

## CABINET MEMBER FOR HOUSING AND ENVIRONMENTAL SERVICES

Venue: Town Hall, Moorgate  
Street, Rotherham.

Date: Monday, 19 July 2004

Time: 9.30 a.m.

### A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. Minutes of meetings held on 24th May and 7th June, 2004.  
(see Orange Delegated Powers Book dated 13<sup>th</sup> May to 11th June, 2004, Pages 1C-9C respectively)
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Repairs and Maintenance Re-inspection (Pages 1 - 7)  
- to note the report
5. Housing Strategy 2004-2007 (Pages 8 - 86)  
- to approve the Strategy for submission to GOYH
6. Energy Services Company (ESCo) (Pages 87 - 94)  
- to reconfirm support for the introduction of the Scheme
7. Anti-Social Behaviour Act 2003 (Pages 95 - 102)  
- to approve the use of new Powers provided by Part 2 of the Anti-Social Behaviour Act 2003
8. Petition  
- ***please note this item has been moved into the Exempt part of the agenda***
9. Consultation on Non-Traditional Housing (Pages 103 - 128)  
- to approve the consultation procedure when addressing the sustainability of non-traditional housing stock
10. The Future of the 'Tarran' Properties at Maltby (Pages 129 - 138)  
- approve the proposals set out in the report
11. Tenants' Insurance Scheme - Progress Report (Pages 139 - 141)  
- to note the report

12. Void Property Monitoring (Pages 142 - 148)  
- to note the report
13. Housing and Environmental Services General Fund Revenue Outturn 2003/04 (Pages 149 - 154)  
- to approve the request of a carry forward
14. Housing Revenue Account Outturn Position 2003/04 (Pages 155 - 160)  
- to note the report
15. Extra Care Housing Strategy (Pages 161 - 195)  
- to approve the Strategy
16. Exclusion of the Press and Public  
The following items are likely to be considered in the absence of the press and public as being exempt under those paragraphs indicated below of Part I of Schedule 12A to the Local Government Act 1972:-
17. Waste Collection Direct Services Organisation and Housing Services Direct Services Organisation Outturn 2003/04 (Pages 196 - 201)  
(Exempt under Paragraph 8 of the Act - expenditure proposed to be incurred by the Local Authority)
18. Housing Investment Programme 2004/05 (Pages 202 - 208)  
(Exempt under Paragraph 8 of the Act – expenditure proposed to be incurred by the Local Authority)
19. Tender Report - Replacement of Underground Heating Mains at Vale Road, Thrybergh and Mansfield Road, Aston (Pages 209 - 212)  
(Exempt under Paragraphs 8 and 9 of the Act – provision of work/supply of goods or services and the negotiation of terms)
20. Negotiated Tender - Wath Housing Regeneration Phase 5 (Pages 213 - 216)  
(Exempt under Paragraphs 8 and 9 of the Act – supply of goods or services/negotiation of terms)
21. Petition - Use of Communal Facilities (Pages 217 - 219)  
(Exempt under Paragraphs 3, 4 and 8 of the Act – accommodation provided by the Authority/services provided by the Authority/provision of services)
22. Petition - Anti-Social Behaviour - Kimberworth Park  
(Exempt under Paragraphs 3 and 8 of the Act – accommodation provided by the Council/supply of services)

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1. **Meeting** CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES

2. **Date of Meeting** 19 July 2004

3. **Title** **Repairs & Maintenance Re-inspection**

4. **Originating Officer** Simon Bunker  
Head of Housing Services  
Tel Ext 3402

5. **Issue**

To report on the findings of the Audit Commission following their re-inspection of the Repairs and Maintenance service in February 2004.

6. **Summary**

Following their re-inspection of the Repairs and Maintenance service in February 2004, the Audit Commission has produced a report, setting out their assessment of whether the service has improved since their original inspection in 2002 rated it as 'poor (no star) with promising prospects for improvement'. **Their new assessment rates the service as 'fair (one star) with promising prospects for improvement'**. The following report summarises the Audit Commission's findings and the response of Housing Services to the overall report, and the inspection experience.

