

Affordable Housing Strategy Update – April 2010

1.0 Performance

1.1 Main achievements in 2009/10

- Homes and Communities Agency grant funding totalling almost £14m secured for the provision of over 300 affordable homes for rent and sale across the borough to date in the 2008-11 bidding round.
- Successful bids made in Local Authority new Build rounds 1 and 2. 49 additional homes to be built by the Council. 14 due for completion by Autumn 2010 and 35 due for completion Summer 2011
- Successful bid made by Wigan and Leigh Housing for 52 affordable rented homes in Scholes, due for completion by Winter 2010/11.
- Successful Kickstart round 2 bid by Persimmon Homes at Greenfields, Billinge. Scheme to provide 50 homes including 31 HomeBuy Direct homes, due for completion by December 2011.
- Adoption of new Council allocations scheme and review of nominations agreements to make better use of existing social stock.
- Proposed local lettings policy for new build schemes to better promote mixed communities.
- Development of Home Ownership for Long Term Disabilities (HOLD) allocations policy and completion of 4 sales under the scheme.
- Establishment of Wigan Housing Solutions offering services to private sector landlords, including a private sector leasing scheme and also helping applicants secure suitable accommodation in the private sector.
- New Wigan Council landlord accreditation scheme launched.
- Commissioning of an Affordable Housing Viability Study to inform the Local Development Framework housing policies.
- Update of the Strategic Housing Land Availability Assessment (SHLAA) 2009.
- Participation in the development of the first Greater Manchester Local Investment Plan with the rest of the AGMA authorities and HCA
- Bids submitted for the 2010/11 HCA/AGMA bidding round

1.2 Key Performance Indicators

1.2.1

Housing Strategy performance Indicators 2009-2011

Theme 1		Quantity				
Indicator	2008/09 Outturn	2009/10		2010/11		
		target	Outturn	target	Outturn	
NI154 SHI1	780	400	433	600		
NI155 SHI2	38	85	42	159		
LAA Local	264	400	311	530		

SHI6	Percentage of private sector homes empty for more than 6 months	2.56%	2.50%		2.40%	
LAA Local	Number of empty homes returned to use or demolished with LA advice or action	64*	2500	1525	6120	
RSS	percentage of homes built on previously developed land	87.30%	80%	91.50%	80%	

1.2.2 Breakdown of delivery of affordable homes

Updated 12.05.10	2009/10					
Indicators	target	Q1	Q2	Q3	Q4	outturn
Additional units built or acquired						
LA (inc ALMO)	0	0	0	0	0	0
RSL Rented	27	0	11	6	10	27
RSL Intermediate rent	0	0	0	0	0	0
RSL S/O shared equity	58	4	2	2	7	15
Non LA/RSL social rent	0	0	0	0	0	0
Non LA/RSL intermediate rent	0	0	0	0	0	0
Non LA/RSL S/O shared equity	0	0	0	0	0	0
Total	85	4	13	8	17	42
Number of additional lettings	400				5	311

	2009/10					
S106 Financial contributions £1,000	target	Q1	Q2	Q3	Q4	outturn
opening balance	1.967	1.967	7.866	13.766	19.666	1.967
received	21.632	5.900	5.900	5.900	3.933	21.632
spent	0.000	0.000	0.000	0.000	0.000	0.000
closing balance	23.600	7.866	13.766	19.666	23.599	23.599

1.3 Contribution to other strategies & priorities

- 1.3.1 **What makes Wigan Work** – We are contributing to the worklessness strategy through supporting the construction industry during the recession. Through the Council's and Wigan and Leigh Housing's new build programme we are building 101 additional homes across the borough, to a value of £12m . All contractors are working with the Council to ensure that all vacancies are advertised locally via the Skills Shop and that training and apprenticeships are created through the projects. In addition, other RSL schemes and Kickstart at Greenfields Billinge will provide additional local employment in the construction sector.
- 1.3.2 **Responding to the Recession** – Actions to increase the supply of affordable housing is also contributing to our responding to the recession action plan. Through working with private developers to secure HCA funding for affordable homes on private developments we are supporting the local housing market. We have secured additional social rented units that will be available to those on low incomes and homes for specialist and supported housing.
- 1.3.3. **Overcrowding Pathfinder** – We are tackling the shortage of larger family homes in the social stock through including this type of home in our new schemes. We are also providing homes that will be attractive to downsizers in order to free up additional larger family homes in the existing stock.
- 1.3.4 **Affordable Warmth/ Carbon Reduction** – All new social housing developments will be built to

Code for Sustainable Homes Level 3. High environmental performance will result in homes being healthy and affordable to run.

