

# Housing Policy Committee Introduction

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Sheffield City Council

Sheffield  
City Council



## Introducing the Housing Service

- Focused on improving the management, maintenance, investment, support & regulation of housing to increase the standards & supply of affordable homes in Sheffield.
- Responding to the challenges of inflation & budgetary pressures & 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.

- Largest social housing landlord in the city with around 38,000 homes & 2,900 leasehold properties to manage & maintain
- We are responsible for over 30 Sheltered housing schemes and a range of supported housing accommodation
- Responsible for the prevention and management of Homeless and Rough Sleeping in city
- Working closely with other services, statutory partners, tenants and landlords
- £162 million annual 'rent roll'
- An approved 5 year £600m Housing Investment Programme (capital), £100 million annual capital investment programme and around £50m on delivering tenants repairs
- Regulation of over 60,000 Private Rented Homes, huge challenges in quality

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## 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 Housing Working Groups & Govt expert engagement work
- National Pilot for Residents Charter & Engagement in high rise homes
- Lead on development of city Housing Strategy and city champion for increasing Suitable Affordable Housing
- We still have a significant 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
- Supporting tenants through rising living costs to navigate financial challenge and maintain sustainable tenancies
- Accreditation of ISO 45001 & compliance for ISO 14001 for the service for many years

**Our roles and responsibilities:**

# We work in partnership across the Council to deliver services to tenants & residents

Housing Revenue Account  
Business Plan funding and  
strategic direction for:

- Delivery of **council housing repairs** and improvements - through colleagues in **Repairs and Maintenance**
- Delivery of the council housing **Stock Increase Programme (SIP)** through colleagues in **City Futures**





Our Vision:  
**Decent  
homes,  
Safe  
spaces,  
Inclusive,  
Well  
Managed**

# Our 2023 Focus

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- ❖ Improve the Repairs Service
- ❖ Tackle damp and mould
- ❖ Manage disrepair
- ❖ Improve vacant rent loss
- ❖ Develop Asset Management Strategy

- ❖ Improve customer satisfaction
- ❖ Supportive income collection
- ❖ Sustainable business planning
- ❖ Deliver PSR Phase 1

- ❖ Health and safety compliance
- ❖ Fire and building safety
- ❖ Challenge ASB
- ❖ Homelessness prevention

