

Strategic Objectives

Theme 1 – Quantity

Integrate housing development with our wider regeneration strategy and spatial priorities.
Develop an investment strategy based on maximizing new funding opportunities
Explore new models of financing housing delivery, both through the public and private sector, that may boost and sustain housing supply in the borough.
Review our approach to securing affordable housing provision on private developments via planning policy requirements in view of the recent Viability Study and emerging planning policy/ guidance.
Review the role of the Council and ALMO in developing housing, particularly in the context of the HRA review and other funding announcements.
Develop support for the use of the existing stock across all tenures to meet housing needs, including empty homes and the private rented sector.

Theme 2 – Quality

Increase the supply of good quality private rented accommodation.
Tackle re-emerging pockets of decline in poorer neighbourhoods
Explore funding opportunities for retrofitting older housing, in the public and private sector, to become more sustainable
Develop a performance management framework for social housing

Theme 3 – People

To develop an enhanced housing options approach based on a better understanding of residents needs in terms of affordability, tenure and incomes and developing new housing options that meet needs and aspirations, particularly in the context of the ageing of the boroughs population.
To develop a strategy setting out our approach to developing new specialist and extra care housing for older people within the wider context of care provision for older people.
Develop a strategic tenure policy setting out our approach to the new flexibilities proposed by the government

Theme 1- Quantity

Performance Indicator	Baseline Performance (2008/09)	2010/11 outturn	2011/12 target	2012/13 target
Number of net homes provided (Former NI154)	780	TBA	400	450
Number of affordable homes delivered (gross) (Former NI155)	38	162	80	40
Number of additional affordable homes made available through LA interventions (local)	264 (cumulative)	641 (cumulative over 5 years)	196 (annual)	196
Percentage of private sector homes empty for more than 6 months (local)	2.56%	2.24% (Original HSSA Definition) 2.50% (New HSSA Definition)	2.40% (New HSSA Definition)	2.30% (New HSSA Definition)
Number of private sector empty homes returned to use or demolished following LA advice or action. (local)	64	5,740	5,600	5,500

Outcomes by 2013

Diversify the housing offer through delivering aspirational homes in identified locations (measure to be established)

Development commenced at key sites including Bickershaw South, Pemberton Colliery and Northleigh.

Maintain the proposed LDF target of 75% of developments on Brownfield or previously developed land.

Increase Local Authority financial support for affordable housing development (funding and land)

Action	Lead/ Partners	Milestones 2011-12	Milestones 2012- 13	Funding
Develop and adopt the LDF Core Strategy and Housing SPDs	Planning Policy/ Housing Strategy	<ol style="list-style-type: none"> 1. Adoption of LDF Core Strategy and Core Policies 2. Review of Affordable Housing SPD 3. Produce SHLAA Database 	<ol style="list-style-type: none"> 1. Review other SPDs 	Planning Policy Budget
Update Affordable Housing Guidance Note for developers.		<ol style="list-style-type: none"> 1. Set new affordable housing targets for 2011- 15 (June 11) 2. Produce draft guidance note for consultation (June 11). 3. Publish guidance note (Sept 11) 	<ol style="list-style-type: none"> 1. Develop new monitoring framework for housing delivery (April 12) 	Housing Strategy budget
Develop new affordable home ownership models.	Housing Strategy/ Planning Policy	<ol style="list-style-type: none"> 1. Complete draft shared equity scheme and consult with partners (April 11). 2. Finalise shared equity scheme and publish (June 11) 3. Review S106 commuted sum policy and identify potential investment options.(Dec 11) 	<ol style="list-style-type: none"> 4. Publish new S106 commuted sum investment policy (April 12) 	Housing Strategy Budget
Pursue investment opportunities via AGMA LIP 2 and its new Local Enterprise Partnership.	Housing Strategy/ RSLs/ Developers/ HCA	<ol style="list-style-type: none"> 1. Develop potential Regional Growth Fund Bids 2. Support housing delivery linked to AGMA priorities. 3. Consider use of New Homes Bonus to generate investment in new homes. 	<ol style="list-style-type: none"> 1. Consider further bidding opportunities particularly in relation to strategic sites 	RGF/ other public investment/ private sector funding
Review the Council/ Wigan and Leigh Housing New Build Business Plan in view of the HRA review and other financial changes.	WALH/ Housing Strategy	<ol style="list-style-type: none"> 1. Analyze the impact of the proposed HRA reform on council stock and WALH financial future. 2. Analyse the impact of the new affordable rent and tenure changes on the business plan 3. Identify potential development opportunities 4. Pursue bidding opportunities where applicable 	<ol style="list-style-type: none"> 1. Develop proposals subject to securing necessary funding. 	Dependent on HRA review/ HCA grant funding

