



This is an Open Report

Report to: Community Protection Panel

Date: 21 January 2008

Subject: Housing Strategy / HRA Business Plan Progress Report

Report of: Director of Environmental Services

Contact officer: Mr Peter Layland Telephone: 01942 828983

Purpose/summary: To report progress on the Housing Strategy / HRA Business Plan

Alternative options considered and reason for selecting the one recommended: None, this is a progress report based on agreed strategy

Recommendation/decision: To note progress

Financial:	None at this stage
Staffing:	None
Policy:	Continues current strategies
Equal Opportunities - has a Diversity Impact Assessment been conducted?	Report includes progress on equality issues
Wards affected:	All

Property Implications – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?

No

If yes have the property implications been agreed with the Corporate Property officer?

Does this proposal have significant implications for the Council and the local population?

A full diversity impact assessment has been undertaken and is attached as an appendix to this report.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

It reports the continuation and implementation of current strategies and sets out

timescales for the development of new strategies

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **N/A**

Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council's budget? **N/A**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

* delete which applicable

For Cabinet reports only:

Categorisation of the report:	x
Discussion leading to a decision	
Monitoring	
Sharing for corporate understanding	

Discussion	
Decision	
Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
CPP 21/1/08			

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Document	Date	File Reference	Place of Inspection
Housing Strategy	Nov 2003		Gateway House

Proper Officer M. Kimber

Date 2.1.08

1. Background

- 1.1 The Housing Strategy and HRA Business Plan were submitted to Government in 2003 and awarded “Fit for Purpose” at the end of that year. As part of this status the documents were designed to last until the end of 2007 without significant change. However due to major variations in the local housing situation both documents were fundamentally revised in 2005/06. This featured an increased concern with housing affordability and on balancing housing markets.
- 1.2 Both documents have now run for five years and would normally be subject of newly developed strategies. However it was agreed by Cabinet (in March 2007) to delay these reviews in light of the results of the local Housing Needs Survey (expected March/April 2008) and the AGMA work on Strategic Housing Market Assessments (expected May 2008) The latter being the basis of the development of a Sub Regional approach to housing. This delay will also allow a review of our approaches in light of changes in Government policy (New Housing & Regeneration Bill – Spring 2008).
- 1.3 This report seeks to achieve two distinct tasks. Firstly to evaluate the progress made in housing over the five year life of the current strategies. Secondly to set out the action plans for the coming year and the process by which the new strategies will be developed during 2008.

2 Progress: - Housing Strategy

- 2.1 The progress on the Housing Strategy Action Plan has been monitored on a six month basis throughout the 5 year period. The latest position against the Action Plans is set out in Appendix 1. These reports have consistently shown good progress against planned actions. This includes:-
 - Progress on the Older Persons Housing Strategy
 - Implementation of measures to increase affordable housing supply including choice based lettings, RSL nominator agreements etc
 - Good implementation of investment programmes in both the public and private sectors
 - Improvements in energy efficiency of homes
 - Improvements in the service provided by Wigan and Leigh Housing
 - Good satisfactory levels
 - Expansion of services for homelessness/vulnerable people.
- 2.2 Areas of more limited progress have involved attempts to reduce homelessness and reduce housing shortages. This is largely due to the major changes in the local housing market and the scale of these trends. Both have attracted significant attention in terms of strategies and resources in these services.
- 2.3 However given the Housing Strategy has been in place for five years, the real evaluation of its performance comes in on assessment of outcomes rather than activity. In order to do this the report looks to firstly report on the SMART targets set out in the strategy and secondly to compare the housing position at the start of the strategy and the current situation.

2.4 The Housing Strategy contains twenty one SMART targets upon which performance against the Strategic Aim of “An affordable home for all within a desirable community” can be judged. These along with an evaluation of whether these targets have been met are set out in Appendix 2.

2.5 Appendix 2 shows the following performance.

Strategy Theme	Target fully achieved	Target partly achieved	Target not achieved
People/Choice	5	3	1
Quality Homes	7	0	0
Neighbourhoods	3	1	1

2.6 In terms of progress the most solid achievements have occurred in improving the quality of homes in the borough. These reflect the dramatic improvements in housing conditions both within the Council and the Private Sector. This is enhanced by good progress in energy efficiency and most importantly in resident satisfaction with these improvement works.

2.7 The picture within the area of People and Choice is in little more mixed. However good performance has occurred in meeting equality standards, in maximising the use of existing affordable housing and in helping the older people maintain their own homes. More limited progress has been made in homelessness and we continue to have high levels compared with the national position. Despite this progress has been made in reducing overall numbers, in reducing bed and breakfast and in helping to prevent homelessness. The area which has worsened is in the use of temporary accommodation. This is due to shortages of social housing but in comparison with other Councils we are still relatively low users of this accommodation.

2.8 Within the neighbourhood theme, the borough is still considered to have a relatively balanced housing market. Certain of the targets are hard to determine due to changes in government definitions but a narrow failure was within the level of empty homes in the private sector (2.17% against the 2.1%)

3 Comparison in Wigan’s housing situation 2002 – 2007

3.1 A comparison has been made between the boroughs housing situation in 2002 compared with 2007 and this is contained in Appendix 3. It shows that dramatic changes have occurred since 2002, which have in some areas transformed the nature of the issues faced.

3.2 For example it shows

- Dramatic improvements in both overall housing standards and in the energy efficiency in both the public and private housing stock
- The growing demand for housing largely driven by the growth in the number of households wanting housing. This reflects the relatively

favourable economic position over this period and is a pattern repeated across the sub region.

- The changing tenure patterns with the proportion of social housing reducing, but a significant rise in levels of private renting driven by the buy to let boom
- The dramatic change in the housing market moving from a position of surplus to one of shortage, making almost all housing sought after.
- The above point is shown by the major increases in the values of homes making access to owner-occupation far more difficult. This reflected in the affordability ratio rising from 2.82 to 5.45 over this period.
- Within affordable housing, shortages in socially rented housing are manifest by the reduced number being available per year, the high level of homelessness and the dramatic drop in the proportion of the Council stock having low demand problems.
- There are continued variations in the performance of different townships housing markets and their housing profile at times helps to reinforce social deprivation
- Finally the comparison also shows that housing has performed well within the Comprehensive Performance Assessment scoring a high three or four (highest rating) consistently over the whole five years.

3.3 In overall terms these comparisons show that the Housing Strategy has met most of its aims over its five year life. Excellent performance in such problem areas as housing standards has transformed the borough from having relatively average levels of decency / fitness to one which is well ahead of national averages. However the comparison has also shown that as issues have been tackled, further pressing problems have arisen (housing shortages) and the long term variation within the housing market performance of the different communities continues to be striking. The next Housing Strategy will therefore need to look to develop further within our problem areas over the next five years.

4 Progress – HRA Business Plan

4.1 The progress on the HRA Business Plan has also been monitored on a 6 monthly basis throughout the five year period. These reports have consistently shown good progress against planned actions.

4.2 Appendix 4 shows the latest update on performance and it shows the following performance

- Continued high customer satisfaction
- Significant improvement in housing management performance and now operating to the highest CPA scores (level 4)
- Wider participation in wider strategies
- Good progress at Ince land contamination scheme
- Good progress against decency targets
- Working to a new vision and supportive governance arrangements
- Maximising the supply of available housing to the most vulnerable

- 4.3 In terms of the areas of concern, they reflect the earlier comments within the Housing Strategy. Namely within the areas of homelessness and around housing supply. Robust action plans are in place in these areas
- 4.4 Appendix 5 outlines the performance of the HRA Business Plan against the “Smart Objectives” set and the results are summarised below.

Strategy Theme	Target Fully Achieved	Target Partially Achieved	Target Not Achieved
People/Choice	2	2	0
Neighbourhood Renewal	3	0	0
Strategic	2	0	0
Key Enabler	3	1	0
Business			
Key Enabler	2	0	0
Stakeholders			

- 4.5 The results reflect the earlier comments and are a good illustration of the progress made over the last few years. Again the main issues surround homelessness and the condition of estates.

5 Updating of the Housing Strategy Action Plan // HRA Business Plan

- 5.1 Included as Appendix 6 and 7 are copies of the updated action plans for the Housing Strategy and the HRA Business Plan for the coming year.
- 5.2 As explained these are designed to continue the work and development of these strategies for a further year. In terms of content they are both designed to continue progress within established priorities, but critically they also look to review areas of work in preparation for the new strategies. Thus within the Housing Strategy the Action Plan looks to
- Develop / Implement the new Homelessness Strategy
 - To revise the Older Persons Housing Strategy
 - To further revise the Affordable Housing Strategy in light of the new Housing & Regeneration Bill, including local affordable housing initiatives
 - To extend the Supporting People Needs Analysis
 - To implement expected changes to the Disabled Facilities Grant system
 - To develop housing regeneration strategies in line with new government policy and new opportunities.

