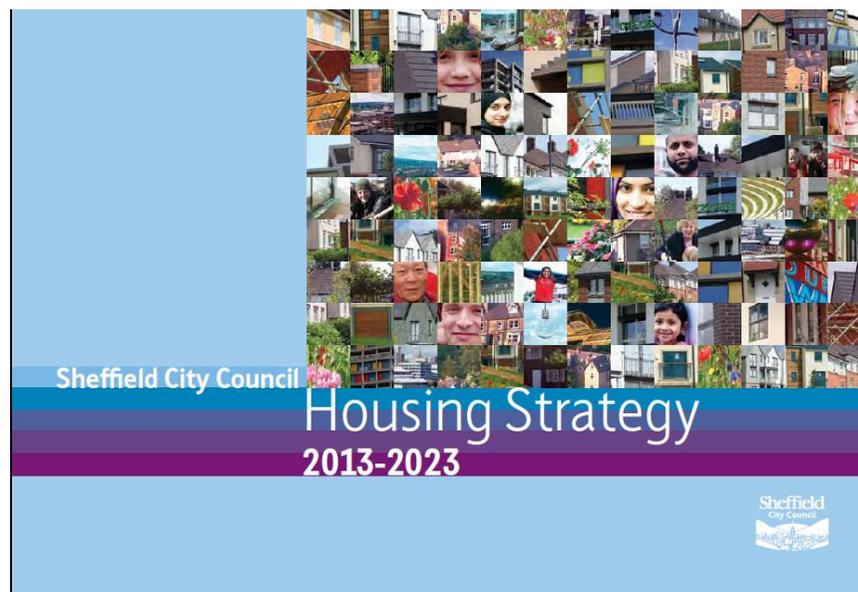


Sheffield City Council Housing Strategy Action Plan 2013-2016

March 2014 Progress Update



Housing Strategy Action Plan 2013-2016

Progress update March 2014

Introduction

This is the second progress update for the Housing Strategy Action Plan 2013-16. The action plan helps to deliver the aims and objectives of the Sheffield Housing Strategy 2013-23, and it will be refreshed every three years with new actions and targets to take account of emerging challenges and opportunities in the housing market.

A red/amber/green (RAG) rating system has been applied to each of the actions based on the following criteria:

- Green: The action has met or is likely to meet its target within its deadline
- Amber: The action has met or should meet its target but some elements may not be completed within the original deadline
- Red: The target has not been met; is no longer being continued; or the majority of it will not be completed within the deadline

RAG ratings

Based on these criteria:

- 46 actions have been rated as green
- 3 actions have been rated as amber
- 10 actions have been rated as red

Details of progress

Details for each action are shown in the table below. The rating for each action is shown in the first column of the table and additional details, where they have been supplied, are included in the final column.

Great Places

Ref	What we will do	How we will do it	Deadline	Progress Update
GP1	Enable housing development	Review Local Investment Plan and integrate into the emerging Infrastructure Delivery Plan for Sheffield COMPLETED	September 2013	The Local Investment Plan has been reviewed and key housing investment priorities are being included in the Infrastructure Delivery Plan
GP2		Define the housing priorities for Sheffield which can contribute to economic growth and which should form an element of the Sheffield City Region Investment Fund priorities. COMPLETED	September 2013	Key housing priorities have been identified and integrated into the 'package bids' submitted for the City Centre, Upper Don Valley and Lower Don Valley. Housing priorities have been submitted as part of Sheffield's response to the 'call for evidence' to inform the Sheffield City Region Economic Strategy and Growth Plan.
GP3		Undertake enforcement work to ensure site clearances and essential maintenance of buildings to enable 343 potential new homes to be built on 8 sites and enable a potential 200 new homes through environmental improvements to 2 other sites.	March 2015	14 units have been enabled through enforced sale action. Commitment to restore two listed buildings will have potential for residential development. Surveys have been undertaken on two sites prior to structural and restorative work carried out by the Council, one of which has a pre-application enquiry for 37 units. Planning applications have been approved on 3 further sites following Stuck Sites involvement, which will allow 21 units and 279 student apartments to be delivered.
GP4		Develop the briefs to define the new housing which is required on the Council owned sites at the former Bannerdale and King Ecgberts school sites in the south west of the	September 2013	Planning briefs have been completed for both sites, following successful community involvement.