- 1.3.5 **Homelessness Strategy 2008-2013** – We are helping to reduce the impact of homelessness in the borough through providing more accommodation options for those who are homeless or at risk of homelessness.

1.4 Barriers to delivery

- 1.4.1 Delivery of affordable housing by private developers via planning agreements has been severely effected by the downturn in the housing market. Overall, completions of new homes has fallen in the last two years, with just 433 additional homes delivered in 2009/10 and the number of new planning applications has fallen also. This has resulted in no additional affordable homes being completed through planning agreements this year.
- 1.4.2 We are continuing negotiations with private developers on a number of applications. Negotiations and the drafting of S106 agreements has become more complex due to the reduced viability of providing affordable housing and other planning obligations on new developments. We have examined a range of alternative and innovative options with developers in order to reach agreement over the level and timing of affordable housing provision. We are now asking all applicants who are unable to meet policy requirements to submit information to the District Valuer in order that an appropriate contribution can be agreed depending on the circumstances.
- 1.4.3 The recession has also impacted on the marketability of low cost home ownership products, such as New Build Homebuy (shared ownership) and the Council's affordable housing scheme. Mortgage lending has been curtailed and deposits required have increased from 5% typically to up to 25% of the property value. In addition, affordability ratios still remain high, with the lower quartile ratio at 4.81, meaning that despite falls in house prices, home ownership remains unattainable for many first time buyers and households with a modest income and savings.
- 1.4.4 It must be noted that these trends have been repeated both regionally and nationally and are not unique to Wigan. We have responded by putting in place a "Responding to the Recession Action Plan" which includes a wide range of measures to support households and businesses currently suffering financial difficulty. As a result we have secured a number of additional affordable homes for rent through purchasing homes from private developers. We have also been working with the other AGMA authorities and the HCA to improve accessibility into home ownership and attract new institutional investors into the rental market.

1.5 Challenges for 2010

- Encourage developers to bring sites forward for housing development, whilst securing provision of affordable homes where viable.
- Review affordable housing models to ensure that products are attractive to purchasers and lenders.
- Ensure that the development of new affordable housing policies within LDF enable us to respond to variations in the local market, secure appropriate amounts of affordable housing dependent on viability and location and better meet local needs for affordable housing.
- Ensure that LA and WALH developments are delivered on time and budget.
- Complete Wigan Regeneration Prospectus and position Wigan to take advantage of future investment opportunities, particularly for strategic sites.
- Seek resident feedback on recently completed affordable housing.
- Better marketing of affordable housing schemes, particularly low cost home ownership, in partnership with providers.
- Develop the Greater Manchester Local Investment Plan 2 for 2011 with the other AGMA authorities and HCA.
- Participate in the Wigan Total Capital pilot.

2.0 Impacts (of achievements so far)

2.1 Equality & Diversity

- 2.1.1 The Council's allocations policy has been reviewed to provide fairer access into social rented accommodation, for example, by taking account of cumulative housing needs and giving high priority to ex-service personnel.
- 2.1.2 A local lettings policy for new build developments has been developed, this aims to create more sustainable communities through a better mix of residents. This also supports tackling overcrowding and worklessness.
- 2.1.3 New social housing developments planned meet Lifetime Homes standards in order to meet the changing needs of residents more easily.
- 2.1.4 New social housing developments include a range of property types, including those suitable for larger families, including BME, the elderly and those with disabilities.
- 2.1.5 We have introduced new initiatives within the private rented sector to make this a more suitable housing option for those households who do not have high priority for social housing.
- 2.1.6 We are developing new affordable housing options for people with disabilities, for example Home Ownership for Long Term Disabilities (HOLD).

