



Vision 2026 Housing Strategy

Review June 2010

1.0 Performance

1.1 Main achievements in 2009/10

1.1.1 Quantity

- 42 additional affordable homes built in 2009/10. Homes and Communities Agency grant funding totalling almost £14m secured for the provision of over 300 affordable homes for rent and sale across the borough to date in the 2008-11 bidding round.
- Local Development Framework Core Strategy Preferred Options published for consultation, including suggestions for a number of key strategic development sites.
- Successful bid made by Wigan and Leigh Housing for 52 affordable rented homes in Scholes, due for completion by Winter 2010/11. Plus Successful bids made in Local Authority new Build rounds 1 and 2. 49 additional homes to be built by the Council. 14 due for completion by Autumn 2010 and 35 due for completion Summer 2011.
- Adoption of new Council allocations scheme and review of nominations agreements to make better use of existing social stock. Including a proposed local lettings policy for new build schemes to better promote mixed communities.
- Participation in the development of the first Greater Manchester Local Investment Plan with the rest of the AGMA authorities and HCA.
- Adoption of a new Empty Homes Strategy

1.1.2 Quality

- Establishment of Wigan Housing Solutions offering services to private sector landlords, including a private sector leasing scheme and also helping applicants secure suitable accommodation in the private sector.
- New Wigan Council landlord accreditation scheme launched.
- Changes to the Council's Private sector housing assistance policies, introducing a new loan scheme for decency and renewal area works.
- Good progress in tackling fuel poverty with high investment through the Warmfront Grant and the successful introduction of the AWARM referral system.
- Declaration of a new renewal area at Plank Lane, Leigh to complement the regeneration of the Bickershaw former colliery site.
- Participation in the Leigh Neighbours project.
- Substantial savings made to the Disabled Facilities Grant budget through procurement efficiencies.

- Investment in achieving decent homes standard within the Council stock, with 97% of stock now decent. Further investment underway to improve energy performance further.

1.1.3 People

- Significant reductions in numbers of people presenting as homeless and repeat homelessness, fewer presenting cases being accepted as owed a statutory duty, and a significant increase in the number of presenting cases who have been prevented from becoming homeless.
- Reduction in the numbers of placements into temporary accommodation under statutory homelessness duties.
- Roll-out of a range of repossession prevention measures, which has made a significant impact on reducing both landlord and mortgage repossessions during the recession.
- Improved support services for vulnerable people and those at risk of homelessness, eg domestic violence victims and rough sleepers.
- A range of new support services supporting independence for older people being rolled out across the borough.
- Improvements in joint working between agencies, including a number of protocols eg. hospital discharge protocol, to ensure better access to advice and services .
- Expanded range of housing options developed for those with disabilities, including Housemates Scheme, Home Ownership for Long term Disabilities and private sector leasing.

1.2 Key Performance Indicators

1.2.1

Theme 1 Quantity		2008/09	2009/10		2010/11	
Indicator		Outturn	target	Outturn	target	Outturn
NI154 SHI1	Number of net homes provided	780	400	433	600	
NI155 SHI2	Number of affordable homes delivered (gross)	38	85	42	165	
LAA Local	Number of additional affordable lettings	264	400	311	530	
SHI6	Percentage of private sector homes empty for more than 6 months	2.56%	2.50%	TBA	2.40%	
LAA Local	Number of empty homes returned to use or demolished with LA advice or action	64*	2500	1525	6120	
RSS	percentage of homes built on previously developed land	87.30%	80%	91.50%	80%	
Theme 2 Quality		2008/09	2009/10		2010/11	
Indicator		Outturn	target		target	
NI158 SHI3	Percentage of non decent council homes	5%	3%	3%	2%	

NI160	Local authority tenant satisfaction with landlord service	87%	87%	87%	87%	
LAA Local	Number of non decent homes belonging to vulnerable owner occupiers made decent	80	80	70	80	
SHI4	Percentage of private sector stock having Cat 1 hazard under HHSRS	n/a	n/a	n/a	Target to be set following the PSSCS	
SHI5	Average SAP rating of private sector housing	60	62	60	64	
NI187	Percentage of households on income related benefits in fuel poverty	5.11%	5.05%	3.80%	5.00%	
Theme 3 People						
		2008/09	2009/10		2010/11	
Indicator		Outturn	target		target	
NI156 SHI8	Number of households living in temporary accommodation	59	30	22	19	
LAA Local	Percentage of households whose homelessness is prevented or relieved through positive action	43.8%	45%	76%	50%	
NI141	Percentage of vulnerable people achieving independent living	84.1%	79.0%	84.5%	83.6%	
NI142	Percentage of vulnerable people who are supported to maintain independent living	98.2%	98.7%	97.7%	98.8%	
SHI7	Net additional housing support services provided	202	700	452	495	
SHI9	Percentage of social tenants of working age in work, education or training	32.25%	32.25%	32.25%	35%	

- 1.2.2 Overall performance against indicators across our three priorities has been good, with all three headline indicators being achieved. Performance in Homelessness, fuel poverty and housing conditions has been particularly impressive. However, some supporting indicator targets have been missed.
- 1.2.3 Performance on the delivery of affordable housing (NI155 and local indicator) has been lower than the target due in part to the lack of delivery via planning agreements but also due to the way in which low cost home ownership homes are recorded. This has been changed from at completion to at point of sale, meaning the number was lower than envisaged, with an additional 42 affordable units delivered in the year. However, the outturn figure at the end of the year for affordable homes currently under development or with funding committed was much higher at 314 units, these will be delivered over the next two years.
- 1.2.4 We are awaiting a final figure for homes empty more than 6 months (SHI6) .
- 1.2.5 Net additional housing support services provided (SHI7) has been lower than anticipated, largely

due to take up of the community alarm service being slower than anticipated. (Supported Housing sits within the Health and Wellbeing partnership rather than EECH).

1.3 Contribution to other strategies & priorities

1.3.1 There are a number of housing sub-strategies, for example our Homelessness Strategy, which these actions contribute to. We have produced updates of all our sub-strategies outlining this in greater detail. Below is an outline of our contributions to other Council strategies.

1.3.2 **Responding to the Recession** – Actions to increase the supply of new housing and investing in improvement of the existing stock is contributing to our responding to the recession action plan. We are supporting the local construction industry and ensuring that employment opportunities and skills are not lost from the borough.

Through working with private developers to secure HCA funding for affordable homes on private developments we are supporting the local housing market. We have secured additional social rented units that will be available to those on low incomes and homes for specialist and supported housing.

We have also increased the amount of help available to households facing repossession as a result of the recession. We have increased the advice and assistance available to those in debt and facing court proceedings and as a result possession actions by both lenders and landlords have reduced substantially. In cases where owners are not able to keep their homes we have introduced a mortgage rescue scheme to allow households to remain in their home by becoming tenants or shared owners with a housing association.

1.3.3. **Overcrowding Pathfinder** – We are tackling the shortage of larger family homes in the social stock through including this type of home in our new schemes. We are also providing homes that will be attractive to downsizers in order to free up additional larger family homes in the existing stock. Our new allocations scheme and local lettings policy for new build homes give additional priority for overcrowded and under occupying households for re-housing.