		city. COMPLETED		
GP5		Prepare and deliver to market, 24 hectares of Council owned housing sites, ready for development, by the end of 2016	March 2016	Two sites (total 3.08 hectares) are under offer; two sites (total 18.94 hectares) are on the market with outline planning permission; community consultation for another site (total 11.72 hectares) was being undertaken in March prior to marketing.
GP6		Undertake a Housing Market Assessment to establish the housing needs of our residents and the types of housing that is needed in the city. COMPLETED	September 2013	The Strategic Housing Market Assessment is completed and the final report produced and disseminated.
GP7		Increase our understanding of the private rented market and its capacity to accommodate homeless and vulnerable households. COMPLETED	September 2013	Research undertaken for the Strategic Housing Market Assessment revealed that landlords are increasingly wary of letting to LHA tenants because of the Government's welfare reforms and the increased probability of accruing rent arrears. The Council has also been developing its relationships with private landlords to expand the portfolio of landlords who can provide safe and suitable accommodation for some of its customers.
GP8		Explore the appetite and ability of local people to take up custom build opportunities as part of community led construction. COMPLETED	September 2013	Research undertaken for the Strategic Housing Market Assessment (SHMA) identified the level of interest among local people for custom build. A business case has been produced to appraise the

				feasibility of different delivery models and is currently going through the signoff process.
GP9		Strengthening Attercliffe's role as a growth zone for housing, by undertaking measure to create a distinct centre which is fit to serve an emerging residential neighbourhood and the surrounding Lower Don Valley.	March 2015	An Attercliffe Town Team has been established working with local traders and a series of low cost but high impact environmental improvements are in hand. It is hoped to augment these further in advance of the Tour de France arriving in Attercliffe in 2014. Emerging proposals for redevelopment of Don Valley Stadium site are progressing and will have a positive impact on the viability of the district centre. Signage for Heavy Goods Vehicle restriction will be installed this spring with further environmental improvements to follow subject to funding being secured.
GP10 Red		Adopt and implement the Local Plan, including the City Policies and Sites document, and the Core Strategy's housing policies.	September 2014	It was agreed at Cabinet to commence work on a new Local Plan (including review of the adopted Local Plan Core Strategy) to enable a reassessment of housing requirements and bring forward more land for housing development. This would mean incorporating policies and proposals in the current emerging draft Local Plan City Policies and Sites document and Proposals Map into the new plan. It is now likely that the new Local Plan will be adopted in September 2017.
GP11 Green		Commence review of the Local Plan, including reviews of the Green Belt and employment land.	March 2016	The Local Plan review commenced following Cabinet report 18 th December 2013 (above). Project plan not yet finalised.

GP12	Increase the supply of housing	Work with land owner partners to develop sites including initial phases of Attercliffe Waterside, delivering approximately 120 mixed ownership homes over the next 3 years.	March 2016	Discussions with a potential developer and owners for a substantial part of the Attercliffe Waterside site are progressing, which could deliver at least 200 new homes.
GP13		Commence work on site on 500 new homes in the city centre by December 2015	March 2016	The City Centre Sites project run by City Regeneration Division is closely involved in trying to unlock a group of approximately 50 stalled sites in the city centre that have potential to provide up to 4,500 new homes. Not all of these will be developed but at 31 st March 2014 development has commenced on 444 homes and 60 of these are complete and occupied. Not all sites in the city centre are monitored by the project so the total number will be higher than this
GP14		Complete phase 1 of Park Hill, this includes: <ul style="list-style-type: none"> • 195 flats for sale • 56 flats for rent • 12 flats for shared ownership 	March 2016	Phase 1 at Park Hill should be complete by March 2016. The start on site for flanks B and C will start in April 2014 with a construction programme of around 24 months. 78 apartments in Flank A have already been completed.
GP15		Complete the acquisition, rehousing and demolition for the Scowerdons, Weakland and Newstead (SWaN) regeneration schemes and work with Home Group to ensure enough new homes are built to meet the commitments of the resident charter. The Charter allows previous residents who wish to return to the estates a new home of their tenure	September 2015	Practical completion of the remaining sites is now expected in May 2014. 12 residents remain and are awaiting the new build properties. Demolition is expected to be completed by Autumn 2014.

