

Housing & Neighbourhood's Service (HNS) Members Induction

Janet Sharpe, Director of HNS
June 2022

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Agenda Item 6



Introducing the Housing & Neighborhoods' Service

- Focused on improving the management, maintenance, investment, support & regulation of housing to increase the standards & supply of affordable homes in Sheffield.
- Responded to the challenges of COVID & are focused on recovery and resilience to tackle the social & economic challenges facing residents.
- Have defined our core themes & have identified the future challenges that will require our intervention, working closely with our partners, tenants and residents in Sheffield.

- 900+ staff providing a wide range of housing and related activities
- Largest social housing landlord in the city with 39,000 homes & 3,000 leasehold properties to manage & maintain
- Responsible for over 30 older person's housing schemes and a range of supported housing accommodation
- Responsible for the prevention and management of Homeless and Rough Sleeping in city
- ^{Private} Working closely with other services, statutory partners, tenants and landlords
- £150 million annual 'rent roll'
- An approved 5-year £600m Housing Investment Programme (capital), £100 million annual capital investment programme and over £40m on delivering tenants repairs
- Regulation of over 45,000 Private Rented Homes

Our roles and responsibilities:

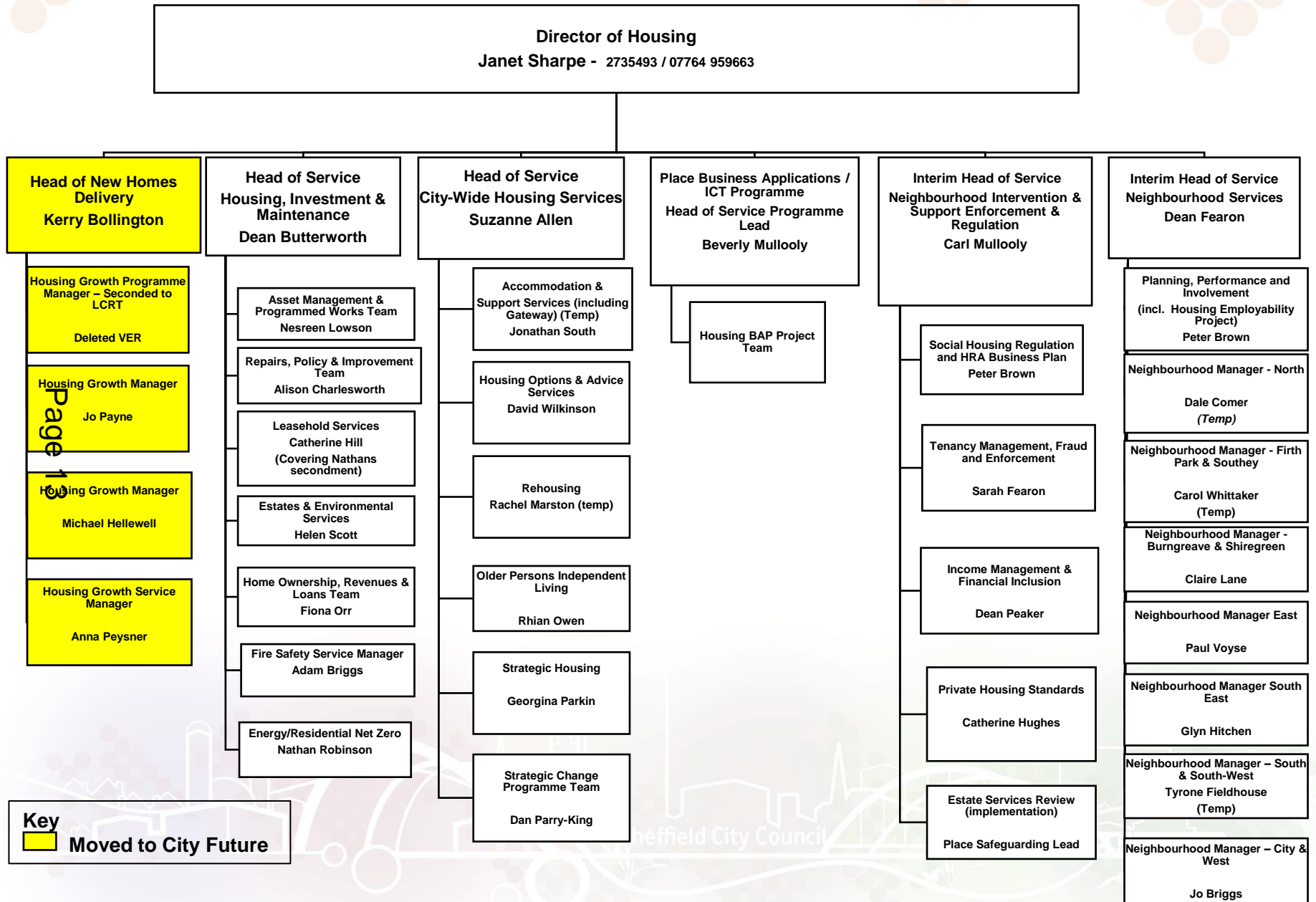
- Regulation of around 200 high-rise/high risk buildings in city, majority in private sector and some still with ACM
- Director SCC duty-holder of fire safety for residential accommodation
- Member of Govt LA Technical Working Board & Govt post-Grenfell expert boards
- National Pilot for Residents Charter & Engagement in high rise homes
- Lead on city Housing Strategy and city champion for increasing suitable