Develop and adopt the Wigan Economic Framework.	Economic Regeneration/ Housing Strategy/ Planning Policy	<ol style="list-style-type: none"> 1. Input into the development of the final document (June 11) 2. Identify priority investment/development locations linked to the Wigan Economic Framework (Sept 11) 	<ol style="list-style-type: none"> 1. Support housing delivery linked to the identified priorities 	??
Develop opportunities to provide a range of housing to meet needs within strategic development sites.	Planning Policy/ Housing Strategy/ ERO/ HCA/ AGMA	<ol style="list-style-type: none"> 1. Masterplan for North Leigh finalised. 2. Development of Bickershaw South proposals through the Capital and Asset Pathfinder in partnership with CLG and HCA 	<ol style="list-style-type: none"> 1. Continue input into masterplans for strategic sites. 2. Development of first phases of strategic sites begins 	HCA / Regional growth Fund/ New Homes Bonus , Council capital/ land contributions plus other finance
Explore opportunities for the Council to deliver new housing development using its own assets, including the development of a Local Delivery vehicle.	Housing Strategy/ ERO/ Other Council departments/ WALH/ AGMA	<ol style="list-style-type: none"> 1. Actively contribute to the development of the Regeneration Delivery Vehicle. 2. Review New Build Business Plan 3. Contribute to the Capital Asset Pathfinder in Wigan 4. Review and identify potential land assets to support housing development 	<ol style="list-style-type: none"> 1. Identify delivery partners 2. Development of fist sites begins 	HCA grant funding, Council capital/ land contributions plus other finance
Work up potential bids for investment in the 2011 -15 Affordable Housing bidding round in liaison with HCA and providers.	Housing Strategy/ HCA/ providers/ AGMA	<ol style="list-style-type: none"> 1. Agree priority sites and hold discussions with HCA/ AGMA (April 11) 2. Identify partners (April 11) 3. Bids submitted (May 11) 4. Review priorities in view of HCA allocations (Aug11) 	<ol style="list-style-type: none"> 1. Monitor delivery against partners investment plans 2. Identify new opportunities for schemes. 	HCA grant funding, Council capital/ land contributions plus other finance
Develop initiatives within the private rented sector to provide access to good quality affordable homes.	Housing Strategy/ Private Sector Housing/ Private Landlords	<ol style="list-style-type: none"> 1. Explore initiatives to incentivise more landlords becoming accredited in the borough. 2. Promote and make best use of the private sector leasing scheme to aid access into the sector 3. Improve the quality standards of housing and housing management in the private 		Housing Strategy/ Housing Benefit/ private investment

		rented sector through training and close liaison with landlords in the borough.		
Review and explore new options to bring empty homes into use.	Housing Strategy/ Private Sector Housing/ RSLs/ Private Landlords	<ol style="list-style-type: none"> 1. Consider potential funding through New Homes Bonus for new initiatives (June '11) 2. Consider potential within HCA Affordable Homes Framework Empty Homes provision. 3. Develop new incentives to bring empty homes into use 4. Develop further interventions 5. Identify hot spot areas to target resources 	<ol style="list-style-type: none"> 1. Evaluate effectiveness of interventions 	New Homes Bonus/ Private sector funding

Theme 2 – Quality

Performance Indicator	Baseline Performance (2008/09)	2010/11 outturn	2011/12 target	2012/13 target
Percentage of non decent Council homes (former NI158)	5%	1.63%	2%	1%
Local Authority tenant satisfaction with Landlord services (Former NI160)	87%	87%	90%	90%
Number of non decent homes within the private sector made decent (local)	80	48	50	50
Number of AWARM referrals completed (local)	24	296	300	300

Outcomes by 2013

500 properties are inspected and detailed action improvement plans produced

Increase the number of Landlords who receive regular information to improve management practices by 10%