The HRA Business Plan looks to maintain the gains already made in service improvements and to develop WALH services which will help meet the wider aims of the Housing Strategy eg affordable housing , homelessness etc.

Both Action Plans reflect the proposed housing and wider issues that are emerging within the new LAA /LSP agenda.

- 5.3 Finally and most importantly the Action Plans look to develop a new housing strategy in light of new information from the Housing Needs Survey (April) the

WALH Stock Condition Survey and the Strategic Housing Market Assessments to the undertaken by AGMA (June). This combined with government reforms, the emerging sub-regional agenda and local concerns means that the new strategy is expected to be very different in character from the old one. It will need to respond to both the Regional and Sub Regional context and be far more strategic in nature. Thus it will need to show how it contributes to the social, economic and environmental wellbeing of the borough, how it will increase community sustainability and tackles deprivation.

- 5.4 In terms of timing the process for the development of the new strategy is set out below. Its development will be overseen by the Housing Partnership and will be directed by the Housing Partnership Core Strategy Group.

April 2007	Housing Needs Survey results available ALMO Stock Condition Survey
May 2007	Housing Partnership Seminar
June 2007	Strategic Housing Market Assessment results available (from AGMA)
Sept 2007	Draft Sub Regional Strategy themes available
Oct 2007	Housing Partnership Seminar
Nov 2007	Publication of Draft Housing Strategy
Jan 2008	Housing Strategy Agreed

- 5.5 Already preliminary work has commenced on the strategy with workshops held within the Housing Partnership. These continue to stress the importance of affordable / access to housing, the needs of vulnerable groups and the differing needs of communities within the borough. The growing theme from regional and sub regional work continues to emphasis links between Housing, Planning and Economic Development and the need for public intervention to improve and increase choice within the local housing offer. All these points are currently being taken forward.

- 5.6 In terms of the HRA Business Plan the future is more uncertain. The Action plan has been taken forward for a further year and this is based on the overall Strategy, the contract priorities identified between WALH and the Council and the WALH Business Plan.

- 5.7 However there is a growing consensus that questions the value of the HRA Business Plan in the current format as it in some ways mirrors the role of the ALMO Annual Business Plan. Therefore before preparations begin to update the HRA Business Plan representations over its role and requirements are to be made with regional and national agencies.


6 Conclusions:

- 6.1 This report sets out the performance of the Housing Strategy and the HRA Business Plan over the last five years. It concludes that whilst good progress has been made challenges remain to be tackled. Secondly it sets out the

action plans for next year which will seek to meet these challenges and finally it sets out the process to develop a new Housing Strategy.

HOUSING STRATEGY ACTION PLAN (2005 – 07) Theme – People / Choice

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
To tackle and minimise homelessness and the causes of homelessness in the borough	<p>The key objectives are to:</p> <ul style="list-style-type: none"> ◆ Co-ordinate and facilitate joint working of all agencies in the provision of a homeless service ◆ Preventing homelessness. ◆ Ensuring there is sufficient accommodation for the homeless. ◆ Ensuring support for the homeless or to prevent it. <p>This is being achieved within the Homelessness Strategy and major progress has occurred in the provision of services by:-</p> <ul style="list-style-type: none"> ◆ better co-ordination 	<p>Mainstream funding</p> <p>Homelessness funding</p> <p>NRF</p> <p>Invest to Save</p>	To implement the Homelessness Action Plan (2005/06)	To implement the Action Plan (2006/07)	<p>To end the use of bed and break-fast by 2007.</p> <p>To reduce the level of repeat homelessness</p>	<p>Generally good progress on implementing the Homelessness Action Plan</p> <p>Major increases in preventative work in place and initiatives such as the bond scheme working well.</p> <p>☺</p>


What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
	<ul style="list-style-type: none"> ◆ development of a Web based directory ◆ adopting quality standards ◆ improving advice services ◆ increasing the supply of temporary accommodation ◆ successfully bidding for additional funding via Invest to Save process ◆ launching a Bond scheme ◆ doubling the level of support available to the homeless 				To reduce the use of temp accom by a quarter by 2007	Continued major reductions in the use of bed and breakfast. Homelessness is continuing to reduce but it remains high and strategic targets have proved difficult to achieve 
	<ul style="list-style-type: none"> ◆ successful inspection of services in 2005 ◆ Key project/reduction in street homelessness <p>Appointment of a prevention officer. Despite all this activity due to changes in the housing market, homelessness levels are still high.</p> <p>Within the recently revised Homelessness Strategy an increased emphasis is placed on the prevention of homelessness and specific action plans are in place for rough sleeper prevention and B&B reduction</p>					WALH now have a homelessness prevention team
Ensuring older people have access to decent affordable	<p>The Older Person's Housing Study has set the following objectives:-</p> <ul style="list-style-type: none"> ◆ To enable people to stay in their own home 	Mainstream monies	5%	25%	To increase the number of older people being helped to maintain	Major increase in the number of initiatives via the Popp's programme.

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
homes and have the choice of remaining in their own home. Older people are particularly worried about home security, safety and support	<ul style="list-style-type: none"> ◆ To provide a choice of home for those who wish to move ◆ provision of housing support and advice ◆ Co-ordination of agencies in the 	<p>Supporting People (SP) monies</p> <p>Other special programmes / bidding opportunities</p>			their own home by 25% by 2007	☺
	<p>This is being achieved by</p> <ul style="list-style-type: none"> ◆ Looking to make homes more suitable ◆ looking to extend the existing schemes developed by Care & Repair and Age Concern to help people maintain their home ◆ Via the Council's Housing Assistance Policy ◆ Via participation in the borough- wide Older Person's Innovation Forum to develop prevention strategies ◆ Targeting older people within Community Safety initiatives. ◆ Sheltered housing reviews of service ◆ Taking advantage of bidding opportunities eg POPPS. 		To implement the Older Person's Housing Study's Action Plan for 2005/06	To implement the Action Plan for 2006/07		<p>Good general progress within the older person action plan. Slippage in the review of future specialist housing provision occurred but progress on this key document now being undertaken and this was seen as good practice in the recent SP inspection</p> <p>☺</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
	<ul style="list-style-type: none"> ◆ Looking to promote greater diversity in provision ◆ Encouraging partnership links to help develop links with advice agencies to provide better housing information ◆ 					
Ensure access to affordable homes	<p>Given the recent changes in the housing market, the Housing Needs Update 2005 and discussions within the Housing Partnership have shown that the borough now has a shortage of affordable housing. The key objective is to increase the supply of affordable housing and ensure the current supply is used efficiently.</p> <p>Progress is being made by:</p> <ul style="list-style-type: none"> ◆ Adoption of a choice based lettings system ◆ Measures to reduce voids within the socially rented stock ◆ The creation of affordable housing via Empty Homes Challenge Fund ◆ Adoption of a Bond scheme 	<p>Mainstream monies</p> <p>Homelessness monies</p> <p>Section 106 monies</p> <p>Housing Corporation monies</p> <p>Private Sector</p>	Review the choice based letting system	Consider the government's request for wider Choice-Based Lettings	<p>To ensure voids in the council stock are below 1.4% by 2007.</p> <p>To increase the supply of Affordable Housing Units by 530 by 2010</p>	<p>Good progress on reducing empty council housing (Current figure 1.23%)</p> <p style="text-align: center;">☺</p> <p>Choice based lettings system reviewed and amendments implemented. Greater involvement in the property shop by RSL and private landlords now underway.</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
	Linking with local private investors		Introduce the	systems		Greater sub regional co-operation being explored.
	Given the worsening of the affordability position a range of further measures are being developed including an Affordable Homes Policy and various further measures.		Affordable Housing Policy within the Unitary Development Plan / Local Development Framework.	To fully implement the Affordable Housing Policy		Affordable Housing Strategy agreed in June 2006 UDP framework now operation. Proposed allocation systems agreed ☺ Good progress is being made in maximising the current affordable housing supply, but slower than expected response from the planning policy

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
			<p>Maximise RSL nominations Introduce Private Sector Leasing schemes</p> <p>Consider affordable housing schemes which involve the flexible use of council resources.</p>	<p>Introduce Accredited Private Landlords to the Property Shop. Pilot the use of Empty Homes Management Orders</p>		<p>Nomination Agreement in place & monitoring system in place</p> <p style="text-align: center;">☺</p> <p>Number of affordable housing schemes under development. Still awaiting Housing Corporation bidding round results.</p>
			<p>Bid for Housing Corporation allocation for new property</p>			

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
Ensuring Wigan's BME population have fair access to decent and affordable housing	<p>Our key objective is to ensure fair access for BME groups to decent and affordable housing.</p> <p>Our research has shown that Wigan's BME Community is relatively small and very diverse. They have similar levels of income as the rest of the population and are not geographically concentrated. In housing terms the only distinguishing feature is that a higher proportion is within the rented sector.</p> <p>Thus typical BME housing issues found within the region, of economic deprivation, overcrowding and geographic concentration within poorer housing areas are not present in Wigan.</p> <p>Key policy measures are therefore to ensure fair access to housing and services and to explore possible issues of isolation.</p>	Mainstream monies	1	3	Wigan Council to meet Level 3 of the Equality Standard by 2007.	Major progress achieved with WALH achieving both the code of guidance for rented housing and Level III of the Equality Standard 
			2	3	WALH to meet Level 3 of the Equality Standard by 2007.	
			✓	✓	WALH to meet the revised Code of Guidance for Rented Housing by 2007	
			To extend links with the BME network to establish more detailed awareness of issues in this area.			
			To work with WALH to ensure monitoring systems on key housing services Are in operation.			