		of choice.		
GP16		Deliver 305 new high quality mixed tenure two, three and four bed homes through the Sheffield Housing Company in the neighbourhoods of Parson Cross, Shirecliffe and Norfolk Park, including 25 for affordable rent.	September 2015	The programme for completing the 305 homes has now been extended to March 2016. Sales are progressing well; the delays to the programme are mainly due to the national issue with sourcing building materials and unexpected market conditions in one of the areas which initially slowed progress. No further construction delays are anticipated.
GP17		Develop the housing plans for Phase 2 of the Sheffield Housing Company and deliver approximately 200 of the planned 500 new homes on 8 sites.	March 2016	Design work has commenced and public consultation events are scheduled for summer 2014. The first planning applications scheduled for October 2014.
GP18		Build or acquire 75 homes to increase the provision of council-owned homes in the city (45 by 2015).	March 2016	30 properties have been purchased from the Sheffield Housing Company and 600 new council homes are now planned to be delivered over the next six years, funded through the Housing Revenue Account.
GP19	Improve the mix and range of homes	Through the national Affordable Homes Programme, deliver 459 affordable rent homes (up to 80% of market rent) using the £9.3m Homes and Communities Agency (HCA) grant	March 2015	87 new homes will be completed in 13/14. The overall delivery for 11/15 will be 898 homes using £22.6m of HCA grant. The increased scale of the programme is due to Registered Providers bidding for more money from the HCA as it became available, both from the Affordable Homes Programme and Affordable Homes Guarantees Programme.
GP20		Develop a new mental health supported accommodation scheme (Part of the Affordable Homes Programme)	March 2015	Planning Permission has been granted and the developer is on site. It is expected that building on site will be completed in advance of March 2015.
GP21		Deliver new domestic abuse	March 2015	The developers are on site and it is

		provision (Part of the Affordable Homes Programme)		anticipated that the building will be completed in advance of March 2015. Progress has been made with the service provider and it is anticipated that a new contract to provide the service in the new accommodation will be awarded by 1 st April.
GP22		Explore the opportunities to enable the Council to use its resources to support access to affordable mortgage finance or develop affordable equity stake models, to support specific council regeneration schemes NO LONGER BEING CONTINUED	March 2016	Following the Government's introduction of its own mortgage support scheme (Help to Buy) along similar lines to the proposed Local Authority Mortgage Support Scheme, the Council is no longer pursuing plans for its own scheme.
GP23		Develop a model with Sheffield City Region partners and start implementation to deliver on a phased basis, high quality, well managed, private rented accommodation. NO LONGER BEING CONTINUED	March 2016	The Housing Association partner the Council was working with withdrew its submission due to the bid no longer being financially viable. The Council will not be pursuing this option further as the work to date shows that the scheme is not financially viable in the Sheffield City Region.
GP24		Work with development partners to get approval for a new housing development scheme for people with learning disabilities. (Part of the Affordable Homes Programme)	March 2015	One Register Provider has been supported to bid for funding from the Homes and Communities Agency to develop a 14 unit scheme and other Registered Providers are awaiting further information from the Homes and Communities Agency due in September before deciding whether to make a bid for similar funding under the Affordable Homes Programme.
GP25	Improve the quality	Develop a register of privately	September	In January 2014, Cabinet approved a

	of existing stock	rented homes and landlords where there are high concentrations of poor quality properties to target education and enforcement measures.	2014	designation for Selective licensing in Page Hall and a voluntary registration scheme in surrounding areas. Standards and conditions have been developed which include an education and training programme, and additional resources are targeting landlords who are not complying with the law.
GP26		Assess the potential carbon and fuel poverty reduction impacts and economic benefits of the various Green Deal delivery models, and prepare a Business Case for the recommended approach for a follow-on delivery project. COMPLETED	March 2014	Due to uncertainty about the future of the Government's Green Deal scheme the development of a business case was put on hold but despite this the Sheffield Heat and Save ECO scheme was launched in March 2014 (www.sheffield.gov.uk/eco) to identify homes across the city that may be eligible for help to make their homes more energy efficient and reduce their energy bills.
GP27		Increase support provision to single people with complex needs COMPLETED	September 2013	Existing provision has been extended by nine units.
GP28		Remodel the provision of young people's supported accommodation	March 2015	Some services will be re-tendered within the timeframe, but others are delayed due to the requirement to make further budget savings. To allow further consideration on how some services should be re-modelled the task has been split into two phases, with the second phase to be completed in 2016/17.
GP29	Make best use of existing stock	Develop a long term Asset Management Strategy to maintain and improve the quality of council homes	September 2014	Development of the strategy is underway and it is on track to be completed by the end of September 2014.
GP30		Bring 35 long term empty properties back into use through the empty	September 2015	The target on the empty property leasing scheme has been reviewed due to lack of