Affordable Housing

- £3,100 SCC Council Housing Stock Increase Programme
- Coordinated approach for securing significant sums of money from Homes England and SYMCA to support city Strategic ambitions for Housing and to improve Neighbourhood standards
- Significant response to COVID 19 to ensure safety of residents in general needs and supported accommodation
- 4th-year accreditation of ISO 45001 & 3rd year running compliance for ISO 14001

Our roles and responsibilities:

Housing Neighbourhoods Structure Chart



Key
 Moved to City Future

We work in partnership across the Council to deliver services to tenants

HNS provides funding, commission and strategic direction for:

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Delivery of **council housing repairs** and improvements - through colleagues in **Direct Services**

- Delivery of the council housing **Stock Increase Programme (SIP)** through colleagues in **City Futures**





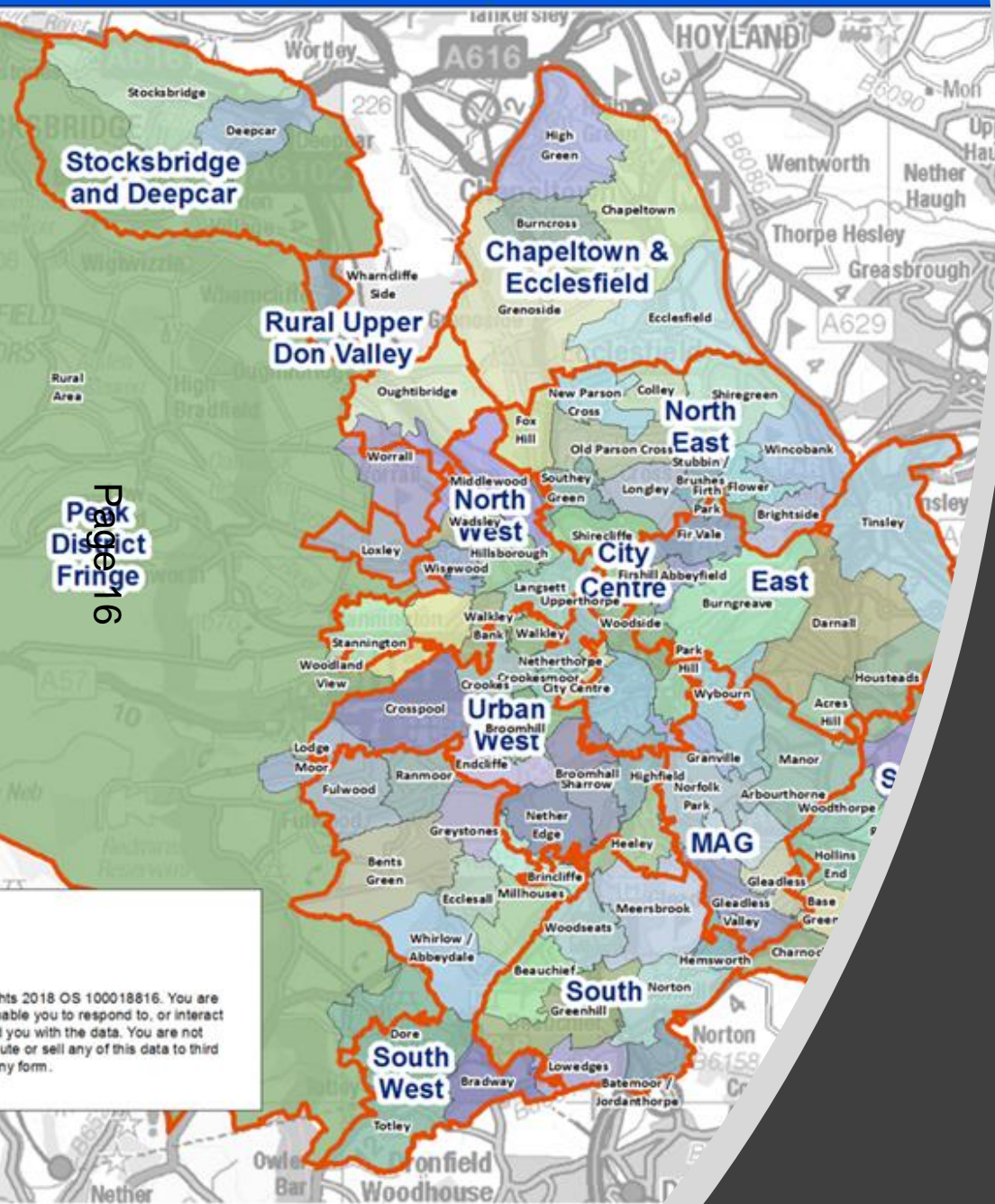
Our Vision:

**Decent
homes,**

**Safe
spaces,**

Inclusive,

**Open to
Change**



Our Strategic Approach

Provide more housing and a balanced range of homes

Improve the quality of the private rented sector where concentrations of poor housing exist

Support our aging population to live independently, including vulnerable homeowners

Through a range of strategies:

Housing, Older Persons Housing, Affordable Housing, Supported Housing, Student Housing, Private Sector Quality, Homeless Prevention & Housing Revenue Account (HRA)

Investment & Growth –

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**Heads of Service
Dean Butterworth
(Investment)**

Kerry Bollington (Growth)

Status:

- New Homes Delivery Plan approved by Cabinet
- Council Housing stock increase programme – 3,100 new homes for social housing by 2028/9
- 5-Year Housing Investment Programme - £600m - Includes significant work on existing Council housing stock
- £40m spent each year on day-to-day repairs
- Developing plans to improve homes that do not meet EPC C and roadmap to achieve net zero

Activities:

- Buying on-site, off-plan & properties from private sector
- Plans to acquire over 100 properties from open market to provide additional council housing
- Launch in 2021 of the new Shared Ownership Housing Programme and Operating Model
- Identifying options and areas where the Council, its strategic partners and the Community can take a master-plan based approach to regeneration
- Developing a Net Zero Road map for all tenures
- Delivering year on year improvements to existing tenants' homes – roofs, kitchens, communal areas, fire safety etc.

The 5 Year HRA Business Plan and Capital Programme Strategy was approved by Co-operative Executive on 19 January 2022.