7. **Clearance/Consultation**

The report's key findings have been shared with the management and staff of Housing Services, the Corporate Management Team, and with the Environment Scrutiny Panel on 1 July 2004.

8. **Timing**

Housing Services must report the Audit Commission's findings following publication, to Elected Members, tenants and staff, to enable immediate decisions to be taken about how best to respond to their advice and make further improvements to the service. A revised Service Improvement Plan (SIP) must be supplied to the Audit Commission by 31 July 2004. They will expect to see substantial progress on this when they return to carry out the ALMO indicative inspection on 20 September 2004.

9. **Background**

9.1 A Best Value review of Repairs and Maintenance Services was carried out in 2002, which was inspected by the Audit Commission that year. The Audit Commission was extremely critical of the service, and made seventeen major recommendations for service improvement. As a result, the service was rated as 'Poor – no stars' but with 'Promising prospects for improvement'. (A copy of the 2002 report's key recommendations is attached at Appendix 2 for information to compare with the current report at Appendix 1.)

9.2 A 'Service Improvement Plan' (SIP) was devised to address the Audit Commission's concerns. This document was successively reviewed and amended in the period from August 2002 up to immediately preceding the recent re-inspection in February 2004. Housing Services was tasked with reporting progress on the SIP every quarter to the Cabinet Member and the Environment Scrutiny Committee.

- 9.3 This report summarises the findings of the Audit Commission which have now resulted in the Repairs and Maintenance Service being rated as 'Fair – one star', again with 'Promising prospects for improvement'. A copy of the report has been placed in the Members Room. Copies of the report are also available on request from the Executive Director's office.
- 9.49.4 Generally, Housing Services has every right to be satisfied with the outcomes of the inspection, and to see the result as a success. The report is complimentary of the **exceptional progress** that has been achieved since 2002, and recognises the service has achieved **step change** in most of the key areas previously identified as poor. This view was re-enforced in the Audit Commission's press release of 15 June where it states ***"Tenants in Rotherham have seen a marked improvement in their housing repairs service over the past eighteen months, and although the Council still faces significant challenges, this trend in improvement should continue"***.
- 9.5 The Audit Commission has clearly acknowledged not only the scale of change and improvement which has taken place, but the particular strengths that have developed in specific areas, **eg voids control and standards (*"the best I've ever seen"* - Terry Spencer, Tenants' Inspector)**, performance management, customer involvement, partnership working and the strengths of the Decent Homes scheme (***"Overall we believe the Council has moved on since our last inspection from what was a poor service to a much improved and customer focused service"*** – Nick Atkin, Head of Housing Inspection, North). Staff have made a tremendous effort over the past eighteen months to recover the service. It is a tribute to their commitment and desire to erase the memory of the last inspection, that they have been so disappointed that a rating of two stars and excellent prospects was not achieved. However, it has been important for morale, to emphasis to them that they have done well, and this report can be regarded as a mark of their success.
- 9.6 It is absolutely necessary that the service acknowledges **there are still areas for improvement** (eg consistent use of PDRs, and better sickness management), and it is unfortunate that the timing of the report has meant some of the work now implemented was not completed at the time of inspection, although the inspectors were aware of progress (eg replacement of the bonus system which has now been operating since May 2004). However, **action has already been taken to overhaul the SIP and incorporate the Audit Commission's recommendations**. Task managers have been identified and work schedules put in place.
- 9.7 It should also be noted that some of the points made are not accepted (eg Rotherham Connect's ability to register vulnerable customers), and efforts were made in the period following inspection to demonstrate the correct position. A period of almost three months elapsed following the inspection, during which we were asked to supply further information to enable the Audit Commission to arrive at its conclusions, and we argued forcefully to amend and improve the inspector's perceptions. It is also true that this report is not a precise reflection of the improvements we were asked to make in 2002. The Audit Commission's approach to inspection has evolved in the intervening period, and additional issues have been raised in the 2004 report that were not considered in 2002, eg diversity, while the position on competition has become narrower.
- 9.8 The two most significant issues identified – diversity and procurement – are recognised as fundamental to our future strategy, and steps are being taken to ensure

we meet the requirements set out in this report. Diversity is a significant issue for the Council as a whole, and **the H&ES Programme Area is determined to play its part in assisting the Council to improve its overall approach to consulting with and involving B&ME communities, and other 'hard to reach' groups.** At this stage, we have made substantial progress on producing a Race and Housing Strategy, and established a Community Cohesion working group which is examining every aspect of service delivery and making recommendations to embed diversity awareness throughout.