		property leasing scheme. This will provide loans to owners to improve their properties on the provision that they lease their property to the Council for a minimum of 5 years. Acquire 31 long term empty properties and let them as affordable homes.		take up and successful applications. This is mainly due to owners being unable to gain permission from their mortgage lenders to allow them to lease to SCC. The Council has therefore received permission from the Homes and Communities Agency to re-allocate funding from the original scheme and use it to refurbish and purchase additional long term empties to let as affordable rent properties as part of the already established purchase and repair scheme. Seven properties have been brought back into use against the target of eight for 2013/14.
GP31		Award approximately 1080 re-housing priorities to people wishing to downsize	March 2013 - March 2016	398 downsizing priorities were awarded in the first three quarters of 2013/14
GP32		Develop a pro-active matching service to assist social tenants in being able to mutual exchange their properties regardless of landlord	September 2015	Work has still not started as this is dependent on getting final sign off for the data security arrangements to share information with housing associations. It has taken longer than anticipated to achieve this but at present it is still expected that the target timescale can be achieved.
GP33		Undertake a comprehensive review of all council age designating properties, including consultation with those affected.	September 2014	The process for review is in place and consultation on re-designation proposals has begun in some areas of the city.

Sustainable Communities

Ref	What we will do	How we will do it	Deadline	Progress Update
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SC1	Support young people to access housing and live independently	Identify lenders who will work with us to develop the Local Authority Mortgage Support scheme, which will allow First Time Buyers to secure a mortgage with only a 5% deposit. NO LONGER BEING CONTINUED	September 2014	It was decided not to continue with the Local Authority Mortgage Support scheme following the launch of a similar scheme by the Government (see GP22).
SC2		Develop a Student Accommodation Strategy that outlines our approach to housing provision and services for existing and future students living in Sheffield COMPLETED	September 2013	A draft strategy and has been completed and approved by Cabinet.
SC3		Work with the Universities to develop and launch a quality assurance scheme to improve the regulation of student housing COMPLETED	September 2013	The Snug university partnership scheme was signed off in August and launched in September.
SC4		Develop a Shared Accommodation strategy to enable the Council to offer homeless single people aged less than 35 access into private rented accommodation. COMPLETED	March 2014	Agreement has been secured to discharge the homeless duty into the private sector and work has been done to procure shared properties in the private sector for under 35's. Cabinet approval has now been secured to develop a new homeless strategy, which will cover the Council's approach to shared accommodation for homeless single people under 35s.
SC5		Implement the recommendations of the Successful Tenancies Project including development of more support options for tenants at risk of failing to keep their tenancies in areas of high turnover	September 2014	The Successful Tenancies pilot schemes have been in operation since November 2013 in Gleadless Valley, Fox Hill and Wincobank. The support workers have already carried out a number of successful interventions to prevent tenancy failure, and learning from the

				project is being gathered to inform the roll out of the Housing Plus service model.
SC6		Develop and launch an on-line information system to support tenants and landlords on tenancy rights and obligations.	September 2014	Some information has already been submitted and the project is on track to provide the remainder by the target timescales.
SC7	Provide more choice and options to help vulnerable and older people live independently in their homes	Develop a three year Housing Equalities and Inclusion Action Plan to address the housing needs of different groups living in the city. COMPLETED	September 2013	The three year Housing Equalities and Inclusion Action Plan has been developed and signed off.
SC8		Develop proposals to revise the governance and tenant engagement structure. COMPLETED	September 2013	The Opportunity to Have My Say Project Group have now concluded their work, and have made some recommendations on how they think Council Housing governance could be structured in the future. These recommendations are based primarily on the principles agreed within their 'vision statement,' which was shared and welcomed at the recent Future of Council Housing Service Design tenants events.
SC9		Work with partners to introduce and embed the distinct ways of working being adopted for the Building Successful Families programme to help families with multiple and complex needs to access and sustain appropriate housing.	March 2015	The Family Common Assessment Framework, used for assessing whole family needs is being used to gather information about a families housing provider and the status of their housing. A distinct referral processes exists for Sheffield Council Housing to make referrals for whole family support into the Multi Agency Support Team. These processes are under review for a re- re-launch to further increase referrals for