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
			To participate in wider community cohesion policies			
Ensuring asylum seekers, refugees and economic migrants are appropriately housed and assimilated.	Our key objective of housing and assimilating asylum seekers is implemented via the Policy Framework for asylum seekers. This has been successful at ensuring asylum seekers are appropriately dispersed and assimilated. However evidence now points to significant new issues arising from refugees and economic migrants.	Mainstream monies	To research the issues being faced by refugees and economic migrants Renegotiate with NASS re accommodation contract	To develop policies to tackle key issues faced by refugees and economic migrants		NASS contract ended. Corporate research being undertaken on economic migrants.
We know that significant gaps in provision occur within a number of vulnerable/ socially excluded groups	The key objectives are: <ul style="list-style-type: none"> to develop a full picture of the needs and gaps in housing services for various vulnerable / socially excluded groups to use this knowledge to develop relevant housing and support services for these groups <p>Knowledge of both the need and service provision for vulnerable / socially excluded groups has developed considerably over the last couple of years</p>	Mainstream monies Supporting People	To carry out the actions identified within the Supporting People Needs Analysis for 2005/06. Evaluate govt guidance on	To carry out the actions identified within the Supporting People Needs Analysis for 2006/07 To carry out a needs	To increase the number supported with independent living by 10% by 2008	Work on traveller's needs and those with learning difficulties being undertaken. within GM results awaited ☺

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
			needs analysis for travellers To develop	analysis for travellers on a sub regional basis.		
	Especially relevant has been the Needs Survey and the development of the Needs Analysis within the Supporting People Strategy		Funding bids in support of prioritised gaps in services.			Funding bids made to the Housing Corporation
	<p>From this analysis joint action plans within Supporting People exist for the following groups</p> <ul style="list-style-type: none"> • ex offenders • people with alcohol problems • people with drug problems • people with HIV • People with learning difficulties • people with mental health problems • people with physical disabilities • teenage parents • travellers • women at risk of domestic violence • young people at risk 			To develop the Supporting People Needs Analysis and to extend its scope to include all housing issues for vulnerable /socially excluded groups		Needs analysis extended and developed framework complemented within the recent SP inspection ☺

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (December 2007)
			2005/6	2006/7		
To try to ensure people with disability receive the best possible adaptation service	<p>The key objectives are to provide an efficient adaptation service to that in greatest need and within the resources available.</p> <p>There has been a major increase in the demand for adaptations within Wigan and this has exceeded the resources available. This is especially true in the private sector.</p>	<p>DFG allocation</p> <p>Mainstream monies</p>	To seek further resources from Government to meet the increased need.	To implement the findings of the Govt review into DFGs	To shorten the waiting time for all high level needs applicants 20% by 2007	<p>The demand for DFGs (Private Sector residents) is now broadly in balance with the resources available. Awaiting new government proposals within this area.</p> <p>Significant increase in demand from Council tenants causing funding concerns</p>
	<p>Whilst additional funding has been obtained it has been necessary to prioritise applications for the agency service based on the level of need of the application.</p>		To continue to look at different options of procurement in an effort to reduce costs.			<p>Discussions over different procurement methods underway</p>

Appendix 2 Housing Strategy Smart Targets

People/Choice

To end the use of bed and breakfast by 2007.	☹	Major reductions achieved but some b&b is still used in emergency situations.
To reduce the level of repeat homelessness.	☹	Performance worsened in 2006 but has improved in 2007 due to significant investment in preventative action.
To reduce the use of temporary accommodation by a quarter by 2007.	☹	The use of temporary accommodation has grown over the period due to the demand for social housing/homelessness. However we are still relatively low users given the size of our overall homelessness problem.
To increase the number of older people being helped to maintain their own home by 25% by 2007.	☺	Major increases in numbers helped largely due to Popps initiatives (Handyperson scheme).
To ensure voids in Council stock are below 1.4% by 2007.	☺	Major reductions achieved (currently 1.23% Q2 2007/08).
To increase the supply of	☺	Significant progress made in

affordable housing lettings by 530 by 2010.

increasing lettings from existing sources. New development programme now beginning to come on stream.

WALH to meet Level 3 Equality Standard and Code of Guidance for rented housing by 2007



Achieved earlier than predicted in 2006

To increase the number supported with independent living by 10%.



Achieved within SP with a greater emphasis on supporting people in their own homes.

To shorten the waiting time for all high level needs applicants by 20%.



Volatility within this measure for adaptations. Currently coping with major increases in application from Council housing tenants. Situation in Private Sector stable.

Quality Homes

For all Council Housing to meet the decency target by 2008/09 (95%).



Still on track to meet the 95% target.

For resident satisfaction within the improvement works to exceed 90%.



Current satisfaction level 95.80% Q2 2007/08.

For 76% of private housing with



Benchmarked by the 2005 stock

vulnerable persons to meet the decent homes target by 2007

survey and profile is likely to exceed the 76% figure.

For resident satisfaction with Private Sector housing to exceed 85%.



Current satisfaction rating 90%.

To achieve 18% annual improvement in energy efficiency (HECA).



Still on track to meet HECA targets

For Council housing to achieve a SAP rating of 63 by 2007.



Current SAP rating of 65.

For private sector housing to reduce the numbers with a SAP rating of less than 30 to less than 1% of the stock.



Benchmarked by the 2005 stock survey and profile is likely to be less than 1% now.

Neighbourhoods

Maintain an assessment of being a balanced housing market within the 2007 Regional Housing Strategy.



Regional Housing rating has yet to be updated. However market reports commissioned by AGMA and the Regional Assembly have confirmed a favourable position.

Reduce the level of empty homes over 6 months to 2.1% by 2007.



Level of private sector empty homes reduced significantly in 2005 and 2006 but rose in early 2007 to narrowly miss the target

(2.17% at April 2007).

For the price gap of 54% property price between townships not to widen by 2007.



Price gap in the local housing market has reduced due largely to increased prices for terraced housing (comparison at township level difficult due to changes in Land Registry data).

Wigan's affordability index to remain 11% more affordable than the regional average.



CLG have significantly changes the affordability index methodology, one that measures affordability against lowest quartile income price. This shows that Wigan was at the same level of affordability as the region in 2003 but is now slightly more affordable. However in overall terms the ration has deteriorated from 3.29 X income to 5.45 over this period making access to housing for sale difficult.

For 85% of Council tenants to be satisfied with the Housing Management Service by 2007.



The latest tri annual survey shows 84% of tenants satisfied. Whilst this is marginally below target it represents one of the highest levels of satisfaction in the country (high top quartile)

Appendix 3

WIGAN'S CHANGING HOUSING PROFILE

<u>Population</u>	<u>2002</u>	<u>Current Position</u>
	303,000	306,000

The population of Wigan has grown slightly over the period. This is largely as a result of positive migration into the borough that reversed previous losses. The effect of this modest increase is greater because household sizes continue to diminish. Thus it has been estimated that over the period 2001– 2006 there was a growth in households of over 6,000. There is also an overall trend of the population ageing.

<u>Local Economy</u>	<u>2002</u>	<u>Current Position</u>
Average Income Household	£18K	£21K

The local economy and Wigan's place within the sub region has a key role in the local housing market. Whilst unemployment remains relatively low, Wigan remains a low income economy and has high levels of worklessness.

<u>Housing Profile</u>	<u>2002</u>	<u>Current position</u>
Number of Homes	130, 000	136, 000
Tenure Profile	Council Housing 22%	Council Housing 17%
	Housing Assoc 2%	Housing Assoc 2%
	Private 76%	Private 81%

Note The estimated proportion of privately rented properties was 4.5% in 2002. This figure has significantly increased and is now estimated at 7 – 8%

<u>Housing Conditions</u>	<u>2002</u>	<u>Current Position</u>
Private Sector		
Unfitness	5.0%	2.1 %
Proportion of vulnerable households living in decent housing	-	75% (gov't target 70%)
Poor Energy Rating (<40)	26%	7%
SAP rating	-	56 (national position 47)

Council Sector

Unfitness	1%	0%
Non-Decent	59%	11%
SAP rating	59	65 (top quartile)

This shows the dramatic improvements in the condition of the housing stock in recent years.