1.3.4 **Affordable Warmth Strategy** - Huge investment has taken place in improving the environmental performance of homes in both the social and private sectors. Investment in achieving decency and energy efficiency in the Council stock has made it some of the best quality in the country and investment in energy efficiency measures in the private sector, through Warmfront grants, has totalled over £4m in the last year, helping over 3,000 vulnerable households.

The AWARM referral system is a multi-agency scheme that aims to identify those at most risk of fuel poverty. It offers a one stop shop for quick and easy referrals into a range of advice and support services. Many front line staff working with the elderly and vulnerable have been trained to spot indicators of fuel poverty and to make referrals to AWARM

All new social housing developments will be built to Code for Sustainable Homes Level 3 as a minimum standard. High environmental performance will result in homes being healthy and affordable to run.

1.3.5 **What makes Wigan Work** – We are contributing to the worklessness strategy through supporting the construction industry during the recession. Through the Council's and Wigan and Leigh Housing's new build programme we are building 101 additional homes across the borough, to a value of £12m . All contractors are working with the Council to ensure that all vacancies are advertised locally via the Skills Shop and that training and apprenticeships are created through the projects. In addition, other RSL schemes and Kickstart at Greenfields Billinge will provide additional local employment in the construction sector.

- 1.3.6 **The Supporting People Commissioning Framework for 2008 -2011** – We are working closely with the Supporting People team and providers to ensure that existing services are improved and new services commissioned meet the needs of homeless, elderly and other vulnerable people. Commissioning of new services to fill the identified gaps in support services e.g. Supported Lodgings, new Domestic Abuse refuges and outreach, enhanced Rough Sleepers service, is prompt once the need has been identified. In turn, the requirements of the new Quality Assessment Framework ensure that housing support services are effective and outcomes-focussed.

1.4 Barriers to delivery

- 1.4.1 The continuing recession has been the largest influence on many of our housing actions throughout 2009/10. The housing market has shown some signs of recovery, with average prices increasing by 4.2% between March 2009 and March 2010 (Hometrack). Average prices now stand at £134,806, still some way below 2008 values and low in comparison to neighbouring authorities. In terms of other economic indicators, unemployment rates are 4.7% (May 10), higher than the national average of 3.9% but the fourth lowest in the North West, and wages £21,956 per annum, compared to the national average of £26,470 (ASHE 09). This has had an effect on housing needs, affordability, neighbourhood management issues and homelessness in the borough.
- 1.4.2 Delivery of affordable housing by private developers via planning agreements has been severely effected by the downturn in the housing market. Overall, completions of new homes has fallen in the last two years, with just 433 additional homes delivered in 2009/10 and the number of new planning applications has fallen also. This has resulted in no additional affordable homes being completed through planning agreements this year. We have recently commissioned a report examining the viability of providing affordable housing on private developments via planning policy requirements and this is indicating that we are unlikely to be able to deliver much affordable housing via this route in the current economic climate. It does, however, indicate that should economic conditions improve, more affordable homes will be viable on many sites.
- 1.4.3 Affordability ratios still remain relatively high in Wigan, with the lower quartile ratio at 4.81(CLG), meaning that despite falls in house prices, home ownership remains unattainable for many first time buyers and households with a modest income and savings. With access into social rented housing restricted, private rental has increased as a housing choice for many households, bridging the gap between social rented and home ownership tenures. The recession has also impacted on the marketability of low cost home ownership products, such as New Build Homebuy (shared ownership) and the Council's affordable housing scheme. Mortgage lending has been curtailed, particularly for low cost home ownership, and deposits required have increased from 5% typically to up to 25% of the property value.
- 1.4.4 Given the downturn in mortgage availability and rising economic uncertainty, the demand for the older housing, often in central localities, has diminished as this has traditionally been the entry level property for most first time buyers. Lower income households predominate in many of the older terraced areas of the borough, particularly older owner occupiers and those in insecure employment. This is making progress in improving the stock more difficult and is certainly having an effect on neighbourhood satisfaction.
- 1.4.5 Parallel to this has been the significant increase in private landlord activity in many of these areas. This mirrors national trends and in many ways it is now playing a vital role between owner-occupation and the limited supply of socially rented housing for many low income households. However it is also bringing problems especially in terms of a lack of investment in property and more importantly in terms of neighbourhood decline. The latter being due to the lack of management control and the speed of change in many neighbourhoods. These issues are most present within certain large concentrations of older terraced housing areas and smaller pockets within socially rented estates. It is a contributory factor to the relatively high level of empty homes, (due largely to high turnover).

- 1.4.6 The lack of financial resources in both the private and public sector has meant that some of our actions have been limited or altered to make best use of limited resources. We have sought savings where possible, for example through introducing home improvement loans rather than grants and achieving procurement efficiencies, but current resources available to the Council and its partners to combat these powerful economic forces are insufficient to deal with the demand and threaten progress being made in terms of housing condition and increase the chances of a reaction to problems of low demand/unbalanced markets. The change in government and pending cuts to government funded programmes and initiatives pose a further threat to achieving our priorities.

1.5 Challenges for 2010/11

1.5.1 Quantity

- Encourage developers to bring sites forward for housing development, whilst securing provision of affordable homes where viable.
- Ensure that the development of new affordable housing policies within LDF enable us to respond to variations in the local market, secure appropriate amounts of affordable housing dependent on viability and location and better meet local needs for affordable housing.
- Complete Wigan Regeneration Prospectus and position Wigan to take advantage of future investment opportunities, particularly for strategic sites.
- Contribute to the development of the Greater Manchester Local Investment Plan 2 for 2011 with the other AGMA authorities and HCA.
- Participate in the Wigan Total Capital pilot.
- Develop solutions to address empty homes further

1.5.2 Quality

- Evaluate the success of the new private landlords accreditation scheme and Private Sector Leasing and establish ways to expand the services without overwhelming the resources available through Wigan Housing Solutions.
- Evaluate options with regard to reacting to neighbourhood decline/poor quality landlord activity
- Commission House Condition Survey/review approaches and begin to develop a new Private Sector Housing Strategy 2011.
- Look to maintain progress on renewal areas with reduced capital resources and to evaluate future options in light of Government policy and likely resources.
- Look at models which would enable retrofitting within the private sector to achieve higher standards of environmental performance.
- Implement further reforms within the area of disabled adaptations.
- Evaluate the impact and develop financial options within the HRA review, together with Wigan and Leigh Housing.

1.5.3 People

- Wigan borough still gets the highest number of presentations (per 1000 households) in Greater Manchester. Whilst affordability is a factor, there is also a contributing tradition amongst some communities that presenting as 'homeless' is perceived as a fast track to obtaining Council housing. We will need to extend the culture shift embedded in the 'prevention agenda' beyond service providers and out into the community.
- Homelessness and social exclusion remains a serious issue to be addressed amongst some particular groups that have long standing and complex needs. We need work with partners to develop better ways of addressing embedded issues within certain sectors of the community.
- Further progress needs to be made in the delivery of extra care accommodation to meet the needs of our growing elderly population, particularly the identification of funding opportunities and feasibility studies.
- Wigan borough remains a repossessions 'hot spot' nationally. The services available are very effective, but we need to do more to encourage people to get help early, shifting the emphasis of money and housing advice from a reactive approach to a pro-active one, as we have done with homelessness presentations.

