

Housing Strategy Action Plan 2012 -15 – 2013 Update

Project: Housing Delivery including Affordable Housing				
Indicator		Target 2013-14		Target 2014-15
Number of affordable homes delivered (new build/ acquisitions) –		93		195
Number of ALMO/ Council homes		36		56
Number of RSL rent		-		90
Number of FirstBuy/ help to buy		30		30
Number of S106/ shared equity		27		19
Number of other affordable homes with LA action				
Number of other (PSL, leased etc)		TBA		
Number of LAMS		50		
Number of deposit matches		10		20
Mortgage rescue				
Objectives	Milestones 2012 -13	Progress 2012/13	Milestones 2013 -14	Milestones 2014-15
Develop our affordable housing policy, tools and evidence base to ensure delivery meets needs.	Revised Affordable Housing SPD draft (Dec 12). S106 commuted sum investment Policy draft (Dec 12). Adoption of Wigan LDF (Mar 13).	Research and consultation undertaken and issues and options paper produced for revised Affordable Housing SPD. Adoption of LDF Core Strategy delayed. Further housing evidence collated for examination in March 13.	Revised Affordable Housing SPD draft (May 13). Final Affordable Housing SPD, subject to adoption of Core Strategy (Sept 13.) Likely adoption of LDF Core Strategy Summer 13.	Housing Land Allocations DPD.

			Update housing market evidence – produce Strategic Housing Market Assessment and Strategic Housing Land Availability Assessment 2013.	
Measure of success/ outcomes LDF Core Strategy and revised Affordable Housing SPD adopted; Up to date housing market evidence available				
Develop and deliver a range of affordable home ownership options.	<p>Launch Local Authority Mortgage Scheme (Dec 12).</p> <p>Deliver shared equity homes at College Court, Oakwood Meadows and Poolstock (Mar 13).</p>	<p>Local Authority Mortgage Scheme launched (Jan 13)</p> <p>Phase 1 Schemes launched at Oakwood Meadows, Shevington and St James Place, Poolstock.</p>	<p>Monitor impact of LAMS Further tranche of LAMS, subject to funding (TBA).</p> <p>Deliver phase 2 at Oakwood Meadows (2013) and Poolstock (2014).</p> <p>Launch and promote Help to Buy 2 sites (April 13).</p> <p>Develop schemes, such as Gentoo Genie product through GM investment route, subject to funding (TBA).</p> <p>Secure and deliver further shared equity homes through S106.</p> <p>Develop deposit matching scheme for first time</p>	Secure and deliver further shared equity homes through S106.

			buyers in selected areas.	
Measure of success/ outcomes				
No of LAMs secured; No of shared equity sales secured; No of Help to buy secured; Gentoo Genie product launched				
Deliver investment in the HCA Affordable Homes Programme 2011 -15.	Okell Grove, Leigh (Wigan Council/ Jan 13). Consider additional schemes for slippage.	Okell Grove completed (Feb 13). Start Thomas St, Hindley Green (March 13). Planning and consultation processes underway on other schemes in programme. Slippage schemes considered, none currently submitted.	Completions; Thomas St, Hindley (Wigan Council). Starts; Severn Drive (Great Places) Moore St East, Wigan (Wigan Council) / Grimshaw St (Adactus) Spindlewood Road (Adactus) Borsdane Ave (Great Places) Consider additional slippage schemes. Consider AHP2 bids. Monitor the impact of conversions to AR and disposals to cross subsidise the AHP programme (ongoing). Agree marketing and pre-letting strategy for new build homes (Dec 13).	Completions; Moore St East Severn Drive, Norley Hall (Great Places) Borsdane Avenue (Great Places) Grimshaw Street, Golborne (Adactus) Spindlewood Road, Ince (Adactus) Deliver any slippage sites agreed. Work up an AHP2 schemes approved. Monitor the impact of the new build LLP.