9.9 The report has made quite clear that **unless we test the competitiveness of the responsive repairs service by exposing it to the market, we will be unlikely to achieve a rating of 'Good – two stars' and 'Excellent prospects for improvement'.** They also made clear during the inspection, that the previous strategy of market testing 25% of the service would not be considered as acceptable in this respect. **The strategy of creating an ALMO to deliver the investment required to achieve Decent Homes standards, and to support the Neighbourhood renewal agenda is therefore undermined if we fail to do this.** Using the timescales established for that previous strategy, and with help and support from EDS and RBT, we will therefore be market testing the responsive repairs service later this year (2004/05). More work needs to be done now to inform staff and members to explain the reasons for doing so, and to ensure their continued support.

9.10 The service must and will respond with a revised SIP to the Audit Commission by 31 July 2004, and we will make substantial progress on all the recommendations within the report by September 2004, when the Audit Commission return to carry out the indicative ALMO inspection.

**10. Argument**

The Audit Commission's inspection regime is designed to encourage and assist Local Authorities to seek Best Value in public services, and service users to expect service excellence. Reports identify strengths and weaknesses, and make clear recommendations for improvements which should be followed.

**11. Risks and Uncertainties**

There are no risks directly arising from this report

**12. Finance**

There are no financial issues directly arising from this report.

**13. Sustainability**

There are no sustainability issues directly arising from this report

**14. Wards Affected**

All

**15. References**

Repairs and Maintenance re-inspection Rotherham MBC' Inspection report May 2004

**16. Presentation**

See Appendix 1 – Audit Commission Report

**17. Recommendations**

**TO NOTE THE CONTENTS OF THIS REPORT**

**Repairs and Maintenance re-inspection –  
Inspection Report by the Audit Commission  
May 2004 – key points**

**1) Scoring The Service:**

1.1 The service was defined as fair because of the following positive features;

- Services are accessible via local offices and Rotherham Connect;
- Offices are user-friendly, well signed, equipped to assist disabled customers, and comprehensive information is provided;
- Use of partnerships eg Transform Sth Yorkshire and RBT;
- Well developed and managed Decent Homes scheme, with good work standards;
- Step change in performance in majority of KPIs, and introduction of (limited) appointments system);
- Customer satisfaction is measured across whole service;
- Voids turnround and standards;
- Accompanied viewing for prospective tenants;
- Improving level of 'right first time' repairs, and introduction of multi-skilling;
- Information on tenants repair responsibilities, and effective recharge and recovery procedure;
- Strong tenant and customer involvement in setting and monitoring service standards;
- Local budgets managed and monitored through Area Panels.

1.2 There are significant areas for improvement:

- Limited availability of translation service and hence its effectiveness is questionable;
- Rotherham.Connect database does not automatically recognise vulnerable tenants;
- No appointments after 6 pm or weekends;
- Diversity and equality issues not embedded either within the organisation or the tenants movement, and lack of effective work with B&ME and other hard to reach groups;
- Repairs budget management, particularly around Disrepair claims;
- Decoration allowance procedure requires greater clarity and consistency of application;
- High refusal rates for voids;
- Insufficient and/or unrepresentative number of tenants involved in panels and forums.

1.3 The service was defined as having promising prospects for improvement because:

- The SIP is focused on the Council's key themes, underpinned in the Programme Area Performance Plan (PAPP);
- Decent Homes has well developed plans, and progress is managed and monitored;
- Work with strategic partners to deliver objectives;
- Performance Management Framework;
- Commitment from Members and senior managers to drive forward improvements;
- Customer feedback and other data is used to improve/develop services;

1.4 The following are significant barriers to improvement:

- HRA balances though meeting targets are 'worryingly low';

- Stock condition survey has revealed far higher level of properties not meeting decency standards than was originally anticipated putting achievement of decency targets at risk;
- No systematic process for updating any database because of lack of system integration;
- No alternatives to ALMO strategy to meet investment gap should that not succeed;
- No strategic approach to Equality and diversity issues, or engagement with B&ME and hard to reach groups;
- Lack of progress or plans for future procurement and market testing the service;
- High sickness levels, and lack of strategic approach to management of the issue;
- Inconsistent application of PDR process, with no clear links between corporate priorities and individual targets;
- Replacement of the bonus scheme not implemented.