				<p>vulnerable families, particularly those involved with Anti-social behaviour.</p> <p>Multi Agency Support Teams/Building Successful Families are supporting the development of the Housing Plus model and ensuring the principles are in line with their practice.</p>
SC10		<p>Conclude work to explore the potential for offering Credit Union budgeting accounts to tenants most at risk of financial difficulties following the introduction of Universal Credit and implement if viable.</p> <p>COMPLETED</p>	September 2013	<p>A three month pilot proved the benefits of budgeting accounts for tenants in paying rent and budgeting. Funding has now been identified to allow more tenants to be offered accounts and to assess the benefits of also setting up Credit Union savings accounts, and when appropriate, tenants moving onto CU current accounts. Once on a current account there is no longer any outlay for SCC in funding budget accounts, allowing the service to offer support to more tenants. A partnership arrangement is also being looked at with the council housing service and Lazer Credit Union in Rotherham to reduce costs. It is recommended that the action be extended to monitor the new pilot, which has a completion date of March 2015.</p>
SC11		<p>Implement the new Allocations Policy and review after 12 months to ensure it is fairly allocating homes to households most in need.</p>	<p>March 2014 (Implement by) March 2015 (review by)</p>	<p>A project team is in place and the implementation work is in progress. However, because of the scale and complexity of the project, in particular the IT changes required, the timeline for the project has been extended to complete</p>

				the implementation by Summer 2015 and reviewed one year later.
SC12		Work with our partners to define and implement our approach for supporting carers to meet their housing needs.	September 2013	Progress was delayed due to the departure of the lead officer in Adult Social Care. A new joint lead has been identified and initial planning work has been carried out. A draft action plan has now been developed to take forward work to improve outcomes for carers living in council housing. However, it is proposed that the deadline date now be extended to September 2014 to align with development of the new structure proposals for the housing service under the Housing Plus approach.
SC13		Explore with our partners how we can better meet the housing needs of people with autism and develop viable actions that will help these needs to be met. COMPLETED	September 2013	Several accommodation re-use / development opportunities have been explored and some good quality units are being brought into use, for which funding has been agreed. A task group is being established to create a framework agreement that will allow a quick response to opportunities for creating cost effective, good quality accommodation for vulnerable people.
SC14		Introduce a system to ensure that the most vulnerable people and locations experiencing ASB in the city receive coordinated multi-agency support. COMPLETED	March 2013	The Partner Resource Allocation Meeting (PRAM) has been introduced to identify the most vulnerable people experiencing ASB and ensure that they receive coordinated multi-agency support. The Local Government Association has positively reviewed the PRAM and Scrutiny Panel has made a number of key recommendations for strengthening the process, particularly in relation to

				improving the escalation of cases. Plans are now in place to introduce a West PRAM meeting so that coverage will be citywide.
SC15		Review and develop our response to anti-social behaviour to make it as consistent as possible regardless of housing tenure.	September 2013	The action missed its original deadline due to being affected by a Management of Employee Reduction. Various representatives from partner organisations are meeting to identify a sustainable approach but the deadline needs to be extended until October 2014.
SC16		Remodel and re-procure all housing related support services by sector to ensure best value and align with other strategic commissioning priorities.	March 2016	A large procurement programme has been agreed with the Council's Commercial Services team. Services that have been retendered and let are: drug and alcohol floating support, alcohol recovery accommodation, floating support for domestic abuse, domestic abuse refuge interim procurement. Some slippage in Mental Health and older peoples floating support tender occurred but this was planned slippage to enable more appropriate commissioning decisions to be developed. Nine tenders will be amalgamated this year. Budget uncertainties are impacting on some planned tenders as decisions will need to be made on a number of services which might mean closure. This will either delay these tenders or make them unnecessary.
SC17		Develop a strategic citywide approach for providing affordable warmth support and information and support to households most at risk	September 2013	A city wide cross sectorial group has met 3 times since August and is currently developing a city wide approach to reducing fuel poverty. A fuel poverty

		from fuel poverty and cold-related illness. COMPLETED		strategy is currently being developed.
SC18		Develop a partnership to reduce the number of people who are suffering health problems which are being affected by housing conditions. COMPLETED	September 2013	The Fuel Poverty Knowledge Group will also act as the vehicle for partnership working to reduce fuel poverty in the city. An aim of the partnership is to ensure we are bid ready. An internal bid has been put forward to develop a resource to deliver action on fuel poverty across the City via the Public Health Budget for 2014. The Public Health Board will be considering this proposal along with others later in December 2013
SC19		Develop a referrals protocol for GPs so that vulnerable patients in poor quality rented housing are brought to our attention and homes can be inspected.	March 2014	GPs and health workers have been engaged and are enthusiastic about developing the referrals system. Due to extremely limited resources the team have engaged a post- graduate Public Health student to draw up the proposals. A completion date of September 2014 is now estimated.
SC20		Implement improvements identified through the Right to Control pilot for the DFG programme to provide improved value for money and help customers to adapt properties that meet their needs more effectively	Sept 2014	The Adult Social Care website was re-structured based on feedback from disabled users and a new equipment and adaptations booklet has also been produced. 'Off-set' payments to customers who would rather put the funding for an adaptation offered by the Council towards a more expensive option have also been promoted and there has been a rise in the number of these types of payments being made by the Council.
SC21		Develop a ten year market development plan for Older Peoples	March 2014	The original action to develop a ten year market development plan was stood