Measure of success/ outcomes: No of Affordable Rent homes delivered; Target 140 homes				
Develop the ALMO+ New Build Programme 2013 - 18.	<p>Corporate approval of new build business case (Oct 12).</p> <p>Develop land bank to support programme (Mar 13).</p> <p>Identify regeneration opportunities linked to the asset management plan (Mar 13).</p>	<p>Outline business case approved (Oct 12)</p> <p>Land group established and draft programme developed (Mar 13)</p> <p>Draft regeneration proposals being developed.</p>	<p>Approval of full new build business case.</p> <p>Build on learning from earlier schemes re sustainability on estates.</p> <p>Complete Leominster Pilot build and Low Carbon pilot.</p> <p>Agree procurement policy for 5 year programme linked to local employment and apprenticeships.</p> <p>Implement development linked to estate regeneration.</p>	<p>Delivery on site 2014 - 18</p> <p>Transfer schemes into management.</p> <p>Develop wider partnerships for delivery of mixed tenure homes.</p> <p>Continue to monitor the quality and value for money of the programme.</p>
Measure of success/ outcomes: Number of homes delivered; Target 250 by 2018				
Maximise the use of affordable homes as an enabler for wider housing and economic growth, linked to strategic development sites and wider investment opportunities.	<p>Evaluate potential GM investment models (Mar 13).</p> <p>Review stalled sites with Planning Permission to identify solutions to bring forward housing development. (Mar 13).</p>	<p>Initial modelling of GM private rent model undertaken (Dec 12)</p> <p>Gentoo Genie model being considered (Jan 13)</p> <p>Land group established to progress this</p>	<p>Delivery of strategic sites</p> <p>Ph 1 Bickershaw South</p> <p>Ph1 Northleigh</p> <p>Ph1 Westwood Park</p> <p>Agree further priority schemes.</p>	Ongoing delivery of priority schemes.

Measure of success/ outcomes: No of homes delivered at strategic sites; Increase net homes delivered; Jobs created on strategic sites; Investment secured.				
Maximise the delivery of specialist homes linked to Connecting Housing With Care project.	See connecting housing with care plan.	See connecting housing with care plan	See connecting housing with care plan	See connecting housing with care plan
Measure of success/ outcomes: No of new specialist homes delivered				
Identify the development opportunities on council land and private sites linked to corporate priorities.	Establish Council housing development land group (Sept 12). Review and identify potential development sites in public ownership. Identify key constraints to delivery and make recommendations for action.	Land group established and meeting regularly. Land group identifying opportunities and recommendations made to New Build Housing Board/ Connecting Housing with Care Board. " " " "	Progress sites linked to delivery of corporate objectives regarding affordable housing, ALMO+ new build and specialist provision. Identify new development opportunities for Council/ RPs linked to Land Asset review (Sept 13)	
Measure of success/ outcomes; New sites and opportunities identified and appropriate partners in place; Programme of sites agreed.				

Project: ALMO+

Indicator		Target 2013-14	Target 2014-15	
Average re-let time		22 days	22 days	
Void turnover- empty as %age of stock		0.9%	0.9%	
% rent collected		96%	94%	
Objectives	Milestones 2012 -13	Progress 2012/13	Milestones 2013 -14	Milestones 2014-15
Development of new homes – 250 unit programme over 5 years	See housing delivery (above)	See housing delivery (above)	Progressing the 72 on site. Identifying sites for the 250 and property types / procurement frameworka	Preparing the initial schemes / consulting, etc. Making any appropriate bids. Obtaining planning permission and starting schemes
Measure of success/ outcomes: (Affordable Housing Indicators) Number of council homes delivered				
Connecting housing with care	See Connecting Housing with Care (below)	See Connecting Housing with Care (below)	Continue to implement the closure of redundant sheltered schemes. Identify two schemes to convert from sheltered to sheltered plus / undertaken design, etc. Undertake the feasibility work to include specialist housing in the new build programme. Continue the work on system to maximise	Make a start on converting existing schemes to sheltered plus. Prepare new build schemes / make appropriate bid / obtain planning permission and start schemes. Assess results of new systems.

			existing property.	
Measure of success/ outcomes; (Connecting Housing with Care Indicators) removal of outdated sheltered stock, conversions to sheltered + model, new build supported housing (extra care and adults)				
Welfare reform	See Welfare reform (below)	See Welfare Reform (below)	Activity co-ordinated via the Council Welfare Reform Board including; Implementation of bedroom tax. HRA contributing to welfare advice and strengthen links. Reinforcing collection arrangements	Activity co-ordinated via the Council Welfare Reform Board
Measure of success/ outcomes: number of affected tenants downsized through re-housing; %age rent collected; average re-let time, void turn around				
Regeneration/ asset planning – 5 year plan			Implement existing investment programmes. Continue the work on the stock condition information to develop a long-term asset plan. Take into account wider regeneration needs / issues of private houses on estates.	Implement existing investment programmes. Agree comprehensive long-term asset plan.
Measure of success/ outcomes: TBA				
Low carbon agenda -5			Implement and complete	Implement existing

year plan			existing programmes including the DECC Schemes. Continue to develop the innovative Japanese deal. Continue to participate in GM / Government initiatives.	investment programmes. Agree comprehensive long-term asset plan.
Measure of success/ outcomes: TBA				
Employment initiatives – 5 year plan			Develop a 5 year plan. Ensure opportunities for employment are maximised via the HRA investment plans and to target help where possible at residents in Council areas.	
Measure of success/ outcomes: TBA				
Management efficiencies			Integrate call centres. Complete ASB review. Undertake Back office review.	Action ASB / back office reviews. Undertake reviews on remaining areas.
Measure of success/ outcomes; TBA				
Clarify and improve the financial arrangements between the council and WALH			Implement financial changes aimed at increasing certainty for WALH.	Assess the success of changes and review.