2.0 Impacts (of achievements so far)

2.1 Equality & Diversity

2.1.1 An equality impact assessment was undertaken on the Housing Strategy in November 2009. Since then the identified gaps identified have been addressed through the following:

2.1.2 Gaps and Actions Identified

Equality Impact Assessment of the new allocations policy – An EIA has been undertaken for the new policy. Equality and diversity monitoring will be conducted once the policy has been operational for some time to ensure that positive outcomes are achieved for all groups within the community.

Monitoring of Wigan Housing Solutions to ensure fair access to their services – quarterly monitoring information includes equality and diversity data for applicants and tenants. A review of the publicity material will be undertaken this year to ensure fair access for clients with learning disabilities.

Post completion reviews for all new affordable and supported housing developments – Schemes due to complete from Sept 10. Reviews to be undertaken once occupied.

Analysis of provider equality data – To be addressed within the new RSL Partnership Agreements.

Evidence of the housing conditions of Eastern European Economic Migrants in the private rented sector. – A Databank has been developed by Leeds University and we are currently reviewing the data to establish gaps and actions at a local level.

2.1.3 We continue to test our assumptions and have also identified the following equality outcomes.

2.1.4 New social housing developments include a range of property types, including those suitable for larger families, including BME, the elderly and those with disabilities. Homes are built to Lifetime Homes Standards, meaning that they can be adapted easily to meet changing needs. A local lettings policy for new build developments has been developed, this aims to create more

sustainable communities through a better mix of residents. This also supports tackling overcrowding and worklessness.

- 2.1.5 Homelessness services actively target those people who are most likely to be disadvantaged in society, and during the recent economic downturn we have focused additional resources on repossession prevention work and advice for people on low incomes. The impact of this is that repossessions have fallen faster in Wigan borough than the national average.
- 2.1.6 Disabled people and people with medical problems are more at risk of homelessness than others, but the new Hospital Discharge Protocol will ensure that clients are referred for help with their housing situation at an earlier stage, enabling sustainable solutions to be explored.
- 2.1.7 The new contract for Domestic Abuse services will bring about an increase in the number of places available for women and children fleeing violence and a marked improvement in the quality of this provision.

2.2 Sustainability & Health

- 2.2.1 The improvement in housing conditions has a major effect on the long term health of residents. The Renewal Areas and Housing Assistance Policies are directed at improving conditions for the most vulnerable for example the elderly, those with illness and disability and young families. Renewal Area work is aimed at not only improving homes but also that of the neighbourhood, thus it contributes to creating more sustainable communities. This, together with investment by Wigan and Leigh Housing in achieving decency in the Council Stock, means that Wigan's housing conditions are better than the regional or national average.
- 2.2.2 Direct funding by the Council/attraction of Warm Front/ energy advice has dramatically improved the energy efficiency of homes in the private sector. Wigan and Leigh Housing are continuing to invest in the Council's stock and is prioritising the installation of new highly efficient boilers. They are also working with other authorities in Greater Manchester to develop new energy efficiency measures to homes in the social sector. This not only improves the sustainability of homes, by reducing CO₂ emissions, but also reduces fuel poverty and improves health. The addition of the AWARM referral scheme should also strengthen progress in this area.
- 2.2.3 The Homeless and Vulnerable Persons Team, work across Wigan borough with homeless people living in all forms of temporary accommodation, including providing a drop-in clinic daily at The Brick for rough sleepers. During 2009/10 the team carried out over 2300 health and social care needs assessments with homeless clients, which provided an access point to specialist services and some measurable outcomes. The range of services provided includes mental health assessments and linking clients in to substance misuse treatment; which are key areas around which individuals can construct their pathway back to settled housing, and popular courses covering issues such as nutrition, smoking and self care.
- 2.2.4 New social housing developments are being designed to meet Lifetime Homes and Code for Sustainable Homes level 3 as a minimum. This will mean that homes are more suited for a range of needs, are economic to run and are easily adapted in the future. New environmental technologies, such as solar panels, rainwater harvesting and smart meters are being installed in new social housing schemes. This will mean that new homes impact less on the environment.
- 2.2.5 We are working with colleagues in ERO to ensure that local residents and businesses benefit from the opportunities created through the construction of new affordable homes in the borough, for example through apprenticeship schemes, local advertising of vacancies and using local suppliers where possible. All Local authority and WALH new build schemes will provide training and employment opportunities for local residents.
- 2.2.6 A range of new support services for older people has been developed that focus on the health and wellbeing benefits of preventative low level services for older people, such as the assistive technology service, Active Living Team and the Health and Wellbeing Co-ordinator.

2.3 Resources & Value for Money

- 2.3.1 Working with our partners, Wigan has developed its reputation with the Homes and Communities Agency for being able to deliver affordable housing schemes. We have benefited from increased allocations in the National Affordable Housing Programme 2008-11 of almost £14m to date, through both Continuous Market Engagement bids and the new opportunities for ALMOs and Local Authorities to build new homes, funding in total around 270 units of accommodation. The investment by the HCA has been added to by RSL and private developer resources, as well as the Council's resources and prudential borrowing.
- 2.3.2 Over £2m of the grant funding from the Homes and Communities Agency has been allocated to RSLs to bring new build empty homes into use as affordable homes. This, when combined with RSLs own resources represents significant investment in new affordable housing whilst tackling empty homes.
- 2.3.3 The Council considers that investing land and capital into the provision of affordable homes offers good value for money. The Council has made resources available to support the delivery of affordable homes and land has been made available at nil value to support the delivery of 150 new homes in a number of locations across the borough. Land and capital to a value of £4.5m has resulted in schemes worth a total of £18.7m.
- 2.3.4 Much of the work on private sector housing is dependant on government funding. This is now diminishing and efforts to improve value for money are being made.

These include

- Major procurement savings in DFGs – 40% savings on shower and lift installations.
 - Move to the award of loans rather than grants
 - Looking to promote self help from owners and increasing advice role
- 2.3.5 Historically, homelessness services in Wigan have been underfunded. In the past homelessness was dealt with through re-housing via easy access into council accommodation, but as demand for accommodation has increased the focus has moved to the prevention of homelessness and dealing with the longer term issues that can exacerbate homelessness. Despite resources not keeping pace with the level of need, we have focused available resources on gaps in service and promoting better partnership working and sharing of good practice to maximise the impact. With the pending budget pressures it seems likely that there will be further pressures on existing homelessness services to demonstrate value for money. We will need to be more creative over how schemes are funded but there may be little scope remaining for further efficiencies within services and there is a real possibility that funding cuts could result in the loss some services.
- 2.3.6 In particular the Council's spending on temporary accommodation, and B&B in particular, has reduced significantly from £176,000 in 2005/6 to £25,000 in 2009/10 and is continuing to fall.
- 2.3.7 Funding of housing related support services and low level preventative services, via the Supporting People Programme, offers value for money, through savings in other areas, particularly for social and health care. A recent report by Cap-gemini, for CLG in preparation for current spending round demonstrated the value for money of the Supporting People Programme at a national level. A cost benefit tool developed within the report when applied to Wigan indicated that every pound spent on Supporting People services in the borough contributed an overall value of £1.80 (net value. £2.85 gross) compared with any other method of service delivery. In addition, the outcomes for service users contributed to greater independence and a lower likelihood of requiring enhanced care provision.

