

Report to: Community Protection Panel

Date: 17th September 2007

Subject: Mid year Progress Review of the Housing Strategy/ HRA Business Plan

Report of: Director of Environmental Services

Contact officer: Peter Layland Telephone: 01942 404135

Purpose/summary: To update progress on the Housing Strategy and HRA Business Plan.

Alternative options considered and reason for selecting the one recommended: This is a monitoring report.

Recommendation/decision: To note progress on achieving the Housing Strategy and HRA Business Plan.

Key Decision: This report does not involve a key decision.

Risks/Implications:

Financial:	None
Staffing:	None
Policy:	Housing Strategy
Equal Opportunities - has a Diversity Impact Assessment been conducted?	Yes
Wards affected:	All

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

Yes

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?

No

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? **N/A**

* delete which applicable

For Cabinet reports only:

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

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
17/9/07			

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

Document	Date	File Reference	Place of Inspection
Wigan’s Housing Strategy	2003		Progress House/ Web
Wigan’s HRA Business Plan	2003		Progress House/Web

Proper Officer M. Kimber

Date 29.8.07

1. Background:

- 1.1 The Housing Strategy and HRA Business Plan were submitted to Government in 2003 and were awarded "Fit for Purpose" status in October 2003. As part of this status the documents were designed to last until the end of 2007 without being re-submitted. However given the significant changes in the local housing situation, the Housing Strategy was fundamentally revised in 2005/06 and the HRA Business Plan Action Plan was updated. The progress on both of these strategies is reported on a 6 month and annual basis, with the action plans being updated at the annual review.
- 1.2 This report sets out progress at mid year bearing in mind the strategies run to a calendar year timetable and comments are supplemented by copies of the detailed action plans.

2. Housing Strategy Progress

- 2.1 Progress in achieving the Housing Strategy Action Plan has been largely good over the last 6 months.

2.2 In terms of areas of good progress the following are highlighted.

- Major progress has been made in implementing the Older Persons Housing Study, especially within the aim of developing a sheltered housing strategy.
- Progress on the Affordable Housing Strategy, reviewing Choice Based lettings, revising RSL nomination agreements and introducing private landlords to the property shops has been good and to target.
- WALH continue to meet Level 3 of the Equality Standard and the revised Code of Guidance for Rented Housing.
- WALH continue to make made good progress within its investment programme and in improving satisfaction levels across a range of services
- Good progress continues to be made on private sector housing conditions and the revised Private Sector Housing Strategy is being implemented
- Good progress continues to be achieved in improving the energy efficiency of both Public and Private Sector homes.
- Favourable comment has been received from Inspectors on the needs analysis for vulnerable people
- Progress on fully understanding our housing market and on revising our key housing and homeless strategy has been good.

2.3 In terms of areas of more limited progress the following are highlighted.

- Due to major changes in the local housing market, homelessness has been a major issue in recent years. Major activity and investment has occurred including successful external bids such as Invest to Save. This combined with a re-organisation of the service has reduced the size of the problem and trends in homelessness acceptances and in the use of bed and breakfast are now reducing. However despite this progress homelessness remains a major concern and remains stubbornly high. Further work to reduce the problem is

overseen by a very active Homelessness Forum and we continue to work closely with the DCLG Homelessness Directorate.

- Whilst good progress has been made in implementing affordable housing policies, the shortage of good quality affordable homes continues.
- Despite an increase in enforcement action the level of private sector empty homes has risen over the past 12 months. This has been true for both short and long term voids. Analysis shows that the major part of this increase is due to the growing number of newly completed homes that are vacant.
- There have been changes and delays within the AGMA Making Housing Count housing research programme. This has yet to be completed and therefore it is too early to determine the effect on Wigan. As the programme will not deliver the promised Housing Market Assessment / Updated Needs Analysis alternative arrangements will need to be put in place.

3. HRA Service Plan

3.1 Progress in achieving the HRA Business Plan has also been good over the last 12 months. A copy of the Action Plan with an assessment of progress is enclosed as Appendix 2.

3.2 In terms of areas of good progress the following are highlighted:-

- Continued high customer satisfaction across a range of services
- Significant progress in providing improved housing management services to residents as measured by CPA indicators. (high number now upper quartile)
- Greater participation in wider renewal strategies.
- Good progress in overcoming the land contamination issues at Ince.
- Good progress on improving the quality and energy efficiency of Council property. We remain on target to meet the Decent Homes Target in 2008/09.
- Good progress on implementing the WALH agreed vision and the new contract
- Increasing the supply of accommodation to vulnerable groups.

3.3 In terms of areas of concern the following are highlighted:-

- For reasons mentioned earlier in this report progress on reducing homelessness problems has been difficult but progress on the use of bed and breakfast has been good.
- The timetable for value for money reviews as recommended within the last Housing Inspection has slipped. This is largely due to the extent of the task and the need for the reviews to be undertaken properly. WALH have made significant process and their proposals for a Value For Money Strategy is

being reported to the Board on the 4th September 2007.

4. Conclusion

- 4.1 It should be remembered that we are now approaching the end of the normal life for both of the strategies and a full evaluation will be submitted to the Panel after the end of the calendar year. The government proposals on the future housing strategy arrangements has yet to be announced. As a result it was agreed earlier in the year that a review of the strategies will be undertaken and a one year extension to the current plans prepared. This is due to the likelihood of a significant change in the government's view of what a local strategy should consist of, with a greater linkage with regional and sub regional strategies.

Diversity Impact Assessment form

Section: Housing Strategy

Policy/Service Area: Housing Strategy

Person completing form:
Peter Layland

Date:
24th Aug 07

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	Apr 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)

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

PROPOSED 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 (July 2007)
			2005/6	2006/7		
<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 	<p>Mainstream funding</p> <p>Homelessness funding</p> <p>NRF</p> <p>Invest to Save</p>	<p>To implement the Homelessness Action Plan (2005/06)</p>	<p>To implement the Action Plan (2006/07)</p>	<p>To end the use of bed and break-fast by 2007.</p> <p>To reduce the level of repeat homelessness</p> <p>To reduce the use of temp accom by a quarter by 2007</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 style="text-align: center;">☺</p> <p>Continued major reductions in the use of bed and breakfast. Homelessness is continuing to reduce but it remains high and strategic targets will be difficult to achieve</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (July 2007)
			2005/6	2006/7		
	<ul style="list-style-type: none"> ◆ adopting quality standards ◆ improving advice services ◆ increasing the supply of temporary accommodation 					☹
	<ul style="list-style-type: none"> ◆ successfully bidding for additional funding via Invest to Save process ◆ launching a Bond scheme 					
	<ul style="list-style-type: none"> ◆ doubling the level of support available to the homeless ◆ successful inspection of services in 2005 					
	<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>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 homes and	<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 	Mainstream monies Supporting	5%	25%	To increase the number of older people being helped to maintain their own	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 (July 2007)
			2005/6	2006/7		
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"> ◆ Co-ordination of agencies in the provision of housing support and advice 	<p>People (SP) monies</p> <p>Other special programmes / bidding opportunities</p>			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. ◆ Looking to promote greater diversity in provision ◆ Encouraging partnership links to help 		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 was reported at the last review. Progress on this key document now being undertaken and this is seen as good practice in the recent SP inspection</p> <p style="text-align: center;">☺</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (July 2007)
			2005/6	2006/7		
	develop links with advice agencies to provide better housing information					

What are the issue/problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
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 Linking with local private investors <p>Given the worsening of the affordability</p>	<p>Mainstream monies</p> <p>Homelessness monies</p> <p>Section 106 monies</p> <p>Housing Corporation monies</p> <p>Private Sector</p>	<p>Review the choice based letting system</p> <p>Introduce the</p> <p>Affordable</p>	<p>Consider the government's request for wider Choice-Based Lettings systems</p> <p>To fully</p>	<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 1.28%)</p> <p>☺</p> <p>Choice based lettings system reviewed and amendments implemented. Greater involvement in the property shop by RSL and private landlords now underway.</p> <p>Greater sub regional co-operation being explored.</p> <p>Affordable Housing</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			<p>Housing Policy within the Unitary Development Plan / Local Development Framework.</p>	<p>implement the Affordable Housing Policy</p>		<p>Strategy agreed in June 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</p>
			<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.</p> <p>Pilot the use of Empty Homes Management Orders</p>		<p>Nomination Agreement in place & monitoring system in place 😊 Number of affordable housing schemes under development. Housing Corporation bidding round this autumn</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets	SMART Target	Progress (Dec 2006)
			Bid for Housing Corporation allocation for new property		

What are the issue/problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
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.	
			4	4	WALH to meet the revised Code of Guidance for Rented Housing by 2007	
Ensuring asylum	Our key objective of housing and	Mainstream	To research the	To develop		NASS contract

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
seekers, refugees and economic migrants are appropriately housed and assimilated.	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.	monies	issues being faced by refugees and economic migrants Renegotiate with NASS re accommodation contract	policies to tackle key issues faced by refugees and economic migrants		ended. Corporate research being undertaken on economic migrants.
We know that significant gaps in provision occur within a number of vulnerable/ socially excluded groups	<p>The key objectives are:</p> <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 for 2005/06.</p> <p>Evaluate govt guidance on needs analysis for travellers</p> <p>To develop</p> <p>Funding bids in support of prioritised gaps in services.</p>	<p>To carry out the actions identified within the Supporting People Needs Analysis for 2006/07</p> <p>To carry out a needs analysis for travellers on a sub regional basis.</p>	<p>To increase the number supported with independent living by 10% by 2008</p>	<p>Work on traveller's needs and those with learning difficulties being undertaken. The former has slipped due to the need to work sub-regionally.</p> <p style="text-align: center;">☹</p> <p>Funding bids to be made to the Housing Corporation</p>

What are the issue/problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
	<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 			<p>To develop the Supporting People Needs Analysis and to extend its scope to include all housing issues for vulnerable /socially excluded groups</p>		<p>Needs analysis extended and developed framework complemented within the recent SP inspection</p> <p>☺</p>
<p>To try to ensure people with disability receive the best possible adaptation service</p>	<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>	<p>To seek further resources from Government to meet the increased need.</p>	<p>To implement the findings of the Govt review into DFGs</p>	<p>To shorten the waiting time for all high level needs applicants 20% by 2007</p>	<p>The demand for DFGs is now broadly in balance with the resources available. Awaiting new government proposals within this area.</p>

What are the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
	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 continue to look at different options of procurement in an effort to reduce costs.			Discussions over different procurement methods underway

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/6	2006/7		
			To independently check progress against the decent homes target via Stock Condition Survey	WALH Stock Condition Survey to be carried out to define future WALH programmes to maintain decency		Overall Stock Condition Survey confirmed progress against decent homes target. WALH survey now underway
Below quality standards within the Private Sector Housing Stock.	<p>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.</p> <p>Stock Condition Survey results have shown the significant improvements in the condition of the private housing stock over the past 5 years. This has been maximised by our policies aimed at targeting help to the most deprived areas and vulnerable groups</p>	Mainstream allocations (£3M - £4M per annum)	74%	76%	For 76% of private housing with a vulnerable person to meet the decent homes standard by 2007	Excellent progress on decency targets in the private sector. 😊
			85%	85%	For resident satisfaction with Private Sector Team to exceed 85% by 2007	

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/6	2006/7		
	<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>To revisit the Private Sector Housing Strategy and RRO to target resources on the key areas identified in the stock condition survey.</p> <p>To adopt the Housing Health and Safety Rating system.</p>	<p>To fully implement the new strategy and policies</p> <p>To assess implications of the HHSR on the Decent Homes Target (adjust if necessary)</p>		<p>Private Sector Housing Strategy for 2005-10 agreed in the autumn.</p> <p>HHSR system implemented.</p> <p style="text-align: center;">☺</p>

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/6	2006/7		
Too many houses are cold, fuel poverty and excess winter deaths are a consequence.	<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. ◆ 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>	<p>Mainstream monies</p> <p>Energy efficiency monies</p>	17%	18%	<p>To achieve 18% annual improvement in energy efficiency savings within the Home Energy Conservation Act (HECA)</p> <p>For Council housing to achieve a SAP rating of 63 by 2007</p> <p>For private sector housing to reduce the numbers with a SAP rating of less than 30 to less than 1% of the stock by 2007.</p>	<p>Good progress on energy efficiency continued</p> <p>Council housing has achieved a SAP rating of 65.</p> <p style="text-align: center;">☺</p>
			62	63		
			1%	1%		
			<p>To adjust the programme in light of the Private Sector Housing Strategy / RRO revisions. To continue to develop initiatives on insulation and education particularly using the Energy Advice Centre</p>		<p>To review and develop our policies aimed at increasing awareness of choice in energy providers and in benefit take up</p>	

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/6	2006/7		
Ensure works to the existing stock and the development of new housing is environmentally sustainable.	<p>The key objective is to minimise the effect on the environment of the existing housing stock and any new housing development.</p> <p>This is being achieved via:-</p> <ul style="list-style-type: none"> ◆ Imposition of tight standards within the UDP for new development within the construction / maintenance, location and running costs of new housing ◆ Maximising the use of Brownfield sites for new housing. ◆ Energy efficiency improvements in existing stock ◆ Building in improvements in the construction / maintenance within refurbishment activity in both the public / private sector ◆ Ensuring materials are procured from sustainable sources. 		<p>To introduce the Design Guide to Residential Development into the UDP</p> <p>To reassess practises within Private Sector review</p>		<p>To achieve _ of development on Brownfield sites by 2007 (target to be inserted)</p>	<p>Design guide and re-assessment practices implemented.</p> <p style="text-align: center;">☺</p>

Theme – Neighbourhood Renewal

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/6	2006/07		
<p>We need to fully understand our local housing market, its influences and how it interacts with surrounding areas.</p>	<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 ◆ extended our knowledge of own housing markets and their inter-relationships both within and outside of the borough via research ◆ worked in a wider way with planners and economic development to maximise impact ◆ Developed broad intervention policies aimed at balancing the local market. 	<p>Mainstream monies</p>	<p>Incorporate the analysis of the housing needs survey update and new sub-regional research within our market analysis</p> <p>Participate in the development of the sub – regional housing strategy</p>	<p>To carry out a Housing Needs analysis in 2007</p> <p>Incorporate the sub – regional research findings into the strategy</p>	<p>Maintain an assessment of a relatively balanced housing market within the 2007 Regional Housing Strategy</p>	<p>Peter Layland Martin Stuart</p> <p>Close liaison with ECOTEC (Consultants for AGMA) and other Manchester City Region Authorities. Proposals now being developed for a sub regional strategy.</p>

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/6	2006/07		
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.	<p>The key objective is to ensure that market decline in certain housing markets is prevented and indeed is reversed.</p> <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 	<p>ALMO monies.</p> <p>Mainstream allocations.</p> <p>Neighbourhood Renewal Fund</p>	2.2%	2.1%	Reduce level of empty homes over 6 months to 2.1% by 2007.	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	Progress (Dec 2006)
			2005/6	2006/07		
	<ul style="list-style-type: none"> ◆ 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) ◆ 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. 		54%	54%	For the price gap of 54% property (access price) between townships not to widen by 2007	<p>Number of empty houses has significantly increased over the last 12 months (Currently 2.2%). The main reason for the rise is the increase in newly built homes that are vacant. Price gap between access prices in difficult areas has reduced.</p> <p>☺</p>

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/06	2006/07		
	<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. ◆ Intervening within housing to help reduce the levels of health inequality in the borough. 		<p>Review approach and areas covered within the Private Sector Housing Strategy. Taking note of wider neighbourhood and health inequality factors</p> <p>To extend links with the Community Safety Team to reinforce work on neighbourhoods</p> <p>To extend links with health on health inequality issues</p>	<p>Implement the revised strategy</p> <p>Evaluate private landlord low demand powers</p>		<p>New Private Sector Housing Strategy developed</p> <p style="text-align: center;">😊</p> <p>Landlords Forum regularly held</p> <p>An assessment of the private landlord low demand powers undertaken and likely areas didn't meet the criteria</p>

What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/06	2006/07		
<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>11%</p> <p>Introduce the affordable housing policy</p>	<p>11%</p> <p>Fully implement the affordable housing policy and explore options to maximise affordable provision where it is most needed</p> <p>Formally adopt the Unitary Development Plan / Local Development Framework in 2006</p>	<p>Ensure Wigan's affordability index remains 11% more affordable than the regional average</p>	<p>Peter Layland Martin Stuart</p> <p>Overall Affordability Strategy developed. UDP adopted</p> <p style="text-align: center;">😊</p> <p>Wigan's relative affordability position in relationship to the regional average is unchanged.</p>



Theme – Enablers



What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/06	2006/07		
<p>Ensuring communities participate in particular hard to reach groups</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.</p> <p>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>Ensure residents participate in the WALH review over its future role</p> <p>To evaluate involvement within the existing framework to identify gaps in participation</p>			<p>Good progress by WALH within area.</p> <p>😊</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>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>To form an Affordable Housing Sub Group within the Housing Partnership</p>			<p>Affordable Housing Group set up, but needs more development / membership widened</p> <p>😐</p>


What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/06	2006/07		
	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 		83%	85%	For 85% of Council tenants to be satisfied with the Housing Management service by 2007.	<p>Generally good progress in this area. Most recommendations of AC inspection carried out (except for all value for money reviews)</p> <p style="text-align: center;">☺</p>
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. 					<p>Good progress</p> <p style="text-align: center;">☺</p>



What is the issue/ problem we need to address?	How will we deal with it (priorities / objectives)	Resources	Milestones / Targets		SMART Target	Progress (Dec 2006)
			2005/06	2006/07		
Robust solutions are developed based on sound research option appeal and risk management	Continue to use the strategic management process to systematically identify gaps, develop solutions, implement and monitor performance To test new research and the above process via discussion at the Housing Partnership		Stock Condition Survey Housing Needs update. Supporting People - Needs Action Plan	Supporting People - Needs Action Plan.		All actions undertaken 😊 SP Needs Assessment received favourable comment in the recent inspection.
Ensure we have well skilled staff with the key competencies for delivering the best possible service.	Continuing to use Investors in People to systematically assess and develop staff.					Continued compliance 😊
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	WALH Access to Services Review WALH programme of contracting bought in services Private Sector Review			Good progress in terms of the reviews, some delays in value for money area. 😊

HRA Business Plan Revised Action Plan 2005/07




Strategic Objectives	How will we know we have been successful				Progress (Dec 2006)
	Milestones			Smart Target	2006
	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	Good progress 
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 2006)	
	Milestones		Smart Target	2006	
	Achieved in previous years	2005/06	2006/07		
Strategic Theme: People and Choice					
1.3 By 2007 to have implemented measures to tackle and minimise homelessness and its causes.	Adoption of quality standards. Increased supply of temporary accommodation. Improved advice re-organised service.	To implement the homelessness and the bed & breakfast action plans which include a greater emphasis on preventative action.	To continue to implement the action plans.	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)	Action Plans implemented and signed reduction in the use of bed and breakfast over the last 6 months Significant reduction in homelessness due to greater prevention activity. Limited progress on reducing temporary accommodation Homelessness still at a high level. 
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. Popp's 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.	Good progress on action plan 
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	Reviews undertaken.

Strategic Objectives	How will we know we have been successful				Progress (Dec 2006)
	Milestones			Smart Target	2006
	Achieved in previous years	2005/06	2006/07		
Strategic Theme: People and Choice					
1.6 By 2007 to have implemented policies aimed at tackling financial exclusion.	Rent arrears / benefits training Housing benefit liaison officer Home Contents insurance SLA with advice agencies	Introducing income assessors Revise CAB referral system. Develop links with credit union Training on welfare rights for EMOs. Provide better information to customers on rental issues.		Suitable target to be identified and set	Links between Wigan Bond Scheme and Credit Union. Income maximisation team established and operational.

Strategic Objectives	How will we know we have been successful				Progress (Dec 2006)
	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%.	Ongoing and works continue
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	Generally improvements are being made in housing management performance  Top quartile satisfaction ratings achieved
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.	Improvements occurring in resident satisfaction with neighbour nuisance intervention. 

Strategic Objectives	How will we know we have been successful				Progress (Dec 2006)
	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.	WALH carrying out work within NRF and wider role outlined within new contract post 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.	Good progress ☺
Strategic					
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. Tenant involvement in deciding priorities.	18% non-decent To adjust programme in light of further information & assess effect of new rating system 93% satisfaction	12% non-decent 93% satisfaction	For 88% of housing to meet the decency standard in 2007 and for all to meet the standard by 2008. For resident satisfaction with improvement works to exceed 90%.	Good progress on both works and on satisfaction. ☺
3.2 By 2007 to have fully implemented maintenance strategies based on Egm principles which have increased customer satisfaction and become more effective.	BV recommendations. Best / Merit. Partnering Contractual arrangements.	95% satisfaction Take measures to reduce numbers of emergency repairs. Increase income from rechargeable repairs.	95% satisfaction. →	For resident satisfaction with repairs service 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	Evaluation underway

Strategic Objectives	How will we know we have been successful				Progress (Dec 2006)
	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.	Good progress. (65 achieved) 
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 and revised Management agreement implemented 
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.	Still awaiting new government framework in this area.
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.	Some slippage on HMIS but now complete. Accreditations maintained. 

Strategic Objectives	How will we know we have been successful				Progress (Dec 2006)
	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	Some delays in this area due to work needed. Now working well to complete in the current year. ☹️
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.	→	To have a revised performance management framework in place by 2007.	Agreed revised framework now in operation 😊
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.	Achieved
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.	Service standards being developed in key area
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 Ongoing to be completed by the end of 2007. WALH have increased Housing partnership participation

Strategic Objectives	How will we know we have been successful				Progress (Dec 2006)
	Milestones			Smart Target	
	Achieved in previous years	2005/06	2006/07		
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.	Excellent progress. Targets already achieved early. 