Measure of success/ outcomes: TBA				
Explore wider business opportunities for WALH			Undertake review of the opportunities for WALH to play a wider role in meeting the Councils objectives.	Implement main findings from the review.
Measure of success/ outcomes; TBA				

Project: Welfare Reform				
Indicator			Target 2013 -14	Target 2014-15
Number of affected tenants downsized through re-housing			33% of relets of 1 and 2 bed properties	33% of relets of 1 and 2 bed properties
Number of stakeholder events held			TBA	TBA
Objectives	Milestones 2012 -13	Progress 2012/13	Milestones 2013 -14	Milestones 2014-15
Manage the housing consequences of welfare reform.	All tenants affected by welfare reform changes receive advice and assistance.	Tenants affected by bedroom tax and benefit cap contacted by letter Shared accommodation service – 40 clients assisted Help with Rent Team assisted 114 clients.	Support and promote financial inclusion services to private and social landlords.	Impact assessment of the affects of welfare reform on the wider housing market. New asset management policy.
Measure of success/ outcomes: Number of tenants affected by changes attend financial inclusion courses; Number of tenants assisted into smaller accommodation including shared lets				
Minimise the impact of welfare reform on vulnerable groups through targeted advice and information services/resources.	Key partner agencies are kept up to date with changes. Front line staff are equipped for universal credit pathfinder and pilot.	Stakeholder events on Universal Credit – Landlord Forum/Homelessness Forum Consultation/communication on local welfare reform provision Homelessness Forum.	To be advised dependent on UC pilot .	
Measure of success/ outcomes: Number of stakeholder events held				
Link landlords and advice agencies to provide focused services.		Help with Rent Team and credit union.	Help with Rent Team offer services to RSL's and landlords.	
Measure of success/ outcomes:				

Measure of success/ outcomes: Number of clients get on line; number of unassisted claims increases.				
Implement changes to allocations policy and monitor impact of welfare reform on demand to the wider housing market.		Allocations policy approved (March 13).	Make IT changes. Review and update housing application for. Review and update nominations agreement. Develop monitoring framework. Monitor implementation of the lettings policy.	
Measures of success/ outcomes: Number of tenants downsizing				
Other WALH initiatives				
Measure of success/ outcomes:				

Project: Connecting Housing with Care

Indicator		Target 2013 -14	Target 2014-15	
Removal of outdated sheltered stock		10	20	
Conversion to sheltered + model		50	50	
New extra care (inc dementia)		20	100	
Provision for adults with care needs (new and converted)		100	125	
Objectives	Milestones 2012 -13	Progress 2012/13	Milestones 2013 -14	Milestones 2014-15
Continue to explore new options with private landlords/ charities (immediate opportunities plan).		Cranleigh Court Ph1 (13 units) (March 13)	Upper Dicconson St (7 units) Railway Road (6 units) Pursue and progress other schemes as needed. Target 100 units	Other schemes TBA Target 125 units
Measure of success/ outcomes: Set against People Directorate savings targets				
Discussions with private sector developers (immediate opportunities plan).		Ongoing discussions with a number of providers/ developers.	Target as above.	Target as above.
Measure of success/ outcomes: Set against People Directorate savings targets				
Bidding to HCA Care and support Specialist Housing Fund Round 1	Round 1 bids submitted (Jan 13)	Bids for 104 units of extra care with Helena and 20 units for adults with WALH submitted (Jan 13)	Progress schemes to planning. Programme delivery subject to securing grant. SOS 20 units at Tanfield.	SOS 104 units at Abraham Guest. Completion 20 units at Tanfield. Completion 104 units at