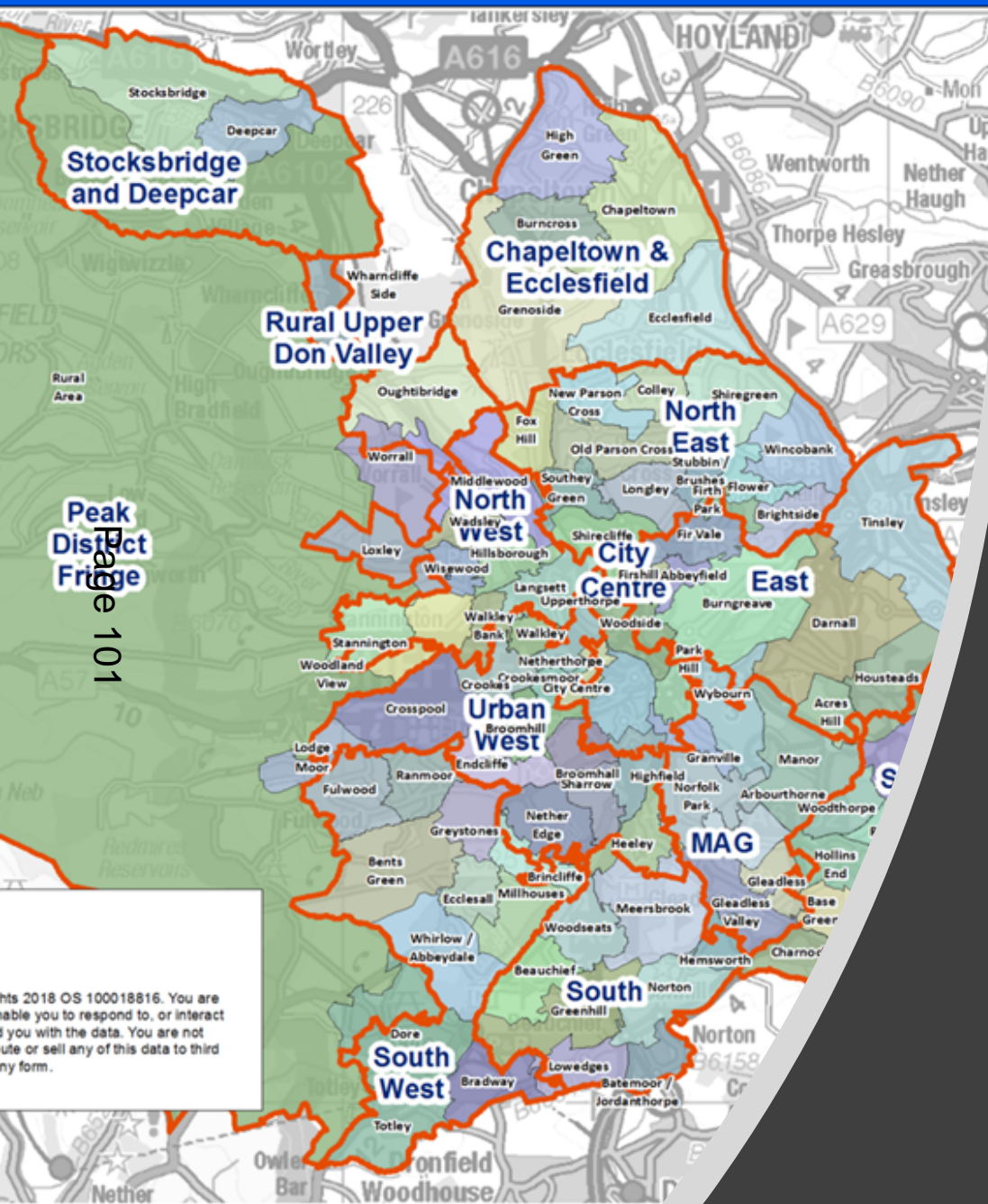
- ❖ Respond to complaints
- ❖ Inclusion and respect
- ❖ Easy access
- ❖ Involve and welcome challenge
- ❖ Deliver a new Housing Strategy
- ❖ Reshape our workforce

# Housing Revenue Account

- The financial account of the Council as a landlord
- Reviewed annually to reflect the Council's ambitions for the year ahead – approved by Full Council
- Budget of £168 million in 2023/2024
- Significant budgetary pressures due to increase in interest and inflation rates; and increase in repairs and maintenance cost and demand increases.
- Pressures will impact on affordability of HRA Business Plan over next 30/40 years.
- Required to identify £23 million worth of savings for 2023/2024 to balance the budget
- Identified savings have included a 7% rent increase for tenants, improving our vacant rent loss, and selling high value sundry properties
- Stock Increase Programme will continue to be under review due to increasing construction costs







## 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

## Status:

- Council Housing stock increase programme – 2,310 new homes for social housing by 2028/9 – exploring options for more
- Working with City Futures to increase the supply of affordable homes with partners and review stock increase programme
- 5-Year Housing Investment Programme - £600m - Includes significant work on existing Council housing stock
- £50m spent each year on day-to-day repairs
- Funded plan to improve homes that do not meet EPC C and developing options for funding/roadmap to achieve net zero
- SCC shared ownership model being offered for the first time in 2023

## Activities:

- Buying on-site, off-plan & properties from private sector
- Damp and Mould Task force set up to focus on damp and mould issues in both social and private rented homes. Chaired by Director of Housing, bringing together internal and external partners.
- Focus on H&S compliance in line with Regulator expectations
- Greater focus on implementing capital programme improvement works by LAC areas and expanding 'Edward Street' approach further
- Developing a Net Zero Road map for all tenures
- Developing a renewed Asset Management Strategy for 2023/2024 with a focus on ensuring our homes are safe
- Delivering year on year improvements to existing tenants' homes – roofs, kitchens, communal areas, fire safety etc.