HOUSING 5 YEAR CAPITAL SUMMARY	
COUNCIL HOUSING INVESTMENT	£310.5M
STOCK INCREASE PROGRAMME	£339.2M
NON-HRA PROGRAMME	£3.6M
HOUSING CAPITAL PROGRAMME TOTAL	£653.3M

Housing Committee will receive budget monitoring reports on the HRA Capital Programme from September 2022.

Housing 5 Year Capital Programme

Council Housing Investment	2022-27 Programme					
	2022/23 FY Budget	2023/24 FY Budget	2024/25 FY Budget	2025/26 FY Budget	2026/27 FY Budget	5 Year Total FY Budget
HEATING, ENERGY & CARBON REDUCTION	£13,561,883	£13,841,564	£10,750,000	£10,750,000	£10,750,000	£59,653,447
H & S ESSENTIAL WORK	£14,791,900	£8,514,485	£17,697,894	£21,040,234	£18,159,717	£80,204,230
ADAPTATIONS & ACCESS	£2,973,750	£3,186,000	£3,186,000	£3,492,510	£3,130,011	£15,968,271
HRA PROGRAMME MANAGEMENT	£3,050,000	£3,100,000	£3,150,000	£3,200,000	£3,250,000	£15,750,000
WASTE MANAGEMENT & ESTATE ENV	£850,000	£2,195,000	£3,095,000	£3,110,000	£2,730,000	£11,980,000
ENVELOPING & EXTERNAL WORK	£8,712,000	£9,634,000	£12,004,144	£15,569,771	£5,682,118	£51,602,033
COMMUNAL AREA INVESTMENT	£500,000	£5,500,000	£5,000,000	£7,000,000	£7,000,000	£25,000,000
INTERNAL WORKS	£3,099,500	£3,349,500	£3,736,500	£3,450,024	£5,861,298	£19,496,822
OTHER PLANNED ELEMENTALS	£657,000	£1,244,100	£1,307,000	£1,307,000	£1,457,000	£5,972,100
GARAGES & OUTHOUSES	£0	£130,027	£250,000	£250,000	£250,000	£880,027
IT UPGRADE	£4,867,675	£1,900,000	£861,000	£0	£0	£7,628,675
HRA REGENERATION	£500,000	£3,500,000	£3,500,000	£3,913,000	£5,000,000	£16,413,000
COUNCIL HOUSING INVESTMENT TOTAL	£53,563,708	£56,094,676	£64,537,538	£73,082,539	£63,270,144	£310,548,605

Housing 5 Year Capital Programme

Stock Increase Programme	2022-27 Programme					
	2022/23 FY Budget	2023/24 FY Budget	2024/25 FY Budget	2025/26 FY Budget	2026/27 FY Budget	5 Year Total FY Budget
GENERAL ACQUISITIONS	£12,301,267	£2,209,580	£2,270,340	£2,332,780	£0	£19,113,967
NEW BUILD COUNCIL HOUSING	£99,636,282	£86,752,682	£71,268,835	£38,380,698	£24,071,153	£320,109,650
STOCK INCREASE PROGRAMME TOTAL	£111,937,549	£88,962,262	£73,539,175	£40,713,478	£24,071,153	£339,223,617
HRA PROGRAMME TOTAL (Council Housing Investment + Stock Increase)	£165,501,257	£145,056,938	£138,076,713	£113,796,017	£87,341,297	£649,772,222

Non HRA Programme	2022-27 Programme					
	2022/23 FY Budget	2023/24 FY Budget	2024/25 FY Budget	2025/26 FY Budget	2026/27 FY Budget	5 Year Total FY Budget
Non-HRA REGENERATION	£18,000	£18,000	£18,000	£18,000	£18,000	£90,000
Non-HRA PROGRAMME MANAGEMENT	£377,000	£377,000	£377,000	£377,000	£377,000	£1,885,000
HOMES & LOANS PROGRAMME	£871,190	£0	£0	£0	£0	£871,190
PRIVATE HOUSING STANDARDS	£145,000	£145,000	£145,000	£145,000	£145,000	£725,000
NON-HRA SUMMARY TOTAL	£1,411,190	£540,000	£540,000	£540,000	£540,000	£3,571,190
HOUSING CAPITAL PROGRAMME GRAND TOTAL	£166,912,447	£145,596,938	£138,616,713	£114,336,017	£87,881,297	£653,343,412