				Abraham Guest.
Measure of success/ outcomes: 100 units extra care for older people and 50 units adults with care needs developed				
Develop relationships with RP partners to work up further schemes, including possible round 2 HCA Specialist Housing Fund (consider new build, conversions and reuse of existing facilities)			Identify opportunities and work up bids to re-submit for round 2 HCA Specialist Housing Fund (TBA) Develop proposals for enhanced services from selected sheltered schemes in partnership with providers.	Progress further schemes subject to securing grant.
Measure of success/ outcomes: as above				
Agree 5 year development with our partner (WALH) plan to contribute to Connecting Housing with Care (consider new build, conversions and reuse of existing facilities).	Submit HCA Specialist Housing bid (Jan 13). Identify land, capital and revenue requirement (Mar 13).	Bid submitted (see above) Conversion of Brook House, Scholes (4 units) (TBA). New build 5 year business case to be approved.	Agree 5 year development programme 2014 -18 Work up schemes to planning.	SOS first schemes.
Measure of success/ outcomes: approx 150 units over 5 years (including extra care scheme for older people)				
Appoint consultants to undertake economic modelling of new partnership/ development arrangements not dependent upon external grant.	Finalise brief and submit to consultants (Feb 13) Letter of invitation to consultants (Mar 13)	Final draft brief for consultants prepared (Mar 13).	Appoint consultants (June 13). Consultants final report and recommendations on preferred option (Oct 13). Feed recommendations into action on developing a long term partnership	

			below.	
Measure of success/ outcomes: Advice on long term development options obtained				
Continued work to develop the Council's long term offer to providers – land/ revenue.	Use existing land searches as base (Dec 12). Develop a council land offer to inform consultants work on options.	Development Land Group established and database operational (Dec 12). Sites for HCA care and support bid identified (Jan 13).	Invest to save – 5 year capital and revenue support for programme to be agreed.	
Measure of success/ outcomes: Outline land/ development opportunities 5 year programme identified; costs set against People Directorate savings targets				
Consider options of a wider long term partnership/ delivery mechanism with the private sector.			Consider/ seek approvals to accelerate growth and maximise private investment.	
Measure of success/ outcomes: increase private investment				
Discussions at GM re New Housing Investment Board/ GM Housing Strategy proposals	GM Investment Plan agreed with older persons housing dimension (Feb 13)		GM Investment Plan agreed.	
Measures of success/ outcomes				
Ensure that the systems are in place to support delivery and that people are able to chose and access options developed.		Draft Extra care allocations procedure produced (Mar 13)	Adopt EC allocations procedure (Apr 13). Promote Older people's housing options, produce leaflet (June 13). Train key frontline housing, health and social care staff in OP housing options/ housing and health (June 13).	Consider development of a single access and assessment point for OP housing options.

Measure of success/ outcomes: New extra care allocations policy operational; no of front line staff training sessions; housing options information reviewed

Project: Prevention of Homelessness

Indicator		Target 2013 -14	Target 2014-15	
Number of HH in temp accommodation		20	20	
No of prevention cases (per 1,000 pop)		7.25	7.25	
Objectives	Milestones 2012 -13	Progress 2012/13	Milestones 2013 -14	Milestones 2014-15
Target prevention and support services to those most at risk of homelessness.	All tenants affected by welfare reform changes receive advice and assistance.	114 tenants assisted by Help with Rent Team All tenants affected by benefit cap and bedroom tax written to. 1404 homeless prevention cases HSAP allocate floating support services to most vulnerable.	Financial inclusion services developed and delivered. Enhanced housing website. Make best use of prevention fund. Contingency plans implemented for accommodation not classified as exempt/supported accommodation	Make best use of prevention fund. Pre tenancy training delivered to tenants
Measure of success/ outcomes: More homeless cases are prevented				
Prevent the use of bed and breakfast/increase in temporary accommodation.	More people access prevention service before reaching crisis point.	233 homeless preventions in the private rented sector	Pilot developed with landlords to explore the potential of discharging homeless duty. Joint procurement of	

			temporary accommodation explored across GM.	
Measure of success/ outcomes: Limited/no expenditure on bed and breakfast; Increased use of private rented sector				
Make best use of limited funds and target priority groups.	Commissioning framework produced New homeless prevention projects funded.	Number of homeless cases prevented. 341 homelessness cases prevented with Discretionary Housing Payment	Number of projects funded. Targeted approach to Discretionary Housing Payment	Number of projects funded Targeted approach to Discretionary Housing Payment
Measure of success/ outcomes: Commissioning framework produced; Homeless project outcomes are achieved				
Work towards the end of rough sleeping.	Complex needs panel established. Access/signposted to appropriate support service.	Complex needs panel established. Expressed an interest in Making Every Adult Matter. No Second Night Out embedded in Wigan	Accommodation available in Wigan. Numbers assisted through NSNO Multiple Needs Coordinator working with 10-15 clients	Number of tenancies sustained over 12 months. Numbers of rough sleepers reduced, increase in numbers accessing mainstream services and reengaging with society.
Measure of success/ outcomes: Reduction in numbers of rough sleepers; Numbers offered accommodation; Number of tenancies sustained over 12 months				
Review and update the homelessness strategy.	Assessment of homeless service carried out using self diagnostic toolkit Meaningful consultation carried out with partners.	Stakeholders and customers surveyed on homelessness services provided by HOAC	Stakeholders consulted on draft homelessness strategy. Homelessness Strategy approved by Cabinet	
Measure of success/ outcomes: New homeless strategy produced				
Minimise the impact of	Tailored advice for	Floating support provision	Accommodation and	Joint Young Peoples