### **2) Recommendations:**

2.1 The Audit Commission have made a further seventeen recommendations for service improvements. These are:-

- Update the SIP to reflect the recommendations in their report, ensuring customer involvement, over the short, medium and long term, and to be with the Audit Commission by July 31<sup>st</sup> 2004;
- Improve Rotherham Connect to automatically register vulnerable tenants;
- Introduce evening and weekend appointments;
- Ensure staff, Members and tenants are trained in Equality and Diversity issues, with clear strategy for B&ME and hard to reach group involvement;
- Better budget management;
- Review gas procedures to further improve access times;
- Review the decoration allowance policy;
- Review voids allocations to reduce refusal rates;
- Review representation of tenants on forums and panels;
- Develop wider tenant participation to support Council's objectives;
- Review PDR process to ensure consistency;
- Review sickness levels;
- Implement new payment system for repairs staff;
- Review future procurement to ensure value for money by end of September 2004;
- Implement all recommendations highlighted in the Annual Audit and Improvement letter 2003/04;
- Report findings of this report to tenants, elected members and staff;
- Act to address all other weaknesses identified in the report.

**Appendix 2**      **Audit Commission Recommendations re Repairs & Maintenance Service 2002**

|    |  |
|----|--|
| 1  | Produce comprehensive and accessible information for tenant for the repairs service in general and individual repair requests  |
| 2  | Develop methods of gaining tenant feedback on the service and ensure this is used to effectively monitor and improve the service   |
| 3  | Further develop tenant involvement with the service offering a range of activities such as focus groups and increased use of estate walkabouts   |
| 4  | Complete repairs within the priority times, recording and monitoring this from the time of receiving the repair request  |
| 5  | Minimise repair jobs not completed on the first visit through the improved diagnosis of repairs and the development of multi-skilled trades operatives and set up arrangements to monitor this   |
| 6  | Examine the bonus system to ensure work is carried out effectively and offers value for money  |
| 7  | Introduce robust systems to quality control the repairs service and use post inspection effectively to assess quality and value for money and customer satisfaction                              |
| 8  | Ensure that the procurement of all aspects of the repairs and maintenance service are subject to a rigorous, comprehensive and transparent process   |
| 9  | Improve the performance on the voids aiming to meet the 30 day target by September 2002  |
| 10 | Develop a policy on asbestos, set up an asbestos database and establish methods of properly informing tenants of managing asbestos in the home   |
| 11 | Develop systems to assess the value for money offered through the new partnership arrangements   |
| 12 | Develop a long-term strategy in the light of the findings from the Options Appraisal Study to address the repair of housing stock  |
| 13 | Establish budgetary control mechanisms to effectively monitor spend against commitment targeted at reducing discrepancies, ensuring reliable commitment accounting and assessing value for money |
| 14 | Audit the performance information available from the various sections and develop with tenants a performance management framework across a range of activities                                   |
| 15 | Take action to address all other weaknesses identified in this report present the report to the appropriate member bodies and tenant groups  |
| 16 | More communication throughout the organisation is needed to firmly embed the principles of Best Value  |
| 17 | Delays authorising jobs awaiting inspection or held because of budgetary constraints with inadequate information to tenants  |
| 18 | Repair jobs not completed on time on first visit because of wrong specification of repair ... no assessment of how often this occurs   |
| 19 | High ratio of responsive repairs to planned paid from revenue- 64% responsive and 36% planned in 2001/2002   |





**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1. **Meeting** CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES

2. **Date of Meeting** 19 July 2004

3. **Title** Rotherham's Housing Strategy 2004 - 2007

4. **Originating Officer** Brian Marsh (Housing Strategy Manager) 3789  
E:mail [brian.marsh@rotherham.gov.uk](mailto:brian.marsh@rotherham.gov.uk)

5. **Issue**

Rotherham must produce a Housing Strategy for submission to Government Office for Yorkshire and The Humber (GOYH) that meets the Office of the Deputy Prime Minister's (ODPM) "Fit for Purpose" criteria.