2.2 Sustainability & Health

- 2.2.1 New social housing developments are being designed to meet Lifetime Homes and Code for Sustainable Homes level 3 as a minimum. This will mean that homes are more suited for a range of needs, are economic to run and are easily adapted in the future.
- 2.2.2 New environmental technologies, such as solar panels, rainwater harvesting and smart meters are being installed in new social housing schemes. This will mean that new homes impact less on the environment.
- 2.2.3 Proposals to build 650 homes at Bickershaw South, Leigh include aspirations to build up to Code for Sustainable Homes Level 6.
- 2.2.4 The new local lettings policy for new build aims to create a more sustainable mix of residents on new developments.
- 2.2.5 We are working with colleagues in ERO to ensure that local residents and businesses benefit from the opportunities created through the construction of new affordable homes in the borough, for example through apprenticeship schemes, local advertising of vacancies and using local suppliers where possible. All Local authority and WALH new build schemes will provide training and employment opportunities for local residents.

2.3 Resources & Value for Money

- 2.3.1 Working with our partners, Wigan has developed its reputation with the Homes and Communities Agency for being able to deliver affordable housing schemes. We have benefited from increased allocations in the National Affordable Housing Programme of almost £14m to date, through both Continuous Market Engagement bids and the new opportunities for ALMOs and Local Authorities to build new homes, funding in total around 270 units of accommodation. The investment by the HCA has been added to by RSL and private developer resources, as well as the Council's resources and prudential borrowing.
- 2.3.2 The Council considers that investing land and capital into the provision of affordable homes

offers good value for money. The Council has made resources available to support the delivery of affordable homes and land has been made available at nil value to support the delivery of 150 new homes in a number of locations across the borough. Land and capital to a value of £4.5m has resulted in schemes worth a total of £18.7m.

- 2.3.3 Issues regarding the value for money of the Council's own affordable housing scheme, Opening Doors, that is operated in partnership with Wigan and Leigh Housing Property Shop has been identified. This has been down to the up front investment in establishing the scheme in 2007, which was envisaged to be justified through achieving a high number of affordable homes and applicants by 2010. However, due to the recession and fall in house building this has not been realised and to date only 15 properties have been included in the scheme, with 9 completed sales.
- 2.3.4 Receipts to the Council through S106 commuted sums for the alternative provision of affordable housing have also been significantly lower than expected due to the recession. To date only £24,000 has been received, along with £30,000 resulting from a condition of sale of Council land. It is unlikely that this will increase in the immediate future.

2.4 Learning points and good practice

- 2.4.1 The Developers Forum was established in March 2009. It has now met 4 times and has an increasing attendance of private developers, land agents, planning consultants and RSLs. The forum offers partners an opportunity to input into the Councils housing planning policies and affordable housing strategy. Topics discussed include the Strategic Housing Land Availability Assessment and Viability Study for affordable housing provision
- 2.4.2 The Council and Wigan and Leigh Housing are increasing their knowledge of the development process through their new build programmes. The partnership between the two organisations has proved particularly effective through sharing of staff resource, skills and knowledge.
- 2.4.3 Wigan's overcrowding pathfinder has identified good practice in tackling overcrowding and under occupation within the social rented sector.
- 2.4.4 The continuing recession has meant that we have had to be increasingly flexible and innovative in negotiation of S106 affordable housing contributions. We have considered a number of alternative methods and have secured phased contributions, delayed payments linked to future viability appraisals, new intermediate rental and equity share models on some sites. The lack of technical expertise with regards to examining viability of developments and establishing reasonable levels of contributions has been identified and we are now using the District Valuer to advise on these matters.
- 2.4.5 The establishment of Wigan Housing Solutions offers services to private landlords and tenants. It improve standards within the private rented sector and helps make private renting a more attractive housing option to potential tenants, assisting in making better use of existing stock.
- 2.4.6 Participation in the development of the Greater Manchester Local Investment Plan with the HCA which seeks to link investment decisions with agreed long term sub regional priorities.

3.0 Changes in strategic / policy context

3.1 Local

3.1.1 Housing Strategy

Wigan's Vision 2026 Housing Strategy was launched in October 2009. Its strategic vision is;

Wigan is a place with a range of good quality, affordable housing that meets the aspirations of residents and supports sustainable growth. All areas of the borough are attractive places to live

*with neighbourhoods that are safe, clean and inclusive.
People are healthy and active and receive the support they need.*

The strategy recognises the importance of maintaining the delivery of housing both in the short term, to support the house building industry through the recession and prepare for recovery – and in the longer term, to meet the long term shortfall in housing provision and meet the needs of the changing population of the borough, particularly its ageing residents. The strategy also highlights the importance of housing in the aspirations for regeneration and growth in the borough. The strategic aims include;