<u>Housing Market Information</u>	<u>2002</u>	<u>Current Position</u>
Affordability Ratio (lower quartile house)	2.82	5.45 (7.12 nationally)

prices % lower quartile
income)

Average house prices (resale prices only)	£61,000	£118,000
Proportion of vacant homes	3.6%	3.4%

Nationally affordability of housing has deteriorated over the last few years. Whilst Wigan's position has mirrored this, it remains one of the more affordable places.

<u>Housing Needs</u>	<u>2002</u>	<u>Current Position</u>
Waiting List	5019	5059
Homelessness (acceptances)	887	1035
Measures of Low Demand (Proportion of Council housing reporting low demand problems	18%	0.06%
Available Council Properties available for letting per year	3039	2337



The pressure on the reducing affordable housing provision has increased over the last 5 years. The static waiting list provides a false picture as the allocations system in 2002 is very different to the current one.




**Measured Housing
Performance**



Housing CPA performance	4	4
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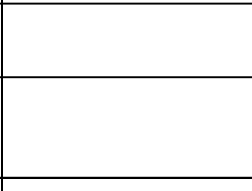
The Housing CPA block measures a range of housing indicators. Over the period performance has been consistently either 3 or 4 which signifies good performance in comparison with other councils.




HRA Business Plan Action Plan December 2007

Strategic Objectives	How will we know we have been successful				Progress (Dec 2007)
	Milestones			Smart Target	2007
	Achieved in previous years	2005/06	2006/07		
Strategic Theme: People and Choice					
1.1 By 2007 to have a transparent strategy for customer access and to have fully implemented measures aimed at improving access to offices, information to tenants and making it easier for the customer to contact the service.	Repairs ordering call centre service standards / customer charter. Reduction in the number of full-time officers.	Agree and start to implement Phase 2 of the Service Excellence Review	Fully implement Phase 2 of the Service Excellence Review. To start implementation of Phase 3	Increase % of customer who find it easy to contact the service to 85% by 2007	77.3% Good progress in terms of the actions to improve services however have not met the target set 
1.2 By 2007 to have improved choice and access to accommodation and to contribute to efforts to increase the supply of affordable homes.	Property shops choice based lettings. Major reduction in voids. Furnished accommodation.	Develop new nomination agreements with RSL partners. To review current choice based letting system.	Consider government request for wider choice based lettings systems. To evaluate WALH participation in Council affordable housing schemes.	To ensure voids are below 1.4% by 2007.	Nomination agreement in place. WALH contributing to Affordable Housing Strategy. Review of letting system completed. Private landlord involvement in Property Shop. Voids are currently 1.28% 

Strategic Objectives	How will we know we have been successful			Progress (Dec 2007)	
	Milestones		Smart Target	2007	
	Achieved in previous years	2005/06	2006/07		
Strategic Theme: People and Choice					
<p>1.3 By 2007 to have implemented measures to tackle and minimise homelessness and its causes.</p>	<p>Adoption of quality standards. Increased supply of temporary accommodation. Improved advice re-organised service.</p>	<p>To implement the homelessness and the bed & breakfast action plans which include a greater emphasis on preventative action.</p>	<p>To continue to implement the action plans.</p>	<p>To end the use of bed and breakfast by 2007. Reduce the level of repeat homelessness from *** to *** in 2007. (target to be set) Reduce use of temporary accommodation by 25% by 2007. Increase numbers of households prevented from becoming homeless through advice casework (target to be set)</p>	<p>Major reduction achieved but b&b used in some emergency situations  Performance worsened in 2006 but has improved in 2007 due to significant investment in prevention  Use of temp accom has grown over the period due to demand however we are still low users given the size of our overall problem </p>




Strategic Objectives	How will we know we have been successful			Progress (Dec 2007)	
	Milestones		Smart Target	2007	
	Achieved in previous years	2005/06	2006/07		
Strategic Theme: People and Choice					
1.4 By 2007 to have implemented changes to its services aimed to older people.	Revised management arrangements of sheltered housing investment in sheltered housing. Popps bid. Participation in older persons housing' study.	To implement those aspects of the older persons' housing action plan for 2005/06 including investment strategies, assess value for money and improved partnership working.	To implement those aspects of the older person housing action plan for 2006/07.	To achieve 95% satisfaction levels by 2007.	Satisfaction of current tenants with the Sheltered Housing Service - 93.22% TSS 2006/07 
1.5 By 2007 to have implemented changes to its services aimed at supporting services to vulnerable people.	Increased floating support capacity	Review services in line with S.P programme	→	To achieve a success rate of 85% for supported tenancies	Housing Link % of successful tenancies (6 months after support ends) 98.48% TSS 2006/07 
1.6 By 2007 to have implemented policies aimed at tackling financial exclusion.	Rent arrears / benefits training Housing benefit liaison officer	Introducing income assessors Revise CAB referral system.	→ →	Suitable target to be identified and set	

Strategic Objectives	How will we know we have been successful			Progress (Dec 2007)
	Milestones		Smart Target	2007
	Achieved in previous years	2005/06	2006/07	
Strategic Theme: People and Choice				
	Home Contents insurance SLA with advice agencies	Develop links with credit union Training on welfare rights for EMOs. Provide better information to customers on rental issues.		

Strategic Objectives	How will we know we have been successful				Progress (Dec 2007)
	Milestones			Smart Target	
	Achieved in previous years	2005/06	2006/07		
Strategic Theme - Neighbourhood Renewal					
2.1 By 2007 to have improved the resident's quality of life by improving the appearance of estates.	Next scheme Fencing scheme. Estate inspection. Estate caretaker's role reviewed. Strategy for problem garden agreed.	Continue fencing scheme and estate improvement works		To reduce the % of tenants who consider there is a serious problem relating to cleanliness in their area to 15%.	28.8% indicated that litter is a serious problem (TSS 06/07) – cleanliness was not a question 
2.2 By 2007 to be providing improved housing management services to residents which is consistent with top quartile and 3 star performance.	Reduced re-let time from in excess of 60 days in 2002/03. Increased proportion of rent. (***) collected including empty property areas) Reduced time to complete repairs.	36 days 97.9% 1.5% 9 days	35 days 98.00% 1.4% 8 days	To achieve a score of 3 within the Housing Performance CPA in 2007. To achieve 85% of residents being satisfied with the overall service by 2007	Achieved score of 3 at 2006 – likely to be maximum 4 for 2007. 84% of tenants satisfied with overall service TSS 2006/07 
2.3 By 2007 to have increased residents' satisfaction with their area by continuing to develop policies that tackle anti-social behaviour, by incorporating security issues with the investment strategy and by deepening partnership working.	Introductory tenancies. Expanded tenancy relations team. Anti-social behaviour strategy. Investment strategies.	Review good behaviour agreements. Develop restart programme for evicted families. Target incidents of unfair discrimination and racial harassment on estates. Review victim / witness measures. Raise awareness via promotion / publicity		Increase the proportion of neighbour nuisance cases resolved satisfactorily to 75% by 2007. To reduce the % of tenants who consider there is a serious problem with neighbour nuisance in their area to 10% in 2007.	75.5% of all neighbour nuisance problems resolved to the satisfaction of the person reporting the incident 2006/07 14.5% thought they had a serious problem with neighbours TSS 2006/07 

Strategic Objectives	How will we know we have been successful				Progress (Dec 2007)
	Milestones			Smart Target	
	Achieved in previous years	2005/06	2006/07		
2.4 By 2007 to have implemented wider renewal strategies which target specific estate hotspots.	Area Based Initiative on the Trees Estate.	Continue to support the initiative To consider further initiatives on estates within the NRF framework.	→ →	To reach all the housing milestones within the ABI by 2007.	
2.5 By 2007 to have developed and started to implement a strategy to overcome the problems of contaminated land at Ince.	Extensive work with residents, consultants and other stakeholders to develop a strategy to overcome problems.	Complete strategy / assess funding	Start implementation of strategy.	To set targets once funding position clear.	Clear targets set and work well underway 😊
Strategy					
3.1 By 2007 to have all of its housing stock either meeting the decency standard or to have works planned so as to fully meet the standard by 2008	Investment strategy agreed and implemented. Procured using partnering arrangements.	18% non-decent To adjust programme in light of further information & assess effect of new rating system	12% non-decent	For 88% of housing to meet the decency standard in 2007 and for all to meet the standard by 2008.	12% non decent therefore 88% decent. 😊
	Tenant involvement in deciding priorities.	93% satisfaction	93% satisfaction	For resident satisfaction with improvement works to exceed 90%.	High satisfaction achieved 😊
3.3 By 2007 to have reviewed and implemented improved practice in policies aimed at services for residents whose properties are being adapted.	Improved monitoring measures. Improved working practices.	Evaluate procurement practices.	→	To set targets once procurement practices considered	

Strategic Objectives	How will we know we have been successful				Progress (Dec 2007)
	Milestones			Smart Target	
	Achieved in previous years	2005/06	2006/07		
3.4 By 2007 to have made progress on making homes more energy efficient, to have reduced fuel poverty and to ensure environmentally sustainable practices are adapted on all maintenance / improvement works.	Insulation packages associated with the planned maintenance strategies. Incorporated environmentally sustainable principles in planned maintenance progress Income maximisation measures.		→ → →	To achieve a SAP rating of 63 in council housing by 2007.	SAP rating of 65 2006/07 ☺
Key Enabler Business					
4.1 By 2007 to have developed a clear vision for the future and to have negotiated with the Council an agreement for 2007 onwards.	HRS Business Plan / Annual Delivery Plan	Undertake a visioning work and long-term strategy. Consultation survey undertaken.	Complete visioning and agree the contractual arrangements beyond 2007	To have a revised Management Agreement with the Council by April 2007.	Visioning completed and new agreement in place ☺
4.2 By 2007 to have developed a robust financial and planning framework for the HRA Business Plan and Annual Delivery Plan.	HRA Business Plan / Annual Delivery Plan.		Revised HRA Business Plan / Annual Delivery Plan in line with future role.	To have a revised HRA Business Plan in place by 2007.	Revised plan in place by end of 2007 ☺
4.3 By 2007 to have developed and fully implemented a business framework to drive forward service improvements.	ALMO delivery plan. Major business processes re-engineered Organisational review New IT system.	Complete implementation of new HMIS. Review of effectiveness of information system including Management Information cost centres. E-government. Document imaging communication.	→ → →	To maintain all the current accreditations for front line services eg Charter Mark Full implementation of HMIS by 2006.	All accreditations maintained and HMIS fully implemented despite some slippage. ☺

Strategic Objectives	How will we know we have been successful				Progress (Dec 2007)
	Milestones			Smart Target	
	Achieved in previous years	2005/06	2006/07		
4.4 By 2007 to have developed and implemented a strategy to maximise the organisation's efficiency and value for money.	Partnering arrangements within improvement / maintenance works.	Review all bought in Council services. Develop a procurement strategy.	→ →	Target to be set	
4.5 By 2007 to have revised the Performance Management Framework to enable the aims / objectives of the housing service to be measured and assessed post 2007.	Performance Management Framework in place.	Revise PMF in line with Inspectorate recommendations and CPA changes.	Revise Performance Management Framework in line with proposals post 2007.	To have a revised performance management framework in place by 2007.	Revised framework in place on target 
4.6 By 2007 to have implemented staff development strategies in place which enable the rapid changes in the organisation to take place.	Staff training programme. Staff induction Achieved investors in people status.	Continue to implement Performance Development Review process including considering performance framework for staff	→ →	To maintain the Investor in People status in 2007.	IIP status maintained 
Key Enabler: Stakeholders					
5.1 By 2007 to have improved satisfaction with customer involvement within all aspects of what the organisation does and provides better feedback to all customers on all services.	Tenant involvement in investment procurement strategy. Tenant involvement in major policy changes eg allocations. Initiatives such as the tenants readers group & tenants audit group	Continue to extend customer involvement especially the hard to reach strategy	→	70% of tenants satisfied with the opportunity in decision making by 2007.	New tenants' survey has exceeded expectation (73% satisfaction). 
5.2 By 2007 to have clear service standards in all areas and developed meaningful reports in performance to customers.	Quarterly performance report produced. Local performance reports. Revised complaints procedure.	To continue to develop service standards in all service areas	→	Target to be set.	

Strategic Objectives	How will we know we have been successful				Progress (Dec 2007)
	Milestones			Smart Target	
	Achieved in previous years	2005/06	2006/07		
5.3 By 2007 to have deepened inter-agency working between the housing service and other related partnerships.	Key members of the Housing Partnership and its sub-groups. Participate within the Community Safety Partnership Developed protocols with agencies ranging from homelessness to probation.		Participate in the review of the Housing Strategy	To have achieved all the housing partnership objectives by 2007	Objectives met ☺
5.4 By 2007 to have fully implemented a comprehensive range of equality and diversity strategies to improve performance in this key area.	Work to develop customer profile. Reviewed all service plans. Equality and diversity training.	Achieve CRE code of guidance. Level 2 Equality Standard. To work with WALH to ensure monitoring system on key housing services.	Level 3 Equality Standard	To meet both the CRE Code of guidance for rented housing and Level 3 of the Equality Standard by 2007.	Equality standard and CRE guidance both achieved early ☺

Appendix 5 HRA Business Plan SMART Targets 2007

People/Choice

By 2007 to have a transparent strategy for customer access and to have fully implemented measures aimed at improving access to offices, information to tenants and making it easier for the customer to contact the service.



77.3% of tenants felt it was easy getting hold of the right person when they last contacted WALH. This was an increase from 73.7% from the 2003 Tenant Satisfaction Survey.

By 2007 to have improved choice and access to accommodation and to contribute to efforts to increase the supply of affordable homes



Good progress made. Major reduction in voids, Property Shops advertising private landlords properties and RSL properties, nomination agreements in place with RSL's

By 2007 to have implemented measures to tackle and minimise homelessness and its causes.



Major reductions achieved but some B&B still used in emergency situations.

Repeat Homelessness performance worsened in 2006 but has improved in 2007 due to significant investment in preventative action.

The use of temporary accommodation has grown over the period due to the demand for social housing/homelessness. However we are still relatively low users given the size of our overall homelessness problem.

By 2007 to have implemented changes to its services aimed to older people.



93.22% of current tenants were satisfied with the Sheltered Housing Service

Neighbourhood Renewal

By 2007 to be providing



Significant improvements in

improved housing management services to residents which is consistent with top quartile and 3 star performance.

Housing management have been made.

- Voids are below 1.4%
- Relet time is 33.77 days
- 97.53% of urgent repairs completed within government time limits
- 96.33% of rent collected

By 2007 to have increased residents' satisfaction with their area by continuing to develop policies that tackle anti-social behaviour, by incorporating security issues with the investment strategy and by deepening partnership working.



75.5% of all neighbour nuisance problems resolved to the satisfaction of the person reporting the incident

By 2007 to have developed and started to implement a strategy to overcome the problems of contaminated land at Ince.



Significant progress has been made. The final phase is dependent on DEFRA funding

Strategic

By 2007 to have all of its housing stock either meeting the decency standard or to have works planned so as to fully meet the standard by 2008



Further progress made with high levels of customer satisfaction.
88% Decency December 2007
95.8% Customer Satisfaction

By 2007 to have fully implemented maintenance strategies based on Egan principles which have increased customer satisfaction and become more effective



High levels 98% of customer satisfaction achieved.

Key enabler Business

By 2007 to have developed a



Vision and revised

clear vision for the future and to have negotiated with the Council an agreement for 2007 onwards.

management agreement implemented.

By 2007 to have developed and fully implemented a business framework to drive forward service improvements.



HMIS implemented. Accreditations such as IIP & Chartermark have been maintained

By 2007 to have developed and implemented a strategy to maximise the organisation's efficiency and value for money.



Some delays in this area. VFM strategy written and rolled out across the company. Procurement strategy currently under development

For resident satisfaction with Private Sector housing to exceed 85%.



Current satisfaction rating 90%.

Key Enabler Stakeholder

By 2007 to have improved satisfaction with customer involvement within all aspects of what the organisation does and provides better feedback to all customers on all services.



The latest tri-annual survey shows 84% of tenants satisfied. Whilst this is marginally below target it represents one of the highest in the country (high top quartile)

By 2007 to have fully implemented a comprehensive range of equality and diversity strategies to improve performance in this key area.



Excellent progress. CRE code of guidance for rented housing and level 3 of the Equality Standard achieved in early 2007

PROPOSED HOUSING STRATEGY ACTION PLAN (2008) Theme – People / Choice

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets 2008	SMART Target	Responsibility
<p>To tackle and minimise homelessness and the causes of homelessness in the borough</p>	<p>The key objectives are to:</p> <ul style="list-style-type: none"> ◆ Co-ordinate and facilitate joint working of all agencies in the provision of a homeless service ◆ Preventing homelessness. ◆ Ensuring there is sufficient accommodation for the homeless. ◆ Ensuring support for the homeless or to prevent it. <p>This is being achieved within the Homelessness Strategy and major progress has occurred in the provision of services by:-</p> <ul style="list-style-type: none"> ◆ better co-ordination ◆ development of a Web based directory ◆ adopting quality standards ◆ improving advice services ◆ increasing the supply of temporary accommodation ◆ successfully bidding for additional funding via Invest to Save process ◆ launching a Bond scheme ◆ doubling the level of support available to the homeless ◆ successful inspection of services in 2005 	<p>Mainstream funding</p> <p>Homelessness funding</p> <p>NRF</p> <p>Invest to Save</p>	<p>To develop and implement the new Homelessness Strategy 2008 - 2012</p>	<p>To end the routine use of bed and breakfast by 2008.</p> <p>To reduce the level of repeat homelessness</p> <p>To reduce the use of temp accom</p>	<p>Steve Sargent</p> <p>Janice Barton</p> <p>Michelle Price</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets 2008	SMART Target	Responsibility
	<ul style="list-style-type: none"> ◆ Key project/reduction in street homelessness ◆ Appointment of a prevention officer. <p>Despite all this activity due to changes in the housing market, homelessness levels are still high.</p>				
<p>Ensuring older people have access to decent affordable homes and have the choice of remaining in their own home. Older people are particularly worried about home security, safety and support</p>	<p>The Older Person's Housing Study has set the following objectives:-</p> <ul style="list-style-type: none"> ◆ To enable people to stay in their own home ◆ To provide a choice of home for those who wish to move ◆ Co-ordination of agencies in the provision of housing support and advice 	<p>Mainstream monies</p> <p>Supporting People (SP) monies</p> <p>Other special programmes / bidding opportunities</p>	<p>To revise the older Housing Study's Action Plan for 2008/09</p>		<p>Angela Durkin Janice Barton</p>
	<p>This is being achieved by</p>		<p>Reset targets and to</p>	<p>To be set from</p>	

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets 2008	SMART Target	Responsibility
	<ul style="list-style-type: none"> ◆ Looking to make homes more suitable ◆ looking to extend the existing schemes developed by Care & Repair and Age Concern to help people maintain their home ◆ Via the Council's Housing Assistance Policy ◆ Via participation in the borough- wide Older Person's Innovation Forum to develop prevention strategies ◆ Targeting older people within Community Safety initiatives. ◆ Sheltered housing reviews of service ◆ Taking advantage of bidding opportunities eg POPPS. ◆ Looking to promote greater diversity in provision <p>Encouraging partnership links to help develop links with advice agencies to provide better housing information</p>		implement	the Action Plan Revision	
Ensure access to affordable homes	Given the recent changes in the housing market, the Housing Needs Update 2005 and discussions within the Housing	Mainstream monies	To continue to develop innovative ways of maximising access to affordable homes	To ensure voids in the council stock	Peter Layland Angela Durkin

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets 2008	SMART Target	Responsibility
	Partnership have shown that the borough now has a shortage of affordable housing. The key objective is to increase the supply of affordable housing and ensure the current supply is used efficiently.	Homeless-ness monies Section 106 monies Housing Corporation monies Private Sector	and to embrace the government agenda of maximising access to housing to encourage mobility/economic development. To revise the Affordable Housing Strategy in light of the new Housing & Regeneration Bill and the new housing needs information (due March 2008). To bid for Housing Corporation funding	are below 1.4% by 2008. To increase the supply of Affordable Housing Units by 530 by 2010	Janice Barton
	Progress is being made by: ◆ Adoption of a choice based lettings system ◆ Measures to reduce voids within the socially rented stock			.	

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets 2008	SMART Target	Responsibility
<p>Ensuring Wigan's BME population have fair access to decent and affordable housing</p> <p>Ensuring asylum seekers, refugees and economic migrants are appropriately housed and assimilated.</p>	<p>Our key objective is to ensure fair access for BME groups to decent and affordable housing.</p> <p>Our research has shown that Wigan's BME Community is relatively small and very diverse. They have similar levels of income as the rest of the population and are not geographically concentrated. In housing terms the only distinguishing feature is that a higher proportion is within the rented sector.</p> <p>Thus typical BME housing issues found within the region, of economic deprivation, overcrowding and geographic concentration within poorer housing areas are not present in Wigan.</p> <p>Key policy measures are therefore to ensure fair access to housing and services and to explore possible issues of isolation</p> <p>Our key objective of housing and assimilating asylum seekers is implemented via the Policy Framework for asylum seekers. This has been successful at ensuring asylum seekers are appropriately dispersed and assimilated. However evidence now points to significant issues arising from refugees and economic migrants.</p>	<p>Mainstream monies</p> <p>Mainstream monies</p>	<p>To extend links with the BME network</p> <p>To work to achieve Level 3 of the Equality Standard within the Council</p> <p>To work with the BIA to minimise housing issues for ex asylum seekers. To improve monitoring/intelligence system</p> <p>To participate in wider Community Cohesion Policies</p>	<p>Wigan Council to meet Level 3 of the Equality Standard by 2009.</p> <p>WALH continue to meet Level 3 of the Equality Standard in 2008</p> <p>WALH to meet the revised Code of Guidance for Rented Housing in 2008</p>	<p>Steve Sargent</p> <p>Steve Sargent</p>
<p>We know that</p>	<p>The key objectives are:</p>				<p>Steve Sargent</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets 2008	SMART Target	Responsibility
significant gaps in provision occur within a number of vulnerable/ socially excluded groups	<ul style="list-style-type: none"> • to develop a full picture of the needs and gaps in housing services for various vulnerable / socially excluded groups • to use this knowledge to develop relevant housing and support services for these groups <p>Knowledge of both the need and service provision for vulnerable / socially excluded groups has developed considerably over the last couple of years</p> <p>Especially relevant has been the Needs Survey and the development of the Needs Analysis within the Supporting People Strategy</p>	<p>Mainstream monies</p> <p>Supporting People</p>	<p>To carry out the actions identified within the Supporting People Needs Analysis</p> <p>Action the needs analysis for gypsy / travellers</p> <p>Funding bids in support of prioritised gaps in services.</p>		<p>Steve Martlew</p> <p>Funding bids to be made to the Housing Corporation</p>
	<p>From this analysis joint action plans within Supporting People exist for the following groups</p> <ul style="list-style-type: none"> • ex offenders • people with alcohol problems • people with drug problems • people with HIV • people with learning difficulties • people with mental health problems 		<p>To continue to develop the Supporting People Needs Analysis and to extend its scope to include all housing issues for vulnerable /socially excluded groups</p>		

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets 2008	SMART Target	Responsibility
	<ul style="list-style-type: none"> • people with physical disabilities • teenage parents • travellers • women at risk of domestic violence • young people at risk 				
To try to ensure people with disability receive the best possible adaptation service	<p>The key objectives are to provide an efficient adaptation service to that in greatest need and within the resources available.</p> <p>There has been a major increase in the demand for adaptations within Wigan and this has exceeded the resources available.</p>	DFG allocation Mainstream monies	To implement the findings of the imminent Govt review into DFGs		Peter Layland Anees Mank Mike Sterlicchi
	Whilst additional funding has been obtained it has been necessary to prioritise applications for the agency service based on the level of need of the application.		To look to implement different options of procurement in an effort to reduce costs.		

Theme – Quality Homes

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
Below quality standards within the council / RSL stock	<p>The key objective in this area is to ensure all social housing meets the decency standard by 2010.</p> <p>The programme to meet the decent homes standard is well established with additional monies secured via the ALMO route in 2002.</p> <p>It was devised in liaison with tenants and whilst its prime focus has been to meet the decent homes standard it has taken account of local deprivation factors, the need for environmental improvements and community safety issues. It has also taken advantage of improved procurement practices via partnering arrangements.</p>	<p>Additional £137 over 4 years.</p> <p>Ongoing WALH resources</p>	<p>To make progress to achieving the decent homes target by 2008/09</p> <p>To evaluate the programme against the result of the WALH stock condition survey.</p>	For resident satisfaction within the improvement works to exceed 90%.	Mike Sterlicchi
Below quality standards within the Private Sector Housing Stock.	The key objective is to maximise the proportion of decent housing in the private sector and ensure we meet the government target of 70% of homes with a vulnerable person meeting the decency standard by 2010.	Mainstream allocations (£3M - £4M per annum)	To continue to improve housing conditions in private sector housing	For 77% of private housing with a vulnerable person to meet the decent homes standard by 2008	Anees Mank
			To reassess strategies against	For resident	

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
			current resources	satisfaction with Private Sector Team to continue to exceed 85% by 2008	
Too many houses are cold, fuel poverty and excess winter deaths are a consequence.	<p>However, problems in the condition of properties remain within</p> <ul style="list-style-type: none"> - private rented sector - specific localities - the oldest stock - vulnerable groups such as older people <p>The main objective is to improve the energy efficiency across all tenures and targeting those with a SAP rating of less than 30</p> <ul style="list-style-type: none"> ◆ This is being achieved via:- Improvements in the energy efficiency of Council housing occurring within the stock investment programme. 	<p>Mainstream monies</p> <p>Energy efficiency monies</p>	To work closely with the Energy Advice Centre to continue to develop initiatives on insulation/education	To achieve 18% annual improvement in energy efficiency savings within the Home Energy Conservation Act (HECA)	Anees Mank

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
	<ul style="list-style-type: none"> ◆ Improvements in the energy efficiency of private sector housing via the Council's RRO Policy. ◆ Signposting / targeting households in the private sector to gain help from Energy conservation grants / advice. ◆ Via improved training eg staff being energy advisers ◆ Via improved benefit advice work? <p>The Stock Condition Survey 2005 has confirmed the dramatic improvement in the energy efficiency of the stock over the last 5 years but warns of increasing fuel poverty as energy prices rise.</p>			For Council housing to achieve a SAP rating of 66 by 2008	
We need to fully understand our local housing market, its influences and how it interacts with surrounding areas.	<p>The key objective in this area is to ensure that Wigan's housing market is as balanced as possible and caters for the needs of all its residents.</p> <p>To achieve this we have:-</p> <ul style="list-style-type: none"> ◆ been fully involved in the national, regional and sub-regional housing context 	Mainstream monies	<p>To carry out a Housing Needs Survey</p> <p>To participate in the GM Strategic Housing Market Assessment Process</p>	Maintain an assessment of a relatively balanced housing market within the 2008 Regional Housing Strategy	<p>Peter Layland</p> <p>Steve Sargent</p> <p>Martin Stuart</p>
	<ul style="list-style-type: none"> ◆ extended our knowledge of own 		To undertake a township based		

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
	<p>housing markets and their inter-relationships both within and outside of the borough via research</p> <ul style="list-style-type: none"> ◆ worked in a wider way with planners and economic development to maximise impact ◆ Developed broad intervention policies aimed at balancing the local market. 		review of the balance/state of the local housing market		Anees Mank Martin Stuart
The borough still has relatively low house prices within the region and there is still the potential of market decline in certain local housing markets.	The key objective is to ensure that market decline in certain housing markets is prevented and indeed is reversed.	<p>ALMO monies.</p> <p>Mainstream allocations.</p> <p>Neighbourhood Renewal Fund</p>	To develop policies to better balance local housing markets. This will involve ensuring works within private sector renewal areas / council estates increase the confidence in local markets, encouraging complementary new development and by investing in both the appearance / security within vulnerable areas.		

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
	<p>To achieve this we are:</p> <ul style="list-style-type: none"> ◆ looking to minimise the % of empty homes of all tenures via such measures as the Empty Homes Challenge Fund ◆ Investing in Council housing and ensuring that issues of community safety and environmental issues are dealt with. ◆ Implementing an Area Based initiative to tackle causes of decline within a Council housing area (Community Safety led) 			Reduce level of empty homes over 6 months to 2.1% by 2008.	Anees Mank Martin Stuart

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
	<ul style="list-style-type: none"> ◆ Implementing Protecting and maintaining older private sector housing by concentrating resources within 8 renewal areas incorporating visual, environmental and community safety initiatives eg block improvement, alley gating etc. 				
	<ul style="list-style-type: none"> ◆ Working with private landlords in terms of an accreditation scheme / enforcement of standards ◆ Looking to discourage development that replicates existing local housing profile and encouraging development that extends housing choice within areas. ◆ Looking to intervene where housing is unlikely to have a viable future. 				
	<ul style="list-style-type: none"> ◆ Intervening within housing to help reduce the levels of health inequality in the borough. 				

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
<p>The borough has a number of popular localised housing markets which don't provide the range of affordable property needed and where further development could undermine adjacent housing areas.</p>	<p>The key objective is to try to ensure that areas of strong demand provide the range of housing needed by their communities and to attempt to restrict development which could undermine adjacent housing areas.</p> <p>To achieve this we are:-</p> <ul style="list-style-type: none"> ◆ Looking to develop affordable housing in these areas ◆ Looking to influence the type of housing developed in these areas ◆ Ensuring that new development sites are not overly concentrated within popular areas. 		<p>Continue to look to better balance local housing markets by encouraging affordable housing in these areas</p>	<p>Ensure Wigan's affordability index remains more affordable than the regional average</p>	

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
<p>Ensuring communities participate in particular hard to reach groups</p> <p>Developing and maintaining partnerships to improve the quality of life particularly of those who are socially excluded or are in poverty.</p>	<p>Objective is to maximise participation within the housing process</p> <p>This objective is taken forward via</p> <p>WALH resident involvement on its Board, investment groups, residents' forum and estate inspections. Continued development of the Housing Partnership and forums for hard to reach groups</p> <ul style="list-style-type: none"> - Older People - Asylum seekers - Homelessness - Other vulnerable groups <p>Significant progress has been achieved in developing and maintaining partnerships within all the housing stakeholders.</p> <p>This has been especially true within homelessness and for vulnerable groups via the Supporting People Process</p>		<p>Continue with WALH governance reforms aimed at increasing tenant role / influence</p> <p>Continue to drive forward the development of strategies which are aimed at meeting the needs of vulnerable people.</p>		

Theme – Quality Homes

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
	Progress has also occurred in developing close links with key related partnerships such as Community Safety and Health and with key departments such as Planning in the development of area based housing initiatives.				
Ensuring residents receive the best possible services.	<p>Significant progress has been achieved in this area via</p> <ul style="list-style-type: none"> • Inspection (2 star) • BV Reviews • Self-assessment against CPA • Performance Monitoring of the ALMO • Chartermark status for both the Council and WALH • Quality Assurance systems for Housing strategy 		To continue to monitor resident satisfaction rating during 2008		
Accountability telling people what we plan and how we perform.	<ul style="list-style-type: none"> – Housing Strategy published on the web – Progress reported half yearly. – Regular newsletters – WALH reports and tenant literature. 		To continue existing practices.		
Ensure we have well skilled staff	Continuing to use Investors in People to systematically assess and develop				

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Responsibility
			2008		
with the key competencies for delivering the best possible service.	staff.				
Ensure we maximise efficiency and improve procurement	Significant progress has been made in this area with the use of partnering contracts within WALH works Within private sector policies the use of combined loan/grant and in innovative policies such as the Empty Homes Challenge Fund show progress.	ALMO Monies Mainstream Moines	Efficiency and procurement are key aspects that will continue to be tackled within the WALH Business Plan and with the updating of the Homelessness Strategy etc		

HRA Business Plan Revised Action Plan 2008

Strategic Objectives	How will we know we have been successful			Responsibility
	Milestones		Smart Target	
	Achieved in previous years	2008		
Strategic Theme: People and Choice				
1.1 To have a transparent strategy for customer access and to have fully implemented measures aimed at improving access to offices, information to tenants and making it easier for the customer to contact the service.	Repairs ordering call centre service standards / customer charter. Reduction in the number of full-time officers. Phases 2 & 3 of the Service Excellence Review implemented		Increase % of customer who find it easy to contact the service to 80% by 2009/10	Mike Grimes Tony Gerrard Peter Layland
1.2 To have improved choice and access to accommodation and to contribute to efforts to increase the supply of affordable homes.	Property shops choice based lettings. Major reduction in voids. Furnished accommodation. Developed new nomination agreements with RSL partners. Reviewed current choice based letting system and implemented changes. Involvement of WALH in Councils affordable Housing schemes	Involvement in Greater Manchester Choice Based Lettings system	Retain voids at 1.4% or lower.	Janice Barton Steve Sargent Michelle Price

Strategic Objectives	How will we know we have been successful			Responsibility
	Milestones		Smart Target	
	Achieved in previous years	2008		
Strategic Theme: People and Choice				
1.3 To have implemented measures to tackle and minimise homelessness and its causes.	<p>Adoption of quality standards. Increased supply of temporary accommodation. Improved advice re-organised service.</p> <p>Implement the homelessness and the bed & breakfast action plans which include a greater emphasis on preventative action.</p> <p>Implement the action plans.</p>	To contribute to the development of the new Homelessness Strategy and to implement the WALH responsibilities.	To end the use of bed and breakfast by 2008/09. Reduce the level of repeat homelessness to ensure top quartile performance. Reduce use of temporary accommodation to meet the government 2010 target	Janice Barton Steve Sargent
1.4 To have implemented changes to its services aimed to older people.	<p>Revised management arrangements of sheltered housing investment in sheltered housing.</p> <p>Popps bid.</p> <p>Participation in older persons housing' study.</p> <p>Implemented those aspects of the older persons' housing action plan for 2005/06 including investment strategies, assess value for money and improved partnership working.</p> <p>Implemented those aspects of the older person housing action plan for 2006/07.</p>	To implement the revised older person housing action plan 2008/09	To maintain 95% satisfaction levels.	Janice Barton Angela Durkin

Strategic Objectives	How will we know we have been successful			Responsibility
	Milestones		Smart Target	
	Achieved in previous years	2008		
Strategic Theme: People and Choice				
1.5 To have implemented changes to its services aimed at supporting services to vulnerable people.	Increased floating support capacity Reviewed services in line with S.P programme		To maintain a success rate of 85% for supported tenancies	Janice Barton Steve Sargent Angela Durkin
1.6 To have implemented policies aimed at tackling financial exclusion.	Rent arrears / benefits training Income Assessors introduced Housing benefit liaison officer CAB referral system reviewed Home Contents insurance Links developed with Credit Unions SLA with advice agencies EMOS trained in Welfare Rights			Mike Grimes Mike Grimes Mike Grimes Mike Grimes

Strategic Objectives	How will we know we have been successful			Responsibility
	Milestones		Smart Target	
	Achieved in previous years	2008		
Strategic Theme - Neighbourhood Renewal				
2.1 To have improved the resident's quality of life by improving the appearance of estates.	Next scheme Fencing scheme. Estate inspection. Estate caretaker's role reviewed. Strategy for problem garden agreed.		To reduce the % of tenants who consider there is a serious problem relating to cleanliness in their area to 15%.	Mike Grimes
2.2 To be providing improved housing management services to residents which is consistent with top quartile and 3 star performance.	Reduced re-let time from in excess of 60 days in 2002/03. Increased proportion of rent. (***) collected including empty property areas) Reduced time to complete repairs. Achieved CPA score of 4 84% of tenants satisfied with overall service	To maintain increased performance targets		Mike Grimes Elspeth Brighton
2.3 To have increased residents' satisfaction with their area by continuing to develop policies that tackle anti-social behaviour, by incorporating security issues with the investment strategy and by deepening partnership working.	Introductory tenancies. Expanded tenancy relations team. Anti-social behaviour strategy. Investment strategies. Reviewed good behaviour agreements. Developed restart programme for evicted families. Targeted incidents of unfair discrimination and racial harassment on estates. Reviewed victim / witness measures. Raised awareness via promotion / publicity		Maintain the proportion of neighbour nuisance cases resolved satisfactorily to 75%. To reduce the % of tenants who consider there is a serious problem with neighbour nuisance in their area to 10%.	Mike Grimes

Strategic Objectives	How will we know we have been successful			Responsibility	
	Milestones		Smart Target		
	Achieved in previous years	2008			
2.4 To have implemented wider renewal strategies which target specific estate hotspots.	Area Based Initiative on the Trees Estate. Continued to support the initiative To consider further initiatives on estates within the NRF framework.			Mike Grimes	
2.5 To have developed and started to implement a strategy to overcome the problems of contaminated land at Ince.	Extensive work with residents, consultants and other stakeholders to develop a strategy to overcome problems. Completed the strategy & assessed funding Commenced implementation of the strategy		Continue to implement strategy into the final phases of remediation. Continue to assess funding / DEFRA	Elsbeth Brighton	
Strategy					
3.1 To have all of its housing stock either meeting the decency standard or to have works planned so as to fully meet the standard by 2008	Investment strategy agreed and implemented. Procured using partnering arrangements. 18% non-decent in 2005/06 Adjusted programme in light of further information & assess effect of new rating system 12% non-decent in 2006/07		To benchmark performance against the results of the new WALH stock condition survey (due April 2008) and implement any changes	For 90% of housing to meet the decency standard in 2008	Mike Sterlicchi
3.2 To have fully implemented maintenance strategies based on Egan principles which have increased customer satisfaction and become more effective	Tenant involvement in deciding priorities. 93% Satisfaction in 2005/06 & 2006/07			To maintain resident satisfaction with improvement works in excess of 90%.	Mike Sterlicchi

Strategic Objectives	How will we know we have been successful				Responsibility
	Milestones			Smart Target	
	Achieved in previous years		2008		
3.3 To have reviewed and implemented improved practice in policies aimed at services for residents whose properties are being adapted.	Improved monitoring measures. Improved working practices.				Mike Sterlicchi
3.4 To have made progress on making homes more energy efficient, to have reduced fuel poverty and to ensure environmentally sustainable practices are adapted on all maintenance / improvement works.	Insulation packages associated with the planned maintenance strategies. Incorporated environmentally sustainable principles in planned maintenance progress Income maximisation measures.			To achieve SAP rating of 65 in council housing.	Mike Sterlicchi
Key Enabler Business					
4.1 To have developed a clear vision for the future and to have negotiated with the Council an agreement for 2007 onwards.	HRA Business Plan / Annual Delivery Plan Undertook visioning work and long-term strategy. Consultation survey undertaken. Completed visioning and agreed the contractual arrangements.		To assess the success/implementation of the current vision / agreement		Ashley Crumbley
4.2 To have developed a robust financial and planning framework for the HRA Business Plan and Annual Delivery Plan.	HRA Business Plan / Annual Delivery Plan. Revised HRA Business Plan / Annual Delivery Plan in line with future role.		To utilise the stock condition information to develop a robust medium term view of the HRA. To negotiate with government over opportunities to move out of the national HRA framework		Ashley Crumbley

Strategic Objectives	How will we know we have been successful			Responsibility
	Milestones		Smart Target	
	Achieved in previous years	2008		
<p>4.3 To have developed and fully implemented a business framework to drive forward service improvements.</p>	<p>ALMO delivery plan. Major business processes re-engineered Organisational review New IT system. Completed implementation of new HMIS. Reviewed of effectiveness of information system including Management Information cost centres. E-government. Document imaging communication.</p>		<p>To maintain all the current accreditations for front line services eg Charter Mark</p>	<p>Tony Gerrard</p>
<p>4.4 To have developed and implemented a strategy to maximise the organisation's efficiency and value for money.</p>	<p>Partnering arrangements within improvement / maintenance works. Reviewed all bought in Council services. Developed a procurement strategy.</p>	<p>To continue to roll out the organisation efficiency and value for money strategies</p>	<p>Target to be set</p>	<p>Tony Gerrard</p>
<p>4.5 To have revised the Performance Management Framework to enable the aims / objectives of the housing service to be measured and assessed post 2007.</p>	<p>Performance Management Framework in place. Revised PMF in line with Inspectorate recommendations and CPA changes. Revised Performance Management Framework in line with proposals post 2007.</p>	<p>To monitor the agreed new arrangements</p>		<p>Elspeth Brighton</p>

Strategic Objectives	How will we know we have been successful			Responsibility
	Milestones		Smart Target	
	Achieved in previous years	2008		
4.6 To have implemented staff development strategies in place which enable the rapid changes in the organisation to take place.	Staff training programme. Staff induction Achieved investors in people status. Continued to implement Performance Development Review process including considering performance framework for staff		To maintain the Investor in People.	Tony Gerrard
Key Enabler: Stakeholders				
5.1 To have improved satisfaction with customer involvement within all aspects of what the organisation does and provides better feedback to all customers on all services.	Tenant involvement in investment procurement strategy. Tenant involvement in major policy changes eg allocations. Initiatives such as the tenants readers group & tenants audit group Continued to extend customer involvement especially the hard to reach strategy		Maintain satisfaction levels of greater than 70% of tenants satisfied with the opportunity in decision making.	Mike Grimes
5.2 To have clear service standards in all areas and developed meaningful reports in performance to customers.	Quarterly performance report produced. Local performance reports. Revised complaints procedure. Continued to develop service standards			Elspeth Brighton Mike Grimes
5.3 To have deepened inter-agency working between the housing service and other related partnerships.	Key members of the Housing Partnership and its sub-groups. Participate within the Community Safety Partnership Developed protocols with agencies ranging from homelessness to probation.	Participate in the review of the Housing Strategy. Continue to be an active member of the Housing Partnership		Ashley Crumbley

Strategic Objectives	How will we know we have been successful			Responsibility
	Milestones		Smart Target	
	Achieved in previous years	2008		
5.4 By 2007 to have fully implemented a comprehensive range of equality and diversity strategies to improve performance in this key area.	Work to develop customer profile. Reviewed all service plans. Equality and diversity training. Achieved CRE code of guidance. Level 2 Equality Standard. To work with WALH to ensure monitoring system on key housing services in 2005/06 Level 3 Equality Standard		Maintain CRE Code of guidance for rented housing and Level 3 of the Equality Standard.	Tony Gerrard

Diversity Impact Assessment form

Section: Housing Strategy

Policy/Service Area: Housing Strategy

Person completing form: Peter Layland	Date: 21 st Dec 2007
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Do any of the below groups suffer specific disadvantage (please indicate)

	Yes	No		Yes	No
Race		✓	Disability		✓
Ethnicity		✓	Gender		✓
Age		✓	Religion		✓
Class		✓	Sexual Orientation		✓

Is there evidence of disadvantage or associated problems?
 Purpose of the Housing Strategy is to tackle disadvantage in relation to housing e.g. making housing more affordable and accessible, tackling poor housing conditions etc
 Affects all groups positively.

How was the information collected and/or who have you consulted with?
 Information on housing needs obtained from survey of approx 3000 of the boroughs residents, consultation undertaken with all stakeholders via Housing Partnership

Action Plan – What specific actions are planned to tackle any disadvantage identified?
 Contained within Housing Strategy action plan

Is the policy in line with current equality legislation and relevant codes of practice?
 Yes

Timescale	Oct 2008
Responsibility	Peter Layland
Comments	

Are the actions specified included in any other documents/plans?

Departmental Service Plan	Yes
Section/Team Plan	Yes
Other (specify)	

Date for further review	2008 (when undertaking strategy review)
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