## 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

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# Neighbourhood & Tenancy Enforcement

## **Status:**

- Largest landlord in city – around 38,000 homes
- 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 12 offices across the city
- £162m annual rent roll with significant pressures from COVID19, cost-of-living crisis, and Universal Credit
- Rent recovery strategy to support and enforce
- Specialist support for management of tenancy breaches

## **Activities:**

- Refreshing tenancy management approach to balance support, engagement, sustaining tenancies, tackling local issues & costs
- Reviewing current housing management areas and alignment with LACs
- Lead role in Place Systems Review to deliver our services in ways that meet customer needs – new IT system in Place by Dec 23
- Reviewing approach to Estate Management, Waste, Tenancy Enforcement and customer access points
- New Customer Engagement Strategy, more digital; supporting, widening voice beyond, 40+ Tenant & Resident Associations in City

## **Status:**

- Responsible for housing strategy and policy
- Management of Choice-Based in Sheffield
- 22,121 on register; 9,552 placed at least one bid in the last 12 months; average 4,390 bids placed weekly. Average 74 bids per property; for 70 re-lets per week.
- Last official headcount of rough sleepers stood at 28, daily count often in single digits.
- Around 300 homeless households presented to SCC HNS per month. 500 homeless households in TA of which around 230 are in emergency & hotel accommodation at any one time.
- Directly provide temporary accommodation and manage the housing support pathway to supported accommodation of 800 beds.
- 31 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 & aligned with wider SCC housing and Cost of Living support available
- Launched shared home ownership scheme in 2022
- Operational management of refugee services including Ukraine, UKRS, Afghan etc and, on site management of 2 x Gypsy & Traveller Sites

## **Activities:**

- Delivery of Homelessness Prevention and OPIL strategies
- Prevention at the heart of reducing homelessness and improving health and wellbeing – multi agency approach
- Housing First Model launched in 2021
- Floating support service for tenants launched in 2022
- Review of gypsy and traveller service
- Review of accommodation-based support services – both directly delivered and commissioned
- Review of Allocations Policy
- Additional accommodation support Care Leavers, L&D and mental health.

## New specialist accommodation:

Page 06  
A greater range of homes to help meet the significant shortfall of specialist accommodation

Our first new Independent Living Housing scheme opened in Parsons Cross in 2022.

We are also exploring options for further Older Persons Independent Living Schemes in other parts of the City.

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



# Private Sector Housing

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## Status:

- Over 60,000 private-rented homes in the City, fastest growing sector
- 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
- Around 22,000 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
- Damp and Mould Task force set up to focus on damp and mould issues in both social and private rented homes. Chaired by Director of Housing, bringing together internal and external partners.
- 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

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# Our challenges moving forward

- Significant budgetary pressures to manage whilst also delivering on priorities over the next few years
- 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 cost of living and fuel poverty across City households
- Tackling issues highlighted by Race Equality Commission – responding to findings, focusing on diversity in workforce profile
- Affordable housing shortfall of over 900 per year and increasing reliance on PRS to meet housing demand
- Right to Buy losses and continuing stock increase to replace lost stock & RP supply but not at same pace
- Condition and quality of private homes requiring significant investment and tighter enforcement
- 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



# New regulatory context

## Strengthening tenant voice

- **Introduction of Tenant Satisfaction Measures** - show how satisfied tenants are with the services they receive from us
- Make our performance more visible to tenants and open to question

## Strengthening regulation

- **Increased Regulator inspection powers** – routine inspections of landlords – ensuring their ability to meet new standards
- **Increased enforcement powers** – when things go wrong regulator has ability to take swift and effective action
- **New Regulator for Fire and Building Safety** (Building Safety Regulator) with a focus on overseeing safety and improving building standards

## Consumer standards themes



Safety



Quality



Neighbourhood



Transparency



Engagement and accountability



Tenancy



## **Despite recent challenges, we are:**

Investing to improve quality in existing homes as priority

£600m+ invested in Housing 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...

Currently have around 120 apprentices within Housing and Neighbourhoods and Repairs and Maintenance

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

All capital contracting requires apprenticeships & local employment opportunities

Contributing to changing the diversity and shape of the service that better reflect our communities

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