2.4 Learning points and good practice

- 2.4.1 The Council and Wigan and Leigh Housing are increasing their knowledge of the development process through their new build programmes. The partnership between the two organisations has proved particularly effective through sharing of staff resource, skills and knowledge.
- 2.4.2 The establishment of Wigan Housing Solutions offers services to private landlords and tenants. It improve standards within the private rented sector and helps make private renting a more attractive housing option to potential tenants, assisting in making better use of existing stock.
- 2.4.3 Wigan and Leigh's Health and Wellbeing Co-ordinator pilot in Atherton has proved to be a success. The Co-ordinator has built up good relations with a wide range of local services and groups, such as the Health Trainers, Active Living Team and Churches. She has had 36 referrals to the project as of March 2010 and has organised a range of events and activities for local residents. The pilot scheme has recently been extended to the Ashton area and a second member of staff is currently being recruited.
- 2.4.4 The AWARM referral system has now been adopted in the borough and referrals are increasing.
- 2.4.5 We have employed a Housing Policy Officer focusing on the needs of people with learning and other disabilities. There have been 'Advice and Information' drop in sessions 6 times a year. It has been aimed at, and publicised to, people with learning disabilities, their families, care and support providers, Social Work and other professionals. In 2009, 24 people attended the drop in sessions, they were carers or family members of someone with a Learning Disability and they used the session to talk about how to get housing, what the options are in Wigan, to complete applications forms for housing or benefits and to talk about the other issues like finding a co-tenant and mental capacity. Four Advice and Information leaflets have been developed, giving details of the most common housing options and a real life example of someone who has utilised that option. The leaflets cover Being a Tenant, Inheriting the Family Home, Shared Ownership and Extra Care Housing.

3.0 Changes in strategic / policy context

3.1 Local

3.1.1 Supported Housing

Wigan has traditionally been under-funded for projects commissioned by the Supporting People Team and it has been indicated that Area Based Grant funds can be made available to help optimise the borough's provision of supported accommodation. One of the most important gaps identified through consultation with our partners is a mechanism for clients to apply for and be allocated the most appropriate accommodation for their needs. At present each supported accommodation project deals with applications according to its own separate criteria, which means that clients may have to complete multiple paperwork and assessments and be placed on several waiting lists before obtaining whatever place becomes available first, which may not be the best option for them. A supported accommodation 'gateway' or 'hub' model could significantly reduce inefficiencies and ensure that client's needs are assessed holistically, with fairer outcomes and reduced inappropriate allocations.

3.1.2 Planning and regeneration

Wigan is continuing the development of its Local Development Framework (LDF) and published its Core Strategy Preferred Options for consultation in the summer of 2009. The aim of the LDF is to focus development into the areas where it is most needed and where it will create the most sustainable development. Following the consultation the Council is considering further evidence and is due to publish the Publication Draft by the end of 2010. It is hoped that the final Core Strategy will be adopted by autumn 2011.

Wigan has ambitions to transform the most deprived communities in the central area of the borough and has identified a number of large strategic sites that can offer the potential to develop housing and employment opportunities on a large scale. In order to drive regeneration and to maximise the potential of the Council's own assets in promoting investment, the Council is considering establishing a Regeneration Vehicle.

3.1.3 Health and Social Care

There has been a period of transformation within adult social care within the borough over the last year as the "Transforming Social Care" agenda is progressed. The new re-enablement model has been adopted and the Single Commissioning Agency for health and social care established from 1st April 2010.

3.2 Regional / Sub-regional

3.2.1 Activity within the Manchester City Region is continuing at a fast pace, with the new Greater Manchester Strategy and Greater Manchester Housing Strategy now published. In terms of the housing market the aim of the Greater Manchester Strategy is "Creating quality places to meet the needs of a competitive city region". There is a recognition that in many areas the housing on offer in Greater Manchester is often poor quality and of a similar type, for example, older terrace houses, social housing or poor or poorly managed private rented homes.

3.2.2 Therefore, in order to support the transformation of the economy a wider range of housing is needed and this must cater better for the changing needs of the population. The strategies recognise that in order to create vibrant communities, housing delivery needs to be planned along with infrastructure, schools, green space and employment opportunities. We will be participating in a number of pilot schemes being implemented across Greater Manchester including mortgage accessibility, private rented sector, public sector land and the Total Capital approach.

3.2.3 In support of this the AGMA authorities have signed its first "Local Investment Plan" with the Homes and Communities Agency (HCA), with the aim of aligning investment in housing and regeneration to the Greater Manchester priorities. It is hoped that investment streams will be combined to allow greater flexibility in how funding is used to meet local priorities, however, in 2010/11 the Local Investment Plan will cover the National Affordable Housing Programme funding. A ringfenced pot of £30m has been allocated and Expressions of Interest invited from partners working across the ten authorities. Successful schemes are expected to be announced by June 2010. Preparation of a second Local Investment Plan for 2011 onwards is currently underway. It aims to be more ambitious than the first plan and will set priorities for the next 3 to 5 years.

3.2.4 A new Regional Strategic Framework for Housing Support 2009 -2020 has been published and sets the vision;

"For vulnerable and socially excluded people to live happy and healthy lives, with access to the same opportunities as the rest of society through housing support that meets their individual needs, wherever they choose to live"

The framework highlights the wide ranging contributions that housing related support makes in promoting economic prosperity and social inclusion across the North West. It also emphasises that greater impacts can be achieved through health, social care, housing and other agencies working together.

3.3 National

- 3.3.1 The change of government following the May 2010 general election gives rise to some uncertainty about funding and policy priorities over the next few years. Given the fragile condition of the overall economy as it starts to recover from recession, and the need to repay the deficit caused by the massive bank bail-outs of late 2008, it is however expected that local government budgets will face significant cuts. Services may therefore have to manage to achieve more with less money, and our focus on preventing homelessness will need to explore earlier interventions, tackling the root causes of homelessness rather than merely patching up crisis situations. More than ever, efficiencies must be achieved by services working seamlessly together around common objectives and a clear vision.

4.0 Communications, feedback, consultation & involvement (including hard to reach groups)

4.1 Quantity

- 4.1.1 Resident and ward member consultation has been undertaken on all Council and ALMO new build proposals. This has led to revisions to the design prior to planning submission of schemes to address comments and concerns.
- 4.1.2 Tenants have been involved in selecting materials, colour schemes and fittings for new Council and ALMO homes.
- 4.1.3 Private developers, agents and RSLs have been consulted on the Strategic Housing Land Availability Assessment update 2009 and the affordable housing viability study.
- 4.1.4 Partners have been consulted during the drafting of the new Council Housing Allocations Scheme. Feedback received has led to changes to the policy, including more priority for statutory homeless cases, to better tackle anti social behaviour and breach of tenancy by applicants and measures to address under- occupation and overcrowding.
- 4.1.5 A new advisory leaflet to owners of empty homes has been produced and is now sent out to all empty homes after 6 months.

4.2 Quality

- 4.2.1 Community consultation in renewal areas
- 4.2.2 Private Sector Landlords forum has been re-launched and will now meet twice a year, this offers an opportunity to discuss issues and consult with private landlords in the borough.
- 4.2.3 An Affordable Warmth event was held in February, where a wide range of agencies came together to discuss best practice and new initiatives in tackling fuel poverty.
- 4.2.4 Participation in the Leigh Neighbours project, including attendance at residents meetings to discuss measures to improve private rented homes in the area.