- New housing development is linked to regeneration and growth to support the local economy to enable residents to access services easily and live more sustainably
- There are a sufficient number of homes of the right type and location to meet needs of the community
- Use of existing homes is maximised, with few empty homes
- New housing development is well designed and safe, it supports active lifestyles and caters for the needs of vulnerable and minority groups
- A range of affordable housing is available to meet the needs of emerging households and growing families

3.1.2 Planning and regeneration

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

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

3.2 Regional / Sub-regional

- 3.2.1 Activity within the Manchester City Region is continuing at a fast pace, with the new Greater Manchester Strategy and Greater Manchester Housing Strategy now published. In terms of the housing market the aim of the Greater Manchester Strategy is “Creating quality places to meet the needs of a competitive city region”. There is a recognition that in many areas the housing on offer in Greater Manchester is often poor quality and of a similar type, for example, older terrace houses, social housing or poor or poorly managed private rented homes.
- 3.2.2 Therefore, in order to support the transformation of the economy a wider range of housing is needed and this must cater better for the changing needs of the population. The strategies recognise that in order to create vibrant communities, housing delivery needs to be planned along with infrastructure, schools, green space and employment opportunities. We will be participating in a number of pilot schemes being implemented across Greater Manchester including mortgage accessibility, private rented sector, public sector land and the Total Capital approach.
- 3.2.3 In support of this the AGMA authorities have signed its first “Local Investment Plan” with the Homes and Communities Agency (HCA), with the aim of aligning investment in housing and regeneration to the Greater Manchester priorities. It is hoped that investment streams will be combined to allow greater flexibility in how funding is used to meet local priorities, however, in 2010/11 the Local Investment Plan will cover the National Affordable Housing Programme funding. A ringfenced pot of £30m has been allocated and Expressions of Interest invited from

partners working across the ten authorities. Successful schemes are expected to be announced by June 2010.

3.3 National

3.3.1 The Government has responded to the slow down in housing delivery by increasing public funding through its Housing Stimulus Programme. Additional funding has been made available via the HCA for a number of new workstreams including Kickstart, Local Authority New Build, Public Land initiative and increased NAHP, particularly HomeBuy Direct schemes. The investment aims to support the house building industry and maintain the supply of homes, particularly affordable homes, through the recession.

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

- Resident and ward member consultation has been undertaken on all Council and ALMO new build proposals. This has led to revisions to the design prior to planning submission of schemes to address comments and concerns.
- Tenants have been involved in selecting materials, colour schemes and fittings for new Council and ALMO homes.
- Private developers, agents and RSLs have been consulted on the Strategic Housing Land Availability Assessment update 2009 and the affordable housing viability study.
- Partners have been consulted during the drafting of the new Council Housing Allocations Scheme.

5.0 Risk Register

	Risk/threat	Consequence	Impact	Probability	Control/mitigation	Reduction in risk
5.1	Negative impact of new Council Housing Allocations scheme.	Unable to demonstrate its effectiveness in better allocating homes.	H	L	Quarterly monitoring of allocations and nominations to be undertaken.	L
5.2	Opportunities for training and employment on new developments not maximised.	Increase in unemployment, loss of skills amongst local residents. Effect on local economy overall.	M	L	Council requirements and targets specified in all build contracts. Work with partners to monitor against targets set.	L
5.3	Housing options advice not accessible or comprehensive.	Residents are not able to find information needed to make best housing choices. Impact on waiting list and homelessness figures.	M	L	Comprehensive review of literature and web content underway. Links with other advice pages and agencies. Seek feedback on literature available? Work with partners to promote new schemes.	L
5.4	New affordable homes do not meet the needs of residents	Continue living in unsuitable homes.	M	L	Seek views of these groups on what homes/ facilities required. Ensure suitable mix of units on all developments.	L
5.5	Delay/ challenge to the implementation of the LDF and SPDs.	Out of date affordable housing planning policy. Difficulty in securing appropriate affordable housing contributions.	H	H	Early drafting of new housing policies within LDF timetable. Ensure that Viability Assessment feeds into policy.	M
5.6	Potential changes to national housing policy post election.	Changes in affordable housing policy/ funding regimes.	H	H	Keep up to date with proposals via housing press/ websites. Discuss and evaluate impacts.	M
5.7	New strategic priorities set by sub regional agenda and pilots do not align with local priorities/ needs.	Impact on local affordable housing priorities, may not fit sub regionally. Competition for funding with other AGMA authorities.	H	M	Ensure that we are fully involved in shaping the policy and funding direction within AGMA. Work with partners to maximise opportunities for investment in Wigan.	M