homelessness on vulnerable groups through targeted advice and information services.	vulnerable groups.	allocated through HSAP	pathways reviewed/developed. Web based information and advice platform developed across GM. Specialist Housing Advice Worker pilot working with victims of DA	Protocol reviewed.
Measure of success/ outcomes: GM website developed; Reduced repeat homelessness; Enhanced housing website developed				
Reduce the number of homelessness crisis situations arising from hospital discharge.	Implement hospital discharge policy.	Hospital discharge policy implemented.	Hospital discharge policy reviewed. Appropriate and cost-effective housing solutions identified for patients leaving hospital.	Appropriate and cost-effective housing solutions identified for patients leaving hospital.
Measure of success/ outcomes: Number of hospital discharge referrals to prevention services				

Project: Quality in the private rented sector

Indicator		Target 2013 -14	Target 2014-15	
Number of PSL properties		100	125	
% long term empty homes		TBA	TBA	
Number of empty homes returned to use through empty home loans/ HCA Grant		TBA	35	
Objectives	Milestones 2012 -13	Progress 2012/13	Milestones 2013 -14	Milestones 2014-15
Manage the consequences and effect of the expansion of the private rented sector.	Co-ordinated enforcement and support targeted to vulnerable areas.		Explore opportunities to increase owner occupation in defined neighbourhoods.	
Measure of success/ outcomes: Low level of complaints; Reduced number of illegal evictions; Number of empty homes brought back into use				
Increase the number of good quality Privately Rented homes of the type and in the location needed.	Landlord accreditation scheme Private sector leasing..	80 leased properties 46 accredited landlords.	New accommodation projects in the private rented sector.	
Measure of success/ outcomes: 100 properties leased; Number of accredited landlords				
Improve the quality standards of housing and housing management in the private rented sector.	Training courses developed with partner organisations. Landlord Forums Ask the expert and newsletters.	11 landlords attended training course. 4 Ask the Expert. 2 landlord forums – 180 landlords attended.	Landlord Forums. Training courses. Advice and information leaflets. Explore opportunities to reduce enforcement charges through landlord attending training.	
Measure of success/ outcomes: Number of landlords attending training courses; Numbers of leaflets/bulletins/advice newsletters produced				

Improve energy efficiency and take advantage of opportunities arising from green deal .	Green deal opportunities are promoted and schemes are developed with providers.	Green Deal Go Early Schemes. Warm Homes Healthy People Resources. Fuel Poverty Fund Schemes.	Promote GM ECO Scheme.	Promote GM Green Deal Scheme.
Measure of success/ outcomes: Number of green deal improvements				
Make better use of the private rented sector to alleviate housing need.	Increase in number of agencies accessing private rented accommodation for vulnerable households.	The Brick, Catch 22, Stepping Stones made links with private landlords ? re housed through brokerage service. 233 additional affordable properties in the private rented sector	Private rented sector is used to discharge homelessness duty New schemes developed with private landlords. Private rented accommodation provided for people with mental/physical disabilities.	
Measure of success/ outcomes: Number of affordable properties in the private rented sector				
Leigh Neighbours Area	Provide a co-ordinated response to complaints about empty homes and poor conditions.	Co-ordinated response to complaints about empty homes and poor conditions delivered.	Provide a co-ordinated response to complaints about empty homes and poor conditions.	Provide a co-ordinated response to complaints about empty homes and poor conditions.
Measure of success/ outcomes: Reduction in empty homes and poor conditions				
Empty homes initiatives linked to PRS.	Take action against the highest scoring empty homes.	# CPOs processed # Empty Home Loans processed.	Take action against the highest scoring empty homes. Number of empty homes brought back into use through landlord incentive schemes.	Take action against the highest scoring empty homes.

			Develop a deposit matching scheme for purchasers of empty properties (subject to funding).	
Measure of success/ outcomes: Reduction in empty homes, HCA empty homes delivered				