6. **Summary**

All Local Authorities that have a strategic housing responsibility must produce a Housing Strategy that is "Fit for Purpose". This means it must reach the Government's defined standard in relation to 10 specified criteria. Rotherham's strategy has been developed in partnership with customers and stakeholders and is now submitted for consideration by Cabinet Member to help finalise the document before submission to GOYH. They will either confirm that it meets the required standard or work with the Council to agree any necessary amendments required.

7. **Clearance/Consultation**

Development of the strategy is a key element of both the Housing and Environmental Services Programme Area Performance Plan and the Housing Services Service Plan. It has been developed in consultation with customers and other stakeholders. It was presented to Environment Scrutiny Panel on 1 July 2004.

Consultation has included:

- Strategic Housing Partnership - representing all stakeholder groups.
- Environment Scrutiny Panel.
- Housing Strategy Policy Panel - representing Area Housing Panels and Tenants and Residents Associations.
- Government Office for Yorkshire and The Humber
- Use of the Housing Quality Network as a critical friend.

**8. Timing**

The timetable for completion of the strategy has been agreed with GOYH to ensure that it could include reference to the Council's ALMO bid and the Transform South Yorkshire Prospectus for Housing Market Renewal which are fundamental issues contributing to future housing standards in both the public and private sectors. The final document will be submitted to GOYH in August 2004.

**9. Background**

All Local Authorities that have a strategic housing responsibility must produce a Housing Strategy that is "Fit for Purpose". This means it must reach the Government's defined standard by demonstrating that it meet the needs of Rotherham whilst at the same time addressing regional and national priorities.

The 10 specified criteria are:

- Demonstrates a Corporate context
- Contributes to wider priorities
- Evidence of partnership working
- Based on Needs analysis
- Resources identified and allocated
- Priorities identified
- Options considered
- Action Plan produced to deliver
- Information on previous progress
- Accessibility to a wider audience

Three key national regional and local documents form the background to shaping the Housing Strategy. These are:

- Sustainable Communities: Building for the future
- Yorkshire and The Humber Regional Housing Strategy
- Rotherham's Community Strategy

These, together with the South Yorkshire Housing Market Renewal Pathfinder and the decision to bid for ALMO status to achieve our Decent Homes target, have led to the setting of priorities and the development of the Housing Strategy for the next 3 years.

**10. Argument**

The research work undertaken regarding market failure, stock condition and housing need has fed into the priorities identified for Rotherham that closely align with regional and national issues. This has led to the development of 4 priority areas that have been agreed with our customers and stakeholders. Under each of these priorities are a series of objectives and actions that will contribute to their achievement. The 4 priorities for Rotherham are:

- Develop Neighbourhoods
- Ensure Decent Homes
- Renew the Housing Market
- Provide fair Access and Choice

The themes and priorities identified in the Strategy are influenced by and support the Council's corporate priorities, in particular:

- A place to live
- A place with active, involved communities
- A safe place
- A progressive, responsive, accessible and quality service provider

**11. Risks and Uncertainties**

The decision regarding "Fit for Purpose" status lies with GOYH. We have been working with them both directly in relation to the Strategy and as a member of the Strategic Housing Partnership to minimise the risk of not meeting the required standard.

The Strategy is dependent on some longer term funding in relation to Housing Market Renewal (from 2006/07 onwards) and Decent Homes (2005/06 to 2009/10) that is still to be confirmed.

**12. Finance**

Subject to the issues raised in Section 11 above, the strategy is based on anticipated annual resources for the next 3 years. Annual reviews of capital and revenue programmes and priorities may result in amendments to plans during the life of the strategy.

**13. Sustainability**

Successful delivery of the Housing Strategy is a key contributor to the overall sustainability of Rotherham, in particular those areas in danger of market failure and the most deprived neighbourhoods. This will clearly contribute to Rotherham's Neighbourhood Renewal Strategy, which is an integral part of Rotherham's Community Strategy. It will also contribute to the overall regeneration of the South Yorkshire area in partnership with our sub-regional partners.