100% of private sector leasing properties taken on are improved to decent homes plus standard

50% of all properties inspected are improved

Increase number of accredited landlords by 100%

New Home Improvement Agency contract in place with new performance measures adopted by October '11

Adopt new energy efficiency indicators relating to the Green Deal

Action	Lead/ Partners	Milestones 2011- 12	Milestones 2012- 13	Funding
Revise the Private Sector Housing Strategy to reflect new priorities	Private Sector Housing Team	<ol style="list-style-type: none"> 1. Establish private sector housing group 2. Develop a new Private Sector Housing Strategy (Sept 11) 3. Deliver statutory functions (enforcement/disabled facilities/HMO licensing) 4. Review housing renewal programme 5. Explore alternative funding opportunities 6. Develop exit strategy 7. Loans provided to meet decent homes standard 		Private Sector Housing Budget/ Capital allocation
Develop a co-ordinated approach to tackling declining neighbourhoods	Private Sector Housing Team/Housing Strategy	<p>Declining neighbourhoods targeted through:</p> <ol style="list-style-type: none"> 1. Increased enforcement activities on poor standard properties 2. Improved links between neighbourhood teams and HS 3. Advice and support to help LLs improve property standards 4. Promote Empty Homes initiatives to owners 		Housing Capital allocation? / WALH resources
Review future management of council housing stock.	Housing Strategy/ WALH	<ol style="list-style-type: none"> 1. Establish Future Options Group (April 11) 2. Establish issues and options 3. Produce recommendations report to Cabinet for decisions 	1. Implement proposals (April 12)	Housing Strategy/ WALH
Increase properties in management/leasing - Wigan Housing Solutions	Housing Strategy/ CAB/ Wigan Housing Solutions	<ol style="list-style-type: none"> 1. Research potential for charging landlords for additional services (June 2011) 	<ol style="list-style-type: none"> 1. Expansion of pre tenancy workshops 2. Properties in management/leasing 	Homelessness Directorate Monies, Housing Strategy Budget, Supporting

		<ol style="list-style-type: none"> 2. Review bond scheme 3. Empty properties brought back into use and managed by WHS 4. Review options of licensing and leasing arrangements under new HB circular 5. Review referral process 6. Establish links/referral system with Housing Brokerage 	<p>increased to 145</p> <ol style="list-style-type: none"> 3. WHS extended services are introduced 4. Private sector leasing scheme is used for discharging homelessness duty to the private rented sector 	People budget?.
Expand landlord accreditation scheme	Housing Strategy	<ol style="list-style-type: none"> 1. Letting Agencies accredited 2. Increase number of LLs accredited by 100% 3. Deliver shared training with other LA's 4. Work with HB and agree policy/standard approach to offer landlords payment direct 	1. Deliver outcomes as agreed by AGMA	Housing Strategy Budget
Energy Efficiency /Healthy Homes	Housing Strategy/ Private Sector Housing/ PCT/ third sector	<ol style="list-style-type: none"> 1. Implement schemes under GM Low Carbon Economic Area programme 2. Develop a scheme with the PCT (Public Health White Paper) 	1. WALH project delivered	
Develop framework for performance information for RSL's and WALH	Housing Strategy/ RSLs/ WALH	<ol style="list-style-type: none"> 1. HCA regulatory framework is complied with 2. KPI's agreed with GM authorities 		Housing Strategy Budget
Improve partnership working		1. Explore potential to share/pool resources for example training	1. Number of successful funding opportunities for funding increases	
Implement new Home Improvement Agency contract	Private Sector Housing/ Supporting People	<ol style="list-style-type: none"> 1. New contractor selected (Oct 11) 2. Monitoring framework developed 	1. Review delivery of Home improvements, Handypersons scheme and minor adaptations against performance indicators set.	Supporting People funding/ fee income

Theme 3 – People

Performance Indicator	Baseline Performance (2008/09)	2010/11 outturn	2011/12 target	2012/13 target
Number of households living in temporary accommodation (former NI156)	59	15	19	19
No. of households per 1000 in the borough whose homelessness is prevented or relieved by through positive action.	n/a	8.02	7	7.25
Number of vulnerable people achieving independent living (former NI141)	84.1%	85.1%	85%	TBA
Number of vulnerable people who are supported to maintain independent living (former NI142)	98.2%	98.1%	98.5%	TBA