4.3 People

- 4.3.1 The annual SHIP (Sheltered Housing and Information Partnership) event was held at Formby Hall, Atherton on 3rd June 2009. The event was well attended by the public and offered an opportunity for socialising whilst finding out about a wide range of services for older people. The event was organised by a partnership including Housing Strategy, Adult Services and Housing providers.
- 4.3.2 The Older Persons On Line Directory was launched on the Council's web site, featuring a range of information on services, groups and events for older people.
- 4.3.3 A series of consultation events with local residents were held during September and

October, organised by Supporting People and Housing Strategy. The events were attended by a number of individuals and groups representing older people, including disabled and BME older people, and the aim of the consultation was to find out what older people think of current services, where they find information on services and what services they would want in the future.

- 4.3.4 The Wigan Homelessness Forum consists of over 20 organisations providing services to people at risk of homelessness and meets quarterly to share information and best practice. The meeting of 24/03/10 was especially focussed on the Homelessness Strategy Review and the need to refresh the Action Plan. Three work groups discussed objectives, priorities and potential barriers around the themes of:
- Clients with complex needs and/or chaotic lifestyles
 - Preventing youth homelessness and access to supported accommodation
- Prevention repossessions and housing options in the private sector

5.0 Risk Register

	Risk/threat	Consequence	Impact	Probability	Control/mitigation	Reduction in risk
Quantity						
5.1	Delay/ challenge to the implementation of the LDF and SPDs.	Outdated planning policy framework. Reduced ability to deliver housing priorities.	M	M	Early drafting of new housing policies within LDF timetable. Ensure that Viability Assessment feeds into policy. Close liaison between Housing Strategy and Planning Policy.	L
5.2	Continued recession. Lack of private finance/ investment by private developers.	Continued risk to housing delivery. Reduced affordable housing delivered.	H	M	Issue clear guidance notes on approach to viability and securing affordable housing contributions. Regular liaison with private developers, HCA and RSL partners to seek solutions. Regeneration Agency proposed. Discussions at AGMA level?	M
5.3	Reduced public sector investment by HCA etc. Single Conversation	Reduced ability to deliver affordable housing and regeneration schemes.	H	H	Establish clear investment priorities, linked to Wigan Prospectus and AGMA priorities. Explore ways of maximising alternative sources of funding/ assets including the formation of the Regeneration Agency.	M
5.4	New Government policy changes to planning and affordable housing.	Unclear policy framework. Changes to priorities/ direction.	H	H	Keep up to date with proposals via housing press/ websites. Discuss and evaluate impacts.	M
5.5	Negative impact of new Council Housing Allocations scheme.	Unable to demonstrate its effectiveness in better allocating homes.	H	L	Quarterly monitoring of allocations and nominations to be undertaken.	L
5.6	Continued recession. Lack of demand in the market/ lack of mortgage lending	Unallocated affordable housing units. Risk to future schemes/ funding. Homes	M	M	Up to date market and needs info. Work on new models and lender support (within AGMA). Close	L

	don't meet needs			monitoring of delivery. Post completion reviews		
5.7	Substantial/ rapid rise in the housing market	Sharp rise in affordability problems and housing need. Meet need for increased affordable housing delivery.	M	L	Formulate flexible policy and guidance. Continued viability assessments of developments. Flexible S106 agreements developed that can respond to market changes through phasing and profit share	L
5.8	Increase in empty homes	Increase in complaints and impact on neighbourhood satisfaction. Likely increase in housing needs.	M	M	Better intelligence and monitoring of empty homes. Pro-actively encourage owners to bring back into use. Enforcement actions.	L
5.9	New strategic priorities set by sub regional agenda and pilots do not align with local priorities/ needs.	Impact on local affordable housing priorities, may not fit sub regionally. Competition for funding with other AGMA authorities.	H	M	Ensure that we are fully involved in shaping the policy and funding direction within AGMA. Work with partners to maximise opportunities for investment in Wigan.	M
Quality						
5.10	Design and environmental standards reduced due to financial pressures (new build and retrofit)	Impact on climate change/ CO2. Impact on addressing fuel poverty. Poor quality environments. Impact on health.	M	M	Develop robust environmental policies, (Planning, Affordable Warmth). Support funding for schemes that achieve CSH level 3 minimum. Encourage learning and sharing of good practice between developers and RSLs	L
5.11	Review of HRA – impact on long term financial viability	Unclear at this stage, possible reduction in investment in Council properties, changes to L/L service provided	H	M	Full analysis of proposals being undertaken	M
5.12	Little increase to accredited landlords/ private sector leasing scheme properties	Poor quality private rented sector properties/ management. Less able to meet housing needs in PRS.	M	M	Promote benefits with local landlords. Divert resources from WHS to stimulate interest.	L
5.13	Reduced public sector funding for	Reduced or uncompleted	H	H	Seek improved value for money.	M

	capital schemes/ regeneration	regeneration works. Poor quality housing and neighbourhoods. Unable to meet needs for adaptations from disabled residents. Longer waiting lists.			Seek alternative private funding/ funding models. Look to further review policies and aim at high profile/low cost activity	
5.14	Unable to quantify impact of projects/ interventions within neighbourhoods.	Unsure whether interventions are meeting needs, improving lives/ neighbourhoods. Unsure if offer value for money.	L	M	Agree framework for impact assessment/ post completion assessments	L
5.15	New Stock Condition Survey identifies changed problems	Additional resources/ new actions required	M	M	Strategy will be reviewed as part of the condition survey process	L
5.16	Change in Government policy on regulation and inspection of housing providers.	Changes to role of TSA/ HCA and Audit Commission. Possible new role/ responsibilities for Local Authority	H	H	Closely monitor emerging Government announcements. Discuss with providers and other bodies to ensure appropriate response.	M
People						
5.17	Lack of high level support to deliver supported housing schemes such as extra care and direct access hostel.	Lack of provision of specialist accommodation. Financial impact on more acute services.	M	M	Meet with strategic partners. Discuss with HCA. Consider alternative models. Review provision of existing accommodation	L
5.18	Delay/ challenge to the introduction of new older persons support model	Unable to respond to changing needs of older people. Financial impact to Supporting People budget.	L	M	Early communication and consultation with key stakeholders. Demonstrate value for money of services.	L
5.19	Lack of capital funding from HCA for supported housing schemes	Lack of suitable provision. Pressure on existing services, financial implications.	H	H	Early discussion with HCA over future investment priorities. Seek VFM and alternative funding sources.	M
5.20	Continued recession that impacts on repossession, including for investors.	Increase in empty homes. Increase in homelessness. More demand for advice services.	M	H	Develop advice and assistance available, work with lenders	L

5.21	Improvement in market conditions	Lenders more likely to take repossession actions. Increase in homelessness and pressure on advice services.	M	M	Closely monitor lender actions and advice services.	L
5.22	Cut in government funding to the Supporting People budget and/or Homelessness Grant	Existing services may have to be curtailed and new services planned will not proceed.	H	H	Look for ways to offer greater efficiency and demonstrate value for money. Consider alternative funding models.	M
5.23	Changes/ reductions to Adult Social Care funding through the "Transforming Social Care" agenda and the formation of the Single Commissioning Agency and public sector funding cuts.	Lack of financial support to vulnerable and disabled people. Loss/ reduction to services.	H	M	Close liaison with the Single Commissioning Agency to ensure that priorities are aligned and offer greater efficiencies.	L
5.24	Changes to Government policies on homelessness and supported housing	Changes to strategic priorities. Changes to funding/ commissioning priorities.	H	H	Closely monitor emerging government announcements. Develop flexibility within policy options including alternative funding models/ exit strategies.	M
5.25	Reduction in staff/ budget within the housing strategy team	Reduced capacity to identify and tackle issues.	H	M	Demonstrate value for money. Demonstrate meeting needs. Demonstrate contributions to wider priorities. Re-align work-plan	L