The approach to fair access for all issues will ensure that we respond to demographic change and meet the needs of minority and disadvantaged groups by ensuring the mix of housing changes over time, and that new development is targeted at identified housing need.

It will also make a significant contribution to the Council's Decent Homes strategy and ensure that there is a continued supply of high quality affordable housing for rent in the area in the long-term.

**14. Wards Affected**

All

**15. References**

Report and presentation to Environment Scrutiny Panel 1 July 2004.

**16. Presentation**

None

**17. Recommendations**

- 1. THAT THE HOUSING STRATEGY DOCUMENT IS APPROVED FOR SUBMISSION TO GOYH, SUBJECT TO FINAL AMENDMENT BY CABINET MEMBER AND FINAL OFFICER DRAFTING.**
- 2. THAT COPIES OF THE STRATEGY ARE CIRCULATED TO ALL COUNCIL MEMBERS, MEMBERS OF THE STRATEGIC HOUSING PARTNERSHIP, ALL PROGRAMME AREAS, ALL MANAGERS WITHIN HOUSING AND ENVIRONMENTAL SERVICES, ALL MEMBERS OF THE HOUSING STRATEGY POLICY PANEL AND OTHER STAKEHOLDERS AND INTERESTED PARTIES.**
- 3. THAT THE FINAL VERSION OF THE HOUSING STRATEGY IS PLACED ON THE COUNCIL'S INTERNET AND INTRANET SITES.**



## **ROTHERHAM HOUSING STRATEGY**

### **2004-2007**

*Building Sustainable Neighbourhoods; places where people want to live, in communities they want to be part of.*

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## 1. FOREWORD

The purpose of this document is to set out Rotherham's strategy and plans for delivering decent homes in decent neighbourhoods and for meeting housing needs, especially those of vulnerable people.

Our clear intention is to develop a strategy that addresses local needs whilst contributing to regional and national priorities.

This document has been influenced by the Government's agenda for building and maintaining sustainable communities, by housing market conditions at a regional and sub-regional level and by local housing issues.

Importantly, the views and perceptions of our partners and key stakeholders have helped to shape the strategy.

Two years ago Rotherham was given a zero star rating for housing services. We were not performing well and we were not engaging with our partners effectively. Now we have in place:

- A Housing Strategy that sets out a multi-agency vision for the future.
- A partnership with all major stakeholders which uses housing development to meet the strategic objectives of partner organisations.
- New opportunities to develop the local economy and improve life long learning.
- Effective consultation mechanisms with our tenants and residents.
- The go-ahead from central government to radically change the way we manage council housing.
- Opportunities for new investment into our most deprived areas.

It is important that we recognise the progress that has been made and the contribution that has been made by housing officers, tenants, partner organisations and Council Members. It is equally important that we are not complacent. There is still a lot to do and this strategy sets out how we intend to build on the successes of the last two years.

Councillor Sue Ellis  
Cabinet Member  
Housing and Environmental Services

Tom Cray  
Executive Director  
Housing and Environmental Services



## **2. EXECUTIVE SUMMARY**

Our vision is for Rotherham to build a thriving economy, developing healthier, safer and more inclusive communities. Our aspirations for Rotherham are set out in the Community Strategy. Housing is a key component of the Community Strategy and the Housing Strategy sets out how these aspirations will be achieved.

Rotherham's housing market offers real opportunities for future investment, but it currently lacks balance. One of the key challenges is to restructure the housing market and use the process of market restructuring to kick start the local economy and maintain population levels.

Improving the quality of our neighbourhoods is a key objective of the Housing Strategy. Our Housing Strategy considers the key challenges that face the Council and its partners over the next five years. It will identify significant achievements in the development of housing and explain what needs to be done to build on these achievements. The Housing Strategy focuses on four key themes:

### **Develop Neighbourhoods**

There is a need to address the root causes of deprivation in Rotherham and in order to achieve this we will need to deliver housing investment, neighbourhood management and partnership working to support neighbourhood regeneration.