Outcomes by 2013

Gateway service introduced

Strategic tenancy policy produced

Housing brokerage approach available to a wider range of people in housing need

Range of new supported housing options developed

A long lease entered in to at Bickershaw Gypsy and traveller site

Young persons foyer delivered

Action	Lead/ Partners	Milestones 2011- 12	Milestones 2012- 13	Funding
Proactively target advice services towards those at greatest risk of homelessness	Housing Strategy providers/Supporting People/ other agencies			
Improve choice and control people are able to operate over where they live and how they are supported	Housing Strategy / providers / other agencies	<ol style="list-style-type: none"> Greater use of private rented sector/non registered HA's New support methods developed 	<ol style="list-style-type: none"> Housing Brokerage approach expanded to all people in housing need Personalisation approach developed Number of joint commissioned care/support and accommodation services 	
Explore opportunities to develop an holistic approach to tackle housing issues (health, employment, etc)		<ol style="list-style-type: none"> Links with Council Advice Strategy re-established Opportunities within the new Joint Service Centre/ Life Centres explored DWP/WALH work at Norley Hall 		
Proactively respond to opportunities arising from the implementation of the Localism Bill.	Housing Strategy / providers / other agencies	<ol style="list-style-type: none"> Develop options and assess the impact Develop safeguarding policy to ensure properties in the PRS are safe 	<ol style="list-style-type: none"> Greater use of the private rented sector in discharging homelessness duty 	
Monitor the impact/effectiveness of the new allocations policy and amend as needed	Housing Strategy / WALH	<ol style="list-style-type: none"> Allocation targets met Satisfaction with service measured Review progress on tackling under occupation and overcrowding	<ol style="list-style-type: none"> Sustainability outcomes on estates established Develop new initiatives following review 	
Produce a strategic policy on tenancies	Housing Strategy/WALH/RS L's	<ol style="list-style-type: none"> Gather data intelligence on housing supply, demand, turnover, aspirations Allocation policy review incorporates other strategies eg 	<ol style="list-style-type: none"> Strategic policy on tenancies produced Quarterly performance undertaken against targets 	Housing Strategy Budget

		<p>worklessness</p> <ol style="list-style-type: none"> 3. Carry out equality, health and sustainability impacts assessments. 4. Consultation with WALH and RSL's 5. Consider the optimum balance between sustainability and meeting the needs of those in greatest need 6. Consultation with HP, other stakeholders, residents and established groups 		
Review published information on access to accommodation, advice and support	Housing Strategy/WALH	<ol style="list-style-type: none"> 1. Revised paper based and on line documents 		
Implement review of short term accommodation based and floating support services	Housing Strategy / Supporting People / WALH / providers	<ol style="list-style-type: none"> 1. Gateway Access scheme operational 2. Additional Young Persons Foyer developed 	<ol style="list-style-type: none"> 1. Emergency accommodation reconfigured 2. Accommodation/ support provision for women fleeing domestic abuse increased 	
Explore management/leasing options for Bickershaw Gypsy and Travellers site	Housing Strategy/WALH/	<ol style="list-style-type: none"> 1. Cabinet approval 2. Consult residents 3. Expressions of interest 4. Tender of management/long term lease 	<ol style="list-style-type: none"> 1. Long lease entered into 	
Develop new specialist accommodation options for older people.	Housing Strategy/ Supporting People/ Adult Services/ RSLs/ Private developers/ care providers	<ol style="list-style-type: none"> 1. Produce an Issues and Options paper (April 11) 2. Develop an accommodation strategy. (Dec 11) 	<ol style="list-style-type: none"> 3. Seek new development and investment opportunities 	
Review impact of introduction of Equality Act	Housing Strategy/WALH	<ol style="list-style-type: none"> 1. Review strategies and policies in light of Equality Act 2. Introduce new performance measures/targets as appropriate 		
Assess impact of changes in welfare reforms	Housing Strategy/Housing	<ol style="list-style-type: none"> 1. Map out how many people are affected by welfare reform 		

	Benefit/WALH/RSL's	changes 2. Assess impact on services eg homelessness/housing options services, overcrowding, debt counselling, discretionary payments, increased demand from single persons, increase in waiting list,		
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