A new generation of council housing

Our housing will offer choice, be good quality and affordable and will contribute to Sheffield being a more inclusive city

Our homes will have good energy performance, be more affordable to heat and increasingly use technology to reduce residential carbon emissions

Housing investment will support the city's economy, help connect people to work and opportunities and help people to live healthy independent lives

Park Hill Regeneration

Over 900 homes in 1950s/60s development - 'streets in the sky' social housing

Partnership with Urban Splash

£100m invested so far, 5 phases of work (2 complete, 1 on site and 2 in development)

Viability issues on remaining 2 phases – currently working with Government and Combined Authority to address

Hundreds of jobs working on site

Key part of new city landscape incorporating outstanding development, commercial premises and arts.

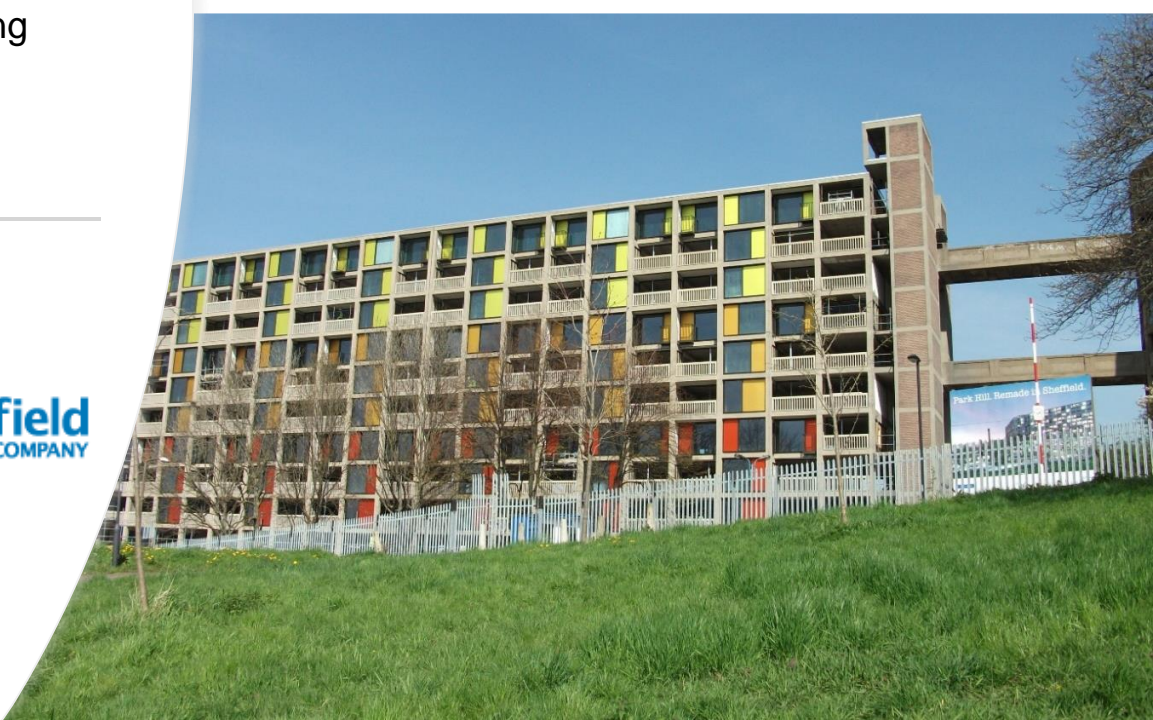
Sheffield Housing Company (SHC)