Our key objectives are:

- Ensure investment supports neighbourhood sustainability
- Reduce crime and the fear of crime
- Tackle the inequalities between neighbourhoods
- Develop a community focused, multi-agency approach to neighbourhood management

### **Ensure Decent Homes**

We are required to, ensure that all social housing meets the Decent Homes standard by 2010 and support the most vulnerable households in the private sector to achieve the same standard.

Our key objectives are:

- Achieve the Government's Decent Homes targets for both social and private sector housing
- Establish an ALMO to deliver Decent Homes and other High Quality Services
- Improve thermal comfort and energy efficiency levels across all tenures of housing
- Ensure effective links between Decent Homes and Transform South Yorkshire

### **Renew the Housing Market**

The Housing Market Renewal Pathfinder programme is a real opportunity for Rotherham to tackle significant areas of housing that are suffering from weak housing market conditions. It will play a pivotal role in renewing housing markets across South Yorkshire and will offer real choice and quality in areas currently dominated by poor quality housing.

Our key objectives are:

- Improve the character and diversity of neighbourhoods
- Improve the quality, design and efficiency of housing in the Borough
- Create a new urban community in the Town Centre
- Increase the range and diversity of accommodation

### **Provide Fair Access and Choice**

The Council will build on the success of the Supporting People programme, ensuring that there is a choice of suitable housing and support available to those that need it.

We will put significant emphasis on developing customer focused housing solutions. This is wider than homelessness and access to council accommodation, our approach will also ensure that people receive the support they need to maintain their own home and remain independent.

Our key objectives are:

- Prevention of Homelessness
- Securing suitable, quality housing
- Supporting individual needs
- Improving accessibility and choice for those with lower incomes

### **3. STRATEGIC CONTEXT**

The Housing Strategy is set within a national, regional and local framework. The development of the strategy has taken into consideration the aims and objectives of key strategies. Figure 1 provides a diagrammatic representation of how they fit together.

#### **3.1 National Framework**

Government targets are in place and require all social housing to meet decent standards by 2010. There is also a fresh commitment to neighbourhood renewal in which the Government makes the connection between developing sustainable communities and tackling deprivation.

A number of national policy documents relate directly to housing market renewal. These include the Sustainable Communities Plan: Building for our Future<sup>1</sup>, the National Strategy for Neighbourhood Renewal<sup>2</sup> and the Urban White Paper - Our Towns and Cities: the Future<sup>3</sup>.

The Government has also made a commitment to fund a national programme of nine Housing Market Renewal Pathfinder areas as part of the Sustainable Communities Plan. South Yorkshire has been selected as one of these nine areas.

#### **3.2 Regional Strategic Framework**

Advancing Together<sup>4</sup>, the Strategic Framework in Yorkshire and the Humber presents an agreed vision for the region, to which regional strategies align. These include - Regional Planning Guidance<sup>5</sup>, Regional Economic Strategy<sup>6</sup> and The Regional Housing Strategy<sup>7</sup>. All of these influence our approach to housing market renewal at a local level.

A sub-regional housing strategy and sub-regional spatial strategy are currently being developed. These will give further guidance on housing issues, including the distribution and affordability of new house building across the sub region.

The Regional Housing Strategy commits the region to the national decent homes target for 2010.

The three key priorities of the Regional Housing Strategy are:

- Housing Market Renewal
- Regeneration & Neighbourhood Renewal
- Fair Access & Choice

The establishment of the Regional Housing Board provides the opportunity to control the allocation of resources to projects that contribute to regional priorities. We have

worked with our sub-regional partners to produce transformational projects to benefit residents in South Yorkshire and have been successful in securing funding for an Eco-housing project in Rotherham.

Progressing Housing Market Renewal will be driven by the Housing Market Renewal Pathfinder<sup>8</sup>. The Pathfinder will kick start development of new housing in these areas of deprivation, increasing choice, improving quality and regenerating the local economy.

On Regeneration and Renewal, the development of the Rotherham ALMO will be a key driver. The extra investment from the successful ALMO bid will assist Rotherham Metropolitan Borough Council (RMBC) in reaching its decent homes targets. Progress towards neighbourhood management and the development of supported housing schemes will promote social inclusion and the sustainability of deprived neighbourhoods

Fair access to quality housing requires a partnership approach to ensure that all groups have the opportunity to access appropriate accommodation and the support needed to maintain independence. The continued development of the Supporting People programme in Rotherham and the development of specific strategies relating to vulnerable groups will help address this regional objective.

