bill Graves	Bill Graves	Stephen Clarke	Apr 2012	Sep 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M8 9L	Tenants trained in co-regulation by Summer 2012	Bill Graves	Bill Graves	Stephen Clarke	Apr 2012	Aug 2012	<b>Completed</b>	Completed	Mar-2013
		P01_S 01_M9 0L	Detailed implementation of co-regulation including role of member and tenant scrutiny	Bill Graves	Bill Graves	Stephen Clarke	Apr 2012	Oct 2013	<b>Completed</b>	Scrutiny panel running.	Sep-2013

Develop detailed Landlord Operational Plan to support HRA Business Plan.	A detailed Operational Action Plan exists for Council housing.	P01_S 01_M1 00L	A Landlord Operational Action Plan is prepared by Sept 2012 and adopted by Dec 2012	Bill Graves	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b>	This has been incorporated into Housing board structure and Housing Service Plan.	Mar-2013
Improve performance in tenancy services.	Improve rent and income collection performance. Reduce rent arrears. Achieve greater VFM for repairs (cost and quality).	P01_S 01_M1 01L	Review rent and income collection by November 2012	Bill Graves	Stephen Clarke	Apr 2012	Nov 2012	<b>Completed</b>	Completed	Mar-2013
Manage council housing to ensure it best meets the needs of individual households and tenants and the community as a whole.	Reduce underoccupation freeing up homes for larger households. Overcrowding is reduced in council homes. Actions to tackle and minimise Tenancy Fraud are up to date and effective.	P01_S 01_M9 1L	Review under-occupation policies and incentive schemes by December 2012	Tom Porter	Stephen Clarke	Apr 2012	Dec 2012	<b>Completed</b>	Under-occupation Scheme reviewed. Only minor tweaks to payments and publicity suggested - to streamline the way these are presented. Implemented (without need to further sign-off). Further work on under-occupation (of households not on the Housing Register) to be taken forward by Tenancy Mant in 13/14, with Allocations Officer and REMS Officer involved	Mar-2013
		P01_S 01_M9 2L	Review over-crowding and allocations/ transfer policies by October 2012	Tom Porter	Stephen Clarke	Apr 2012	Oct 2012	<b>Completed</b>	Timescales revised, report on Overcrowding submitted to the Housing Strategy Delivery Board on 12th June 2013. Transfer policies and overcrowding, etc considered as part of the overall Allocations Scheme review (see other comments in relation to progress of that)	Mar-2013
		P01_S 01_M9 3L	Review use of extensions to provide enlarged homes for larger households for tenants and prospective tenants	Dave Scholes	Stephen Clarke	Mar 2013	Apr 2014	<b>Completed</b>	Review of Overcrowding and Options undertaken. Limited extensions to voids being piloted (in planning permission and contract stages) within existing capital budgets. Cost estimates to be used to help inform budget decisions going forward, and to inform Asset Management Strategy.	Mar-2014
Review Housing Strategy targets mid term to ensure they are being delivered and refreshed in light of changing circumstances.	Housing Strategy targets are monitored and refreshed.	P01_S 01_M1 12S	Housing strategy refresh: Review performance at end of financial year by July 2013	Dave Scholes	Stephen Clarke	Mar 2013	Jul 2013	<b>Completed</b>	Completed - see CEB report Sep 2013.	Jun-2013

Review policies and services to reduce administration to secure VFM efficiency savings in housing services.	P01_S 01_M1 13S	Housing strategy refresh: Consider policy, performance, trends and wider changes by July 2013	Dave Scholes	Stephen Clarke	Mar 2013	Jul 2013	<b>Completed</b>	Completed - see CEB report Sep 2013.	Jun-2013
	P01_S 01_M1 14S	Housing strategy refresh: Produce progress information, any proposed revisions and consult with partners Sep to Oct 2013	Dave Scholes	Stephen Clarke	Mar 2013	Nov 2013	<b>Completed</b>	Consultation completed and results fed into CEB Report (Dec 13)	Dec-2013
	P01_S 01_M1 15S	Adopt refreshed Housing Strategy	Dave Scholes	Stephen Clarke	Mar 2013	Dec 2013	<b>Completed</b>	Refreshed Action Plan approved by CEB on 11th Dec 2013.	Dec-2013
	P01_S 01_M1 10S	Reduced validation processes for applicants in low housing need by April 2013	Dave Scholes	Stephen Clarke	Apr 2012	Apr 2013	<b>Completed</b>	Largely dependant on on-line apps. Validation process already minimised as far as possible for cases likely to be Band 5 (within existing system).	Mar-2013
	P01_S 01_M9 5S	A housing communications plan is developed by July 2012	Nichola Griffiths	Stephen Clarke	Apr 2012	Mar 2013	<b>Completed</b>	Completed.	Mar-2013
	P01_S 01_M9 7L	New tenants and leaseholders newsletter trailed and reviewed with tenants by June 2012	Allison Dalton	Stephen Clarke	Apr 2012	Jun 2012	<b>Completed</b>	Newletter issued quarterly in 2012/13. Format to continue in 2013/14. Tenants and leaseholders to be involved in content, design and production as new involvement structure is rolled out.	Mar-2013
Review, update and improve housing communications provided by the council.	Lower administration costs for low priority housing applications.	Housing Communications Plan in place. High quality and relevant housing information is available. New style tenants newsletters produced annually. New Tenants Handbook is produced. Information and on-line reporting of repairs is reviewed.							