SHC 1000 units built to date

Mid-term review underway

1000 units left to plan/build

£8.5m income returns to SCC from future phases



Neighbourhood & Tenancy Enforcement

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Heads of Service:
Sean Fearon
(Neighbourhood Services)

**Carl Mullooly (Intervention
& Enforcement)**

Status:

- Largest landlord in city – just under 39,000 properties
- Provide essential local support to tenants through Neighbourhood ‘patch’ Officers
- Estate services and block cleaning delivered locally
- Neighbourhood teams supported by key central services
- Work from 15 offices across the city
- £150m annual rent roll with significant pressures from COVID19 and Universal Credit
- Rent recovery strategy to support and enforce
- Specialist support for management of tenancy breaches

Activities:

- Refreshing ‘Housing+’ approach to balance support, engagement and costs
- Lead role in Place Systems Review to deliver our services in ways that meet customer needs
- Reviewing approach to Estate Management, Waste, Tenancy Enforcement and customer access points
- New Customer Engagement Strategy, more digital; supporting, but going beyond, 40+ Tenant & Resident Associations in City
- New ‘Landlord commitments’ agreed with tenants



Reviewing our Housing plus approach

Turnover of properties had reduced by 17% resulting in more sustainable tenancies

Increase in tenants paying rent by direct debit rose by 38%

Satisfaction with the Housing plus approach from customers was 95%

Improved collaboration with partners

As a result, we plan to

Put more resource and emphasis on supporting those tenants with most need.

Remove the annual visit offer for all tenants, but ensure tenants know how to contact us when they require our services

Improve the appearance of our estates and making them feel safe and secure

Tackle tenancy breaches in a timely manner

Specialist Housing & Support

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**Head of Service:
Suzanne Allen**

Status:

- Choice-Based Lettings – both for SCC and most Registered Providers in Sheffield
- 30,000 on register; 10,000 active bidders; average 3,000 bids per week
- 60 rough sleepers accommodated, & 300 homeless cases each month
- Range of supported housing schemes and emergency accommodation, 24/7 services
- 30 Sheltered Schemes, 1200 older residents, 70% between ages of 70 and 107 with 24/7 services
- Significant shortage and choice of housing for older people
- Management of Local Assistance Scheme for customers alongside Government COVID19 grant assistance

Activities:

- Updated Homelessness Prevention Strategy in 2022
- Prevention at the heart of reducing homelessness and improving health and wellbeing – multi agency approach
- Housing First Model launched in 2021
- All in preventative model for Rough Sleepers
- Review of accommodation-based support services – both directly delivered and commissioned
- Review of Allocations Policy underway in 2022
- 4 new extra-care (sheltered plus) older persons independent living schemes being built, first integrated care scheme will open in 2022
- Learning disability schemes completed, new in development
- Additional accommodation support for our Care Leavers

New specialist accommodation:

A greater range of homes to help meet the significant shortfall of specialist accommodation

Our first new Independent Living Housing scheme is currently under construction in Parson Cross and is due for completion in July 2022

We are also developing plans for new Older Persons Independent Living Schemes in the South and South-East of the city which will improve the choice and type of homes available

Our new learning disabilities accommodation has been completed and opened in 2021.



Private Sector Housing

Head of Service:
Carl Mullooly

Status:

- 45,000 private-rented homes in the City
- Approx. 3,000 Houses in Multiple Occupation
- Private sector stock condition survey estimates a minimum of £1 billion to tackle Category One hazards and poor standards
- Some specific areas of poor housing and focused attention– Page Hall; Abbeydale; Sharrow & Burngreave
- Cold and inefficient homes across the city
- 20,000 student accommodation places regulated via 'SNUG'
- Fire safety inspections and regulation of private sector high rise

Activities:

- Lead in successful enforcement, civil penalties and prohibiting homes uninhabitable
- Active management of Selective Licensing schemes
- Selective licensing completed 2019 in Page Hall, on site with selective licensing in London Road/Abbeydale area
- Targeted fire safe inspections to across all property types in the private rented sector
- Dedicated approach with statutory partners to address High Rise and High-Risk buildings and Leaseholder support to address impact of decades of de-regulation



Increasingly challenging standards in the private sector

A summary of last year's key performance indicators for tenancy management

2021/22	Actual	Target
Overall satisfaction with the council housing service	7/10	8/10
Average time taken to answer calls to Contact Centre	10:59	N/A
Satisfaction with how ASB complaint dealt with	6.5	7.8
Rent loss from vacant properties as % of rent roll	3.61%	1.5%
Rent arrears of current tenants as a percentage of rent roll	5.63%	5.77%
Percentage of rent collected	99.8%	98.3%
Total arrears owed by current and former tenants (£m)	15.2m	16m

A summary of last year's key performance indicators for repairs and investment

2021/22	Actual	Target
% repairs completed at first visit	93%	94.6%
% repairs completed in agreed timescales	87.5%	97.15%
% fire risk assessments completed	100%	100%
% fire risk assessment repairs completed on time	57.5%	94.6%
% homes with up-to-date electrical safety certificates	97%	99%
% homes with up-to-date gas safety certificates	96.4%*	99.7%
% of legionella risk assessments renewed by anniversary date	100%	100%
% of asbestos communal surveys completed against planned target	100%	100%

* Only includes data from Q1 –Q3

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Our challenges moving forward

- Sheffield has gaps in it's current housing offer
- Levels of homelessness are rising
- Quality of homes varies significantly across homes, neighbourhoods and sectors
- Increasing fuel poverty across City households
- Affordable housing shortfall of over 900 per year and increasing reliance on PRS to meet housing demand
- Right to Buy losses and continuing stock reduction to replace lost stock
- Condition and quality of private homes requiring significant investment
- Sustainability of the HRA BP to improve the quality of homes and range of services required
- Climate change compliance – seeking sufficient Govt funding to improve homes (all sectors)
- Whole raft of national policy changes coming through that will require resources and investment

Social Housing White Paper - Charter for Social Housing Residents

Published November 2020 and builds upon proposals set out in the 2018 Social Housing Green Paper – A New Deal for Council Housing

Sets out reforms that will speed up the complaints procedure for residents by improving access to the Housing Ombudsman, reducing decision times and ensuring effective resolution

Makes landlords more accountable for the services they deliver, introducing of a set of tenant satisfaction and performance measures for landlords to report against

Reforms to strengthen the customer voice, broaden the ways that we engage with our tenants and increase transparency and involvement in decision-making

We have been proactive already in this area and have a new Customer Engagement Strategy in place



Priority One: To provide easy and convenient access to information and engagement / involvement opportunities

Priority Two: To ensure that customers and their communities can influence what we do

Priority Three: To engage effectively with local people and communities to improve what we do

Priority Four: To make sure that all involved in our services recognise and value customer engagement

Priority Five: To support and resource customer engagement work so that it delivers outcomes

Housing &
Neighbourhoods Service

Customer Engagement Strategy

2021-2023



Despite recent challenges, we are:

Investing in existing homes with £600m invested in Capital Programme over next 5 years

Investing additional £50m in fire safety

Building/buying new homes to increase affordable homes in the city

Contributing to climate change ambitions - aiming to become net-zero

Proactively managing our neighbourhoods, supporting our tenants & providing front line services

Improving customer access as part of the Council's plans for better customer services

Working closely with new Committee structure and Local Area Committee's



And supporting the next generation of staff...

HNS recruit around 20 new apprentices a year

Many become permanent members of staff after working to gaining an NVQ qualification over 2-years

Plan to increase the number of apprentices per year going forward

Also offer opportunities for graduates with several roles available each year and higher apprentice placements each year

Around 100 apprentices in the Repairs and Maintenance Service

All capital contracting requires apprenticeships & local employment opportunities

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