### **3.3 Community Strategy<sup>9</sup>**

The Community Strategy plays a key role in setting the broad strategic direction of partner organisations. It is written by the Local Strategic Partnership (LSP), “Rotherham Partnership”, which oversees the work of the Strategic housing Partnership (SHP).

There are four priorities set out in the Community Strategy:

- Increasing wealth and prosperity for all
- Stimulating a culture of learning and development to ensure maximum benefit for local people and businesses
- Improving health and social well being for all
- Creating safe inclusive communities for everyone and ensuring that individuals and communities offer a better quality of life

The Housing Strategy will help deliver on all these priorities. Extra investments through Housing Market Renewal Pathfinder will not only boost the housing market but it will also stimulate economic activity, increasing wealth and prosperity for all.

The Decent Homes and Supporting People programmes will improve health and social well being by; addressing the link between poor housing standards and poor health and helping people to maintain their own homes. Finally, initiatives linked to the “Developing Neighbourhoods” theme within the Housing Strategy should create safe and more inclusive communities.

The Housing Corporation Programme delivers additional investment into Rotherham through an agreed development programme. Key projects are the delivery of extra care accommodation at Dalton House and assistance with a scheme for emergency move on accommodation. We will be better placed to secure Housing Corporation investment in the future following the production of more comprehensive regeneration masterplans that are currently being developed.

### **3.4 The Council's Corporate Plan<sup>10</sup>**

#### **The Council's Mission**

Rotherham Borough Council exists to provide community leadership – representing, serving and involving people and organisations throughout the Borough – so that the quality of life for everyone is improved.

The Council will seek to ensure that everyone benefits from high quality services that respond to the needs and priorities of all those who live, learn and work in Rotherham.

#### **The Council's Vision**

The Council aims to make Rotherham a prosperous, inclusive and attractive Borough, where people choose to live, learn and work.

The Council's Corporate Plan 2003-2006, identifies priorities relating to economic, social and environmental issues. The Council's corporate priorities are to develop the Borough so that it becomes:-

- Investing in the economy
- Investing in people
- A place which cares
- A place to live
- A place for enjoyment
- A place with active, involved communities
- A place for everyone
- A safe place
- A progressive, responsive, accessible and quality service provider

To ensure that the Council meets its strategic objectives it has produced a Capital Planning framework<sup>11</sup>, up to 2006/07, which will help meet these objectives. The Council's Housing Capital Programme is incorporated within the Corporate Capital Strategy.

The themes and priorities identified in the Housing Strategy are influenced by the above priorities. The extra investment in housing, improvements in the quality of all housing across tenures and the introduction of new systems of housing management will have an impact on economic development, community safety and quality of life.

Working in partnership with our Planning colleagues is also vital to the successful delivery of quality and sustainable housing. We have jointly developed our revised Affordable Housing Policy<sup>12</sup> and are currently working together to develop plans for Housing Market Renewal, the Local Development Framework and the development of key regeneration sites such as the Waverley site.

### **3.5 Neighbourhood Renewal Strategy<sup>13</sup>**

The Housing Strategy addresses the three strategic priorities set out in the Neighbourhood Renewal Strategy.

It improves the life chances of children and young people by committing the Council to the development of a Young Persons Housing Strategy. The Housing Strategy will consider ways in which young people can gain access to appropriate accommodation. It will look at the accommodation and support needs of young parents, care leavers and young people who are estranged from their parents.

The Neighbourhood Renewal Strategy aims to bring all social housing into a decent condition by 2010. This is one of the key themes of the Housing Strategy and will be a major area of investment throughout its life.

The role of Area Assemblies is an important one in engaging communities. Their emphasis has moved from consultation and involvement towards area based co-ordination of service improvements and regeneration priorities in line with the objectives of the Council. There has been extensive consultation on the Community Strategy resulting in the production of Area Plans that reflect the priorities of each of the Area Assembly areas. These form the framework for community planning.

### **3.6 The Regeneration Plan<sup>14</