6.0 Refreshed Housing Strategy Action Plan for 2010/11

Strategic Objectives

Theme 1 – Quantity

1. Ensure that the LDF and housing SPDs support sustainable housing development
2. Work with housing developers and providers to deliver the types of housing needed to meet the needs of the borough
3. Work in partnership with developers, Registered Social Landlords and the Homes and Communities Agency to maximise the delivery of affordable housing
4. Support developers during the recession to minimise the impact and to prepare for recovery
5. Develop a strategy to reduce empty homes in the borough

Theme 2 – Quality

6. Ensure high standards of design and environmental performance in new developments and regeneration schemes
7. Target action in Housing Renewal Areas linked to wider regeneration strategies
8. Continue investment in social rented stock to maintain decency standards
9. Develop a range of services and support for private sector landlords
10. Support the development of a multi agency Affordable Warmth Strategy
11. Support the development of the PACT neighbourhood management approach to tackling local issues
12. Improve decency, accessibility and safety in the home for elderly, disabled and other vulnerable residents

Theme 3 – People

13. Support the implementation of the Supporting People Commissioning Framework and ensure that capital investment supports its priorities
14. Develop new housing and support models for vulnerable groups
15. Improve housing options advice and information
16. Support the development of a holistic advice network for the borough
17. Target intervention with those most at risk of homelessness
18. Work to minimise the impact of the recession, particularly on repossessions and homelessness

Theme 1- Quantity

Increase the overall supply of affordable housing to meet the needs of all its residents and the local economy

High Level Performance Indicator	Baseline Performance (2006/07)	2008/09 outturn	2009/10 outturn	2010/11 target
Number of net homes provided (NI154) (SHI1)	1105	780	433 (target 400 renegotiated)	600 (Renegotiated with GONW)
Supporting Indicators				
Number of affordable homes delivered (NI155) (SHI2)	1	38	42 (Target 85)	165 (revised target)
Number of additional affordable lettings (LAA local)	197	264	311 (Target 400)	530
Percentage of private sector homes empty for more than 6 months (SHI6)	2.17%	2.56%	TBA (Target 2.50%)	2.40%
Number of empty homes returned to use or demolished (LAA local)	56	64	1525 (Target 2500)	6120
Percentage of homes built on previously developed land (RSS target)	N/A	87.3%	91.5% (Target 80%)	80%

- Outcomes by 2011**
- To meet the RSS target for housing delivery in the borough
 - To continue to meet target for 80% of new homes to be built on previously developed land
 - To deliver an additional 530 additional affordable homes (cumulative by 2010/11)
 - To have brought 160 empty homes back into use
 - All affordable homes are built to a minimum standard of Code For Sustainable Homes Level 3 regardless of how they are provided/ funded
 - Maintain a sufficient housing land supply to meet the borough's RSS residual housing targets within the plan period

Strategic Objectives	Action	Lead/ Partners	Milestones		Funding
			Achieved 2009/10	Planned 2010/11	
1,6,7,12	Develop the LDF Core Strategy and Housing SPDs	Planning Policy/ Housing Strategy	<ul style="list-style-type: none"> 1. Consultation on Core Strategy preferred options and core principles (June 09) 2. Publication of final SHLAA 2009 following consultation (Mar 10) 3. Delivery brief for Viability Study for affordable housing and infrastructure developed and commission given to District Valuer, due to be completed May 10. 	<ul style="list-style-type: none"> 1. Publication Draft LDF Core Strategy (Dec 2010) 2. Adoption of LDF (Autumn 2011) 3. Consultation and publication of SHLAA 2010 (July 10) 4. Following completion of Viability Study review Affordable Housing Planning Policy. (Aug 10) 	Planning Policy Budget/ Housing Strategy Budget
2, 3, 4, 6,7,12,13	Review the Affordable Housing Strategy	Housing Strategy/ Planning Policy	Actions delayed pending the completion of the Viability Study and review of the Affordable Housing Planning Policy.	<ul style="list-style-type: none"> 1. Evidence collated and consultation carried out (Nov '10) 2. Draft produced (Jan 11) 3. Updated strategy produced and targets revised (Apr 11) 	Housing Strategy Budget
2,3,6,7,12, 13, 14	Deliver investment in affordable homes via the HCA's NAHP 2008-11	Housing Strategy/ HCA/ providers/ AGMA.	<ul style="list-style-type: none"> 1. Durham Street development on site and due for completion from Autumn 2010 2. HCA funding secured for Hope St Windermere Gardens 3. WALH and Local Authority bids developed (see below) 4. Bids submitted for AGMA/HCA bidding round 2010/11 	<ul style="list-style-type: none"> 1. Completion of Durham St (Sept 10 – Jan 11) 2. Completion of Hope Street and The Avenue (Sept 10) 3. Maximise take up of HomeBuy Direct units (Sept 10) 4. Ensure delivery of any approved AGMA/HCA bids (March 11) 	Homes and Communities Agency Grant plus other finance.

2,3,6,7,8,1 2 13,14	Delivery of Wigan and Leigh Housing New Build Business Plan	WALH/ Housing Strategy	1. Start on site at Kay Close achieved (Nov 09) 2. Development programme reviewed and now includes acting as the Council's development partner. 3. Bids submitted for AGMA/HCA bidding round 2010/11	1. Completion of Kay Close development (Feb 11) 2. Support further bids where business case demonstrated.	Homes and Communities grant funding, Council capital contribution plus other finance
1,2 ,3 ,4,6,7,12	Maximise affordable housing provision via planning obligations, particularly during the housing downturn.	Housing Strategy/ Planning Policy/ Development Control/ developers	1. Negotiations ongoing with developers but delivery of units stalled due to the continued recession.	1. Increased number of approved applications with affordable housing obligations. 2. Update Affordable Housing Guidance Note for developers (Apr 11)	S106 contributions
1,2,3,4,6,7 ,12,14	Identify opportunities to provide a range of housing to meet needs within strategic development sites.	Planning Policy/ Housing Strategy/ ERO/ HCA/ AGMA	1. Masterplan for North Leigh finalised.	1. Continue input into masterplans for strategic sites. 2. Contribute to the completion of the Wigan Regeneration Prospectus (Sept 10)	HCA grant funding, Council capital/ land contributions plus other finance
1,2,3,4,6,7 ,12, 14	Explore opportunities for the Council to deliver new housing development using its own assets, including the development of a Local Delivery vehicle.	Housing Strategy/ ERO/ Other Council departments/ WALH/ AGMA	1. Bids approved under the HCA LA bidding round. Delivery of 49 units on 3 sites in Council ownership. 2. Feasibility study commissioned by ERO on options for Regeneration Delivery Vehicle. 3. Active contribution to the development of AGMA investment priorities through the Local Investment Plan.	1. Completion of Etherstone St Scheme (Sept 10) 2. Completion of Windsor Ave scheme (Nov 10) 3. Achieve planning approval and SOS at The Orchards (Aug 10) 4. Explore opportunities to deliver on strategic sites. 5. Actively contribute to the development of the AGMA Local Investment Plan 2011.	HCA grant funding, Council capital/ land contributions plus other finance