		Residential and Nursing Care to enable people to live safe and well in the local community. This also includes supported living options.		down due to it duplicating work to develop a Market Position Statement (MPS) for Adult Social Care. The MPS has been completed and is currently being signed off.
SC22		Develop a model of virtual extra care to support the new housing development in Stocksbridge. This is based on a hub and spoke model of flexible care and support that will be designed with the influence of older people living in the Stocksbridge community.	September 2015	The Housing Association partner decided against developing an extra care scheme in Stocksbridge and the action is no longer viable. A replacement action has been proposed for inclusion in the action plan: <i>Complete the age-banded older person schemes being developed by Housing Associations in Stocksbridge, Arbourthorne and Wisewood. (June 2014 Arbourthorne, March 2015 Stocksbridge, Wisewood)</i>
SC23		Review the Right First Time pilot project, which integrates housing providers and support services to provide early intervention and support to local people identified as most at risk of preventable hospital admissions in the Lowedges, Batemoor and Jordanthorpe area, and implement this approach citywide if shown to be viable.	September 2014	Learning from the Lowedges, Batemoor and Jordanthorpe project, Community Support Workers and Voluntary, Community and Faith sector activity in the city is being collated and used to inform a specification for a service to 'keep people independent and well at home'. This will include methods to identify those at emerging risk of needing more intensive support / treatment, multi-disciplinary working and individual care plans. The specification will be co-produced with Sheffield people and current and potential providers.
SC24		Ensure the housing contribution is integral to all of the Right First Time work programmes.	September 2014	The action is progressing but its measurability is difficult to judge due to the multiple projects involved. The

				<p>following amendment to the wording for this action has been agreed to make it easier to measure in the future:</p> <p><i>Ensure that housing contribution is integral to all of the relevant Right First Time work programmes so that they are focused on integrating care services and keeping people well at home. This is partly to be achieved by including housing involvement on all relevant RFT steering groups.</i></p>
SC25		Explore the potential for developing self-funded support for owner occupiers who need to move to more manageable housing, similar to that which is already being offered to council and some other social housing tenants.	March 2015	No recent work has been undertaken to progress this action due to the need to prioritise support based accommodation for vulnerable groups and also assist council tenants affected by the bedroom tax to downsize. It has been agreed with the Housing Strategy Implementation Board to suspend work on this action and look again at its feasibility when the action plan is refreshed in 2015/16.
SC26		Work with partners to develop and implement new ways of working to prevent people from becoming homeless	March 2016	This action forms part of the stakeholder consultation for the new homeless strategy. Stakeholders include the Children and Young People Directorate and Council Housing Services, the Archer Project and Health Turning Point. In addition, work is also being undertaken with a provider group as part of the Supported Accommodation Pathway.
SC27		Develop and implement the Supported Accommodation Pathway	March 2016	The Pathway is due to be implemented by September 2014. It has been brought forward due to ICT capital funding being

				made available.
SC28		Work with local partners to ensure all people with learning disabilities currently placed in hospital can be supported in affordable housing within Sheffield (and not outside the city) by the middle of 2014, in line with the requirements of the Winterbourne View Concordat	July 2014	<p>Reviews of people living out of city have been done on time and the Council has developed a good understanding of this population.</p> <p>25 people are in hospital placements out of city, 18 people are still suitably placed and need to remain where they are to receive treatment. 6 people are ready to come home, and Social workers are making plans with individuals and their families for where they will live next.</p> <p>By June 2014 plans for each individual will be completed, and many of them will have moved or be about to move.</p>
SC29		Develop and promote options which support people with learning disabilities to remain living within the family home for longer	July 2014	A Business Case has been produced for significant expansion of Adult Placement Shared Lives short breaks services' but the original timeframe has been extend to July 2014 to allow further options to be developed.