5.8	Unclear investment priorities for the borough.	Housing opportunities and funding not linked to wider regeneration and loss of impact.	M	H	Complete Wigan Prospectus clearly setting out aspirations for regeneration investment.	L
5.9	Continued recession, viability issues for developments across the borough.	Reduced housing delivery. Lack of S106 affordable housing contributions being delivered.	H	H	Issue clear guidance notes on approach to viability and securing affordable housing contributions. Continue negotiations with developers to seek solutions that enable them to bring sites forward.	M
5.10	Cuts to public sector expenditure in next Comprehensive Spending Review.	Reduced public investment in housing and regeneration.	H	H	Establish clear investment priorities, linked to Wigan Prospectus and AGMA priorities. Explore ways of maximising alternative sources of funding/ assets including the formation of the Regeneration Agency	M
5.11	Delay in development of Regeneration Agency	Unclear over local priority developments and partnerships	M	M	Strategic support for the formation of the Regeneration Vehicle	L
5.12	Continued restricted mortgage availability.	Difficulty for first time buyers/ low incomes in accessing home ownership.	L	H	Work via AGMA pilots to increase lenders support across GM. Develop alternative affordable housing models. Possible GM model scheme.	L
5.13	Affordable home ownership models not attractive to lenders.	Difficulty for first time buyers/ low incomes in accessing home ownership. Unable to dispose of LCHO units.	L	H	Work via AGMA pilots to increase lenders support across GM. Develop alternative affordable housing models. Possible GM model scheme.	L
5.14	Slow development of private sector leasing scheme.	Lack of quality homes available to meet needs through private rented sector.	L	M	Work with local landlords to promote scheme. Clear guidance and procedures issued.	L
5.15	Changes in local housing market unmonitored.	Unable to track trends and respond to issues at an early stage.	L	M	Continue to produce quarterly housing market reports. Engage at township level to identify issues and trends at an early stage.	L

5.16	Impact of and satisfaction with new affordable housing developments not monitored	Unable to demonstrate that new homes meet need and contribute to wider corporate priorities.	L	H	Develop satisfaction survey and monitoring with development partners.	L
5.17	Potential reform to Housing Revenue Account subsidy system	Effects on management and development of Council homes.	H	H	Evaluate impact upon the Council stock and HRA in Wigan and agree	M
5.18	Over-provision of affordable housing in under-performing markets.	Too many affordable homes create additional decline in the neighbourhood.	M	M	Identify local requirements (township) for numbers and type of affordable homes required. Review requirements annually	L
5.19	Under-provision of affordable housing in areas of high demand/ value.	Acute housing needs in some areas of the borough	M	M	Identify local requirements (township) for numbers and type of affordable homes required. Review requirements annually	L
5.20	Financial cost of implementing Code for Sustainable Homes impacts on affordable housing delivery.	Less affordable homes provided but homes are more sustainable and affordable to run.	L	M	Monitor financial impact of CSH on development costs on existing schemes.	L
5.21	New sustainable technologies/ construction methods are not popular/ cost effective to occupiers.	Potential benefits to occupiers are lost. Not achieving value for money.	L	M	Seek feedback/ satisfaction from new occupiers. Build into monitoring.	L

6.0 Refreshed Action Plan for 2010/11

Affordable Housing Strategy Action Plan – Updated action plan 2010/11

LAA Priority 2008-11

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

High Level Performance Indicator	Baseline Performance (2006/07)	2008/09 outturn	2009/10 outturn	2010/11 target
Number of net homes provided (NI154) (SHI1)	1105	780	433 (target 400 renegotiated)	600 (Renegotiated with GONW)
Supporting Indicators				
Number of affordable homes delivered (NI155) (SHI2)	1	38	42 (Target 85)	106
Number of additional affordable lettings (LAA local)	197	287	311 (Target 400)	530
Percentage of private sector homes empty for more than 6 months (SHI6)	2.17%	2.56%	TBA (Target 2.52%)	2.50%
Number of empty homes returned to use or demolished (LAA local)	56	64	1525 (Target 2500)	90
Percentage of homes built on previously developed land (RSS target)	N/A	87.3%	91.5% (Target 80%)	80%