				<p>6. Actively contribute to the development of the Regeneration Delivery Vehicle.</p> <p>7. Contribute to the Total Capital pilot in Wigan.</p> <p>8. Contribute to the GM Housing Strategy workstreams.</p>	
2,3,4,5,6,7,12,14	Work up priority bids for investment in 2011 NAHP bidding round in liaison with HCA and providers	Housing Strategy/ HCA/ providers/ AGMA	1. Early discussions held regarding priority sites including strategic sites for investment.	<p>1. Agree priority sites and hold discussions with HCA/ AGMA</p> <p>2. Identify partners</p> <p>3. Bids submitted (autumn 10)</p>	HCA grant funding, Council capital/ land contributions plus other finance
2,3,4,5,7,14	Develop robust and current evidence base in relation to the local housing market	Housing Strategy	<p>1. Key indicator set agreed</p> <p>2. Quarterly market update reports produced for Q1 and Q2 of 2009/10</p>	<p>1. Continue to publish quarterly updates.</p> <p>2. Consider if Township level data can be developed (Dec 10)</p>	Housing Strategy Budget
3,5,7,9,10,11,12,18	Develop an Empty Homes Strategy and Action Plan	Housing Strategy	1 Research undertaken and strategy produced (Mar 10)	<p>1. Implement the risk assessment and information system for all empty homes (Dec '10)</p> <p>2. Review empty homes initiatives to assess effectiveness (April '11)</p>	<p>Housing Strategy Budget</p> <p>Private Sector Housing Capital Allocation</p>

Theme 2 – Quality

Strengthen our weaker housing markets by increasing the choice and quality of the housing offer in these localities				
High Level Performance Indicator	Baseline Performance (2006/07)	2008/09 outturn	2009/10 Outturn	2010/11 target
Percentage of non decent Council homes (NI158) (SHI3)	15.9%	5%	3% (Target 3%)	2%
Supporting Indicators				
Local Authority tenant satisfaction with Landlord services (NI160)	83.5%	87%	87% (Target 87%)	87%
Number of non decent homes belonging to vulnerable owner occupiers made decent (LAA local)	101	80	70 (Target 80)	80
Percentage of private sector stock having Cat 1 hazard under HHSRS (SHI4)	N/A	N/A	Baseline to be set following 2010 Private Sector Stock Condition Survey	
Average SAP rating of private sector housing (SHI5)	56	60	60 (Target 62)	64
Percentage of households on income related benefits in fuel poverty (NI187)	N/A	5.11%	3.80% (Target 5.05%)	5.00%
Outcomes by 2011				
To have 50 landlords accredited under the new Landlords Accreditation Scheme by 2011				
To have 150 private rented properties managed or leased through Wigan Housing Solutions by 2011				
To have improved 460 homes in housing renewal areas				
To have carried out adaptations to 7600 homes occupied by elderly and disabled residents				
A multi agency Affordable Warmth Strategy is in place by 2010				

Strategic Objectives	Action	Lead/ Partners	Actions/ milestones		Funding
			2009/10	2010/11	
3, 4,5,6, 7,9,11,12, 17,18	Revise the Private Sector Housing Strategy to reflect new priorities	Private Sector Housing Team	1. New Private Sector Housing Assistance Policy approved. 2. Housing Renewal activities reviewed and new renewal area declared at Plank Lane, Leigh. 3. Enforcement works prioritised with additional staff	1. Undertake a Stock Condition Survey (April 11) 2. Develop a new Private Sector Housing Strategy (June 11) 3. Develop retrofitting opportunities in the private sector (June 11)	Private Sector Housing Budget/ Capital allocation
2,5,7,9,11, 12	Review the Council's enforcement measures with regards to private sector landlords.	Private Sector Housing Team		1. Evaluate/ review all enforcement measures against private sector landlords	Private Sector Housing Budget
8,12	Continued investment in WALH stock to maintain current decency levels. Also focus on decency in other social rented stock.	Housing Strategy/ WALH	1. ALMO decency investment programme nearing completion. 2. Stock condition survey completed, 2% non decency.	1. New investment programme underway tackling additional energy efficiency measures. 2. Benchmark Decency activity by RSLs through the new Partnership Agreements. (Dec '10) 3. Seek new partnerships to deliver energy efficiency/ generation measures (April '11)	HRA resources and Major Repairs Allowance RSL resources
2,4,5,7,9, 11,12,18	Development of Wigan Housing Solutions, offering management and leasing services to private landlords	Housing Strategy/ CAB/ Wigan Housing Solutions	1. WHS established (May 09) 2. SLA in place and regularly monitored	1. Evaluation of project contained in SLA (June 10) 2. Evaluate financial support and performance to establish future requirements (Mar 11) 3. WHS aspire to be self	Homelessness Directorate Monies, Housing Strategy Budget, Spark Challenge funding.

				financing by April 2011	
4,7,9,11,12 18	Re-launch of landlords accreditation scheme	Housing Strategy	1. Basic Accreditation Scheme established and number of LL increasing.	1, Consider future benefits to be added to scheme (Mar '11). 2. Look at establishing links to GM A List scheme and private rented pilot scheme. 3. Explore options for accreditation of lettings agents.	Housing Strategy Budget
4,7,9,11,12 18	Develop LL Forum with Wigan landlords to offer support and networking opportunities private landlords	Housing Strategy	1. New LL Forum established and first meeting held in February 10.	1. LL Forum meet bi-annually and increase attendance.	Housing Strategy Budget
8,11,12,15 ,16,17,18	Ensure that Wigan and Leigh Housing deliver high quality services	Housing Strategy/ WALH	1. WALH management contract extended. 1. Quarterly performance data and annual meetings.	1. Quarterly performance data and annual meetings 2. Timely Board and Cabinet reports submitted Various 3. Review WALH housing management and housing options and advice contract (Sept 10))	Housing Strategy Budget
6,10,12	Develop fuel poverty initiatives	Housing Strategy/ Private Sector Housing/ PCT/ third sector	1. AWARM scheme launched successfully. 2. Funding secured for new Affordable Warmth Officer	1. Evaluate impact of initiatives in light of Stock Condition Survey 2. Identify gaps in service provision. 3. Launch multi agency Affordable Warmth Strategy.	?

2,3,5,7,9, 11,12, 15	Further develop links between housing initiatives and the PACT process	Housing Strategy/ Private Sector Housing/ PACT team/ Providers/ third sector.	1. Provision of funding for neighbourhood initiatives such as alley gating. 2. Leigh Neighbours project established in hot spot area and additional CLG funding secured.	1. Continue Leigh Neighbours project. 2. Contribute to cross cutting teams identifying hot spots of activity.	Housing Capital Allocation/ WALH resources/ other resources
3, 5, 6, 8, 10, 11, 12, 13, 14,15,16, 17, 18	Ensure new Tenant Services Authority regulatory framework requirements are adopted and develop "Local Offer"	Housing Strategy/ RSLs/ WALH/ TSA		1. Review and respond to the emerging regulation and inspection policy from central Government.	Housing Strategy Budget
2, 3, 5, 6,7,8, 10,11,12, 14, 15, 16,17, 18	Develop Partnership Agreements with all RSL partners setting out clear strategic priorities, management and performance standards.	Housing Strategy/ RSLs/ WALH		1. Establish a Social Housing Working Group within the Housing Partnership (July '10) 2. Develop a Partnership Agreement document for adoption by all providers. (Dec '10)	Housing Strategy Budget

Theme 3 - People

To better meet the needs of vulnerable and homeless people by investing in better prevention and support services				
High Level Performance Indicator	Baseline Performance (2006/07)	2008/09 outturn	2009/10 Outturn	2010/11 target
Number of households living in temporary accommodation (NI156) (SHI8)	65	59	22 (Target 30)	19
Supporting Indicators				
Percentage of households whose homelessness is prevented or relieved through positive action (LAA local)	N/A	43.8%	76% (Target 45%)	50%
Number of vulnerable people achieving independent living (NI141)	81.8%	84.1%	84.5% (Target 79.0%)	83.6%
Number of vulnerable people who are supported to maintain independent living (NI142)	98.6%	98.2%	97.7% (Target 98.7%)	98.8%
Net additional housing support services provided (SHI7)	N/A	202 units	452 (Target 700)	495
Percentage of social tenants of working age in work, education or training (SHI9)	N/A	32.25%	32.25% (Target 32.25%)	35%
Outcomes by 2011				
To end the use of B&B accommodation for 16 and 17 year olds and, for all other groups, in all but exceptional circumstances, and even then for no longer than 6 weeks (by 31 st December 2010)				
To meet the Government/ LAA target on use of temporary accommodation (by 31 st December 2010)				
Transformation of housing and support services for older people has been completed				
A borough wide advice strategy has been developed that adopts a holistic approach to advice				

Strategic Objectives	Action	Lead/ Partners	Action/ Milestones		Funding
			2009/10	2010/11	
13,15	Develop allocations policies that offer choice and promote better use of existing accommodation	Housing Strategy/ providers/ Supporting People	<ol style="list-style-type: none"> 1. Council allocations review completed and new policy approved. 2. Overcrowding Pathfinder Action Plan implemented. 3. Regional Choice Based Lettings scheme, Pinpoint, launched. 3. Temporary accommodation reduction strategy underway. 	<ol style="list-style-type: none"> 1. Continue overcrowding action plan (Mar 11) 2. Implement Local Lettings Policies for New Build homes, Worklessness and others as identified (Sept 10). 3. Launch new Council allocations scheme after IT set up (Oct 10) 4. Monitor impact of new allocations scheme (Mar 11) 	Housing Strategy Budget
9,11,12,13,14,15,16,17,18	Review all published information on access to general needs and specialist accommodation in all tenures	Housing Strategy/ providers	<ol style="list-style-type: none"> 1. Review of all paper information completed and gaps identified. 	<ol style="list-style-type: none"> 1. Prioritise filling gaps and ensure consistent info available. 2. Consider responsibilities as part of WALH housing options and advice contract review (Sept 10). 	Housing Strategy Budget
9,11,13,14,15,16,17,18	Develop comprehensive housing options information on the Housing Strategy web pages	Housing Strategy	<ol style="list-style-type: none"> 1. Mapping of info on web pages carried out. 2. Basic housing options information available. 	<ol style="list-style-type: none"> 1. Prioritise filling gaps and ensure consistent info available. 2. Consider responsibilities as part of WALH housing options and advice contract review (Sept 10). 	Housing Strategy Budget
2,3,13,14,15	Develop opportunities for new provision of specialist accommodation for older people	Housing Strategy/ Supporting People/ Adult Services providers/ developers	<ol style="list-style-type: none"> 1. S106 for Belong Atherton completed and 4 affordable extra care units secured. 2. Construction begun. 3. Bid for extension of Eliot Gardens submitted to HCA/ AGMA 	<ol style="list-style-type: none"> 1. Belong Atherton completed (Mar 11) 2. Develop new Older persons Extra Care Housing Strategy (Mar '11) 3. Develop extra care bid for NAHP 11 bidding round (Dec '10) 4. Ensure delivery of Eliot Gardens extension if 	CLS own finance including S106 contributions/ NAHP grant

				funding secured (Sept 11).	
13,14,15	Develop new models of support for older people including the new model for sheltered housing services.	Supporting People / Housing Strategy/ Adult Services/ providers	1. Expansion of community alarms achieved. 2. New specs for "foundation level" and "enhanced level" support for sheltered accommodation finalised. 3. Commissioning of new health and wellbeing pilot schemes.	1. Ensure that all providers adopt the new service models in sheltered accommodation in 2010/11 9Mar '11). 2. Evaluate success of pilot schemes (Mar '11)	Supporting People Funding
2,3,13,14,15	Implement recommendations from AGMA Gypsy and Traveller Accommodation Needs Assessment	Housing Strategy/ Planning Policy	1. Potential site viability assessments begun but not completed.	1. Complete site viability assessment and identify new sites. 2. Review management arrangement at Bickershaw Site.	Housing Strategy budget Grant funding to bring new sites online.
2,9,11,13,14,15,16,17,18	Launch WARM Strategy and Implement Action Plan	Housing Strategy/ other Council departments/ other agencies	1. WARM strategy launched 2. Strategy under review.	3. Review completed.	General Fund Working neighbourhoods Fund
13,14,15,16,17,18	Tackle the causes of homelessness and continue to promote a pro-active approach to prevention.	Housing Strategy/ Supporting People/ providers/ other agencies	1. Prevention agenda embedded across agencies. 2. Prevention figures improved throughout year. 3. Good progress in tackling repossessions	1. Develop a new action plan tackling the difficult to solve homeless cases, involving domestic violence, young people and complex needs. 2. Continue to support the development of a borough wide advice strategy.	Homelessness Directorate, B&B budget, PSL budget, Supporting People, miscellaneous income generated / funding bids
13,14,17,18	Improve the range of support available to those who are at risk of homelessness and make best use of existing provision	Supporting People/ Housing Strategy/ providers	1. Potential sites identified for Recycling Lives/ emergency access accommodation but none secured yet. 2. Supported lodgings for young people stalled due to lack of resource in CYPS.	1. Recycling Lives scheme on hold due to lack of financial resource. 2. Complete move/ improvements to domestic violence support services (Sept '10). 3. implement "move on	Supporting People Funding/ Homelessness Directorate/ HCA NAHP/ Providers own resources.

			<p>3. New floating support service for substance misuse and rough sleepers launched at the Brick.</p> <p>3. New accommodation secured and improved support service for domestic violence.</p>	<p>plans protocol" across all supported housing (June '10).</p> <p>4. Complete strategic review of temporary accommodation (Sept '10)</p>	
6, 12,15,17	Improve adaptations services and achieve better value for money	Private Sector Housing /Adult Services	1. New procurement pilot underway for showers and stair lifts.	1. Implement the findings of the Council's fundamental review of the Adaptations Service (Aril '11).	Disabled Facility Grant funding
2,3,11,14,15,16,17,18	Consider options to link accommodation and support for offenders with the Worklessness and Homelessness agendas	Housing Strategy/ ERO/ providers	<p>1. Project for PPOs developed through Working Neighbourhoods Fund.</p> <p>2. Catch 22 developing project linked to Young Offenders</p> <p>3. DAT housing worker</p>	1. Evaluate projects.	Homelessness Directorate Funding Working Neighbourhoods Fund

Appendices

None