Outcomes by 2011

To meet the RSS target for housing delivery in the borough

To continue to meet target for 80% of new homes to be built on previously developed land

To deliver an additional 530 additional affordable homes (cumulative by 2010/11)

To have brought 160 empty homes back into use

All affordable homes are built to a minimum standard of Code For Sustainable Homes Level 3 regardless of how they are provided/ funded

Maintain a sufficient housing land supply to meet the borough's RSS residual housing targets within the plan period

Housing Strategy Theme	Action	Lead/ Partners	Milestones Planned 2010/11	Funding
Quantity	Develop the LDF Core Strategy and Housing SPDs	Martin Stuart (Planning Policy/ Housing Strategy)	<ol style="list-style-type: none"> 1. Following completion of Viability Study review Affordable Housing Planning Policy (Aug 10) 2. Consultation and publication of SHLAA 2010 (July 10) 3. Publication Draft LDF Core Strategy (Dec '10) 4. Publish updated guidance note for developers (Apr' 11) 	Planning Policy Budget/ Housing Strategy Budget
Quantity	Review the Affordable Housing Strategy	Angela Durkin (Housing Strategy/ Planning Policy)	<ol style="list-style-type: none"> 1. Evidence collated and consultation carried out (Nov '10) 2. Review alternative affordable housing models, including joint AGMA workstreams on lenders/ housing models (Nov '10) 3. Draft produced (Jan '11) 4. New strategy produced and targets revised (Apr '11) 	Housing Strategy Budget
Quantity/ Quality	Deliver investment in affordable homes via the HCA's NAHP 2008-11	Angela Durkin (Housing Strategy/ HCA/ providers/ AGMA)	<ol style="list-style-type: none"> 1. Completion of Durham St (Sept '10 – Jan '11) 2. Completion of Hope Street and The Avenue (Sept '10) 3. Maximise take up of HomeBuy Direct units (Sept '10) 4. Ensure delivery of any approved AGMA/HCA bids (March '11) 	Homes and Communities Agency Grant plus other finance.
Quantity/ Quality	Delivery of Wigan and Leigh Housing New Build Business Plan	Janice Barton (WALH/ Housing Strategy)	<ol style="list-style-type: none"> 1. Completion of Kay Close development (Feb '11) 2. Support further bids where business case demonstrated. 3. Evaluate the potential impact of the HRA reforms on new build business plan. 	Homes and Communities grant funding, Council capital contribution plus other finance
Quantity/ Quality	Delivery of Wigan's LA New Build schemes on time and to budget.	Angela Durkin (Housing Strategy/ WALH/ HCA)	<ol style="list-style-type: none"> 1. Completion of Etherstone St Scheme (Sept '10) 2. Completion of Windsor Ave scheme (Nov '10) 3. Achieve planning approval and SOS at The Orchards (Aug '10) 4. Monitor The Orchards build contract (August '10 – Sept '11) 	Homes and Communities grant funding, Council capital contribution plus other finance
Quantity	Maximise affordable	Angela Durkin	<ol style="list-style-type: none"> 1. Increased number of approved applications with 	S106

	housing provision via planning obligations, particularly during the housing downturn.	(Housing Strategy/ Planning Policy/ Development Control/ developers)	affordable housing obligations (ongoing to April '11). 2. Update Affordable Housing Guidance Note for developers following the completion of the Viability Study (Apr '11)	contributions
Quantity	Identify strategic housing development opportunities, including the use of council assets and the proposed regeneration vehicle	Peter Layland (Planning Policy/ Housing Strategy/ ERO/ HCA/ AGMA)	1. Explore opportunities to deliver on strategic sites (Ongoing). 2. Actively contribute to the development of the AGMA Local Investment Plan 2 (Jun '10) 3. Contribute to the completion of the Wigan Regeneration Prospectus (Sept '10). 4. Actively contribute to the development of the Regeneration Vehicle (Aug '10) 5. Contribute to the Total Capital pilot in Wigan (March 11)	HCA grant funding, Council capital/ land contributions plus other finance
Quantity	Participate in developing the GM Local Investment Plan 2 and work up priority bids for investment in 2011 NAHP bidding round in liaison with HCA and providers	Peter Layland (Housing Strategy/ HCA/ providers/ AGMA)	1. Actively contribute to the development of the AGMA Local Investment Plan 2 (Jun '10) 2. Participate in the GM Housing Pilots (March 11) 3. Agree priority sites and hold discussions with HCA/ AGMA (Sept 10) 4. Identify partners (Sept 10) 5. Bids submitted (Jan 11)	HCA grant funding, Council capital/ land contributions plus other finance
Quantity/ Quality	Develop robust and current evidence base in relation to the local housing market	Stuart Ratcliffe (Housing Strategy)	1. Continue to publish quarterly updates. 2. Consider if Township level data can be developed (Dec 10)	Housing Strategy Budget
Quantity/ Quality	Identify opportunities to bring empty homes into use as affordable housing	Anees Mank (Private Sector Housing/ Housing Strategy)	1. Implement the risk assessment and information system for all empty homes (Dec '10) 2. Review empty homes initiatives to assess effectiveness (April '11)	Housing Strategy Budget Private Sector Housing Capital Allocation
Quantity/ People	Provide easier access into affordable homes via the Councils allocations and nominations processes	Helen Taylor (RSLs/ WALH)	1. Launch new Council Housing Allocations Scheme after IT implemented (Oct '10) 2. Implement Local Lettings policy for New Build Schemes (Oct '10) and Worklessness (March '11) 3. Deliver Overcrowding Action Plan (March '11) 4. Work with Pinpoint to develop an adapted property register (March '11)	Housing Revenue Account/ Housing Strategy Budget

			<ol style="list-style-type: none"> 5. Monitor impact of new allocations scheme and LLPs (Mar '11) 6. Ensure comprehensive literature and web content on housing options (Sept '10) 	
Quantity/ people	Develop customer feedback for all new affordable housing schemes completed	Angela Durkin/ Helen Taylor (WALH/ RSLs)	<ol style="list-style-type: none"> 1. Establish existing methods with RSL partners via the Social Landlords Working Group (Sept '10) 2. Develop options for standard questions (Dec '10) 3. Finalise a common survey (Jan '11) 4. Survey adopted by all developing RSLs (March '11) 	Housing Strategy Budget
Quantity/ Quality/ People	Increase the number of homes leased or managed by Wigan Housing Solutions to 150 and to be self financing by March 2011	Julie Marshall (WHS/ private Landlords/ WALH)	<ol style="list-style-type: none"> 1. Evaluation of project within SLA (June '10) 2. Evaluate financial support and performance to establish future requirements (mar '11) 3. WHS aspire to be self financing by April '11. 4. Work with local landlords to promote WHS (ongoing) 	Housing Strategy/ Housing Benefit/ WHS own resources
Quantity/ Quality/ People	Consider the need for affordable housing for older people through the development of a new Older Persons Housing/ Extra Strategy	Angela Durkin (Adult Services/ RSLs/ PCT/ voluntary agencies)	<ol style="list-style-type: none"> 1. Scope out a new strategy (June 10) 2. Research data required (Sept 10) 3. produce draft strategy for consultation (Dec 10) 4. Final Strategy adopted (Apr '11) 	DOH grant/ health/ Adult Services/ Housing Strategy
Quality/ people	Ensure that high environmental standards are promoted for all affordable homes	Angela Durkin (RSLs/ HCA/ private developers)	<ol style="list-style-type: none"> 1. Ensure all new build affordable homes are built to minimum of CHS level 3 (Mar '11) 2. Monitor the financial impact of sustainability measures on development costs (Mar '11) 3. Seek feedback from occupiers on their satisfaction with measures (Mar '11) 	HCA grant/ S106/ other capital contributions
Quality/ people	Maximize the employment and training opportunities for local people on all new build affordable housing schemes.	Angela Durkin (ERO/ RSLs/ HCA/ private developers)	<ol style="list-style-type: none"> 1. Ensure all council build contracts specify requirements for employment and training (June 10). 2. Work with partners to monitor against targets set (Mar '11). 3. Consider new initiatives such as self build projects (Mar '11). 	HCA grant/ S106/ other capital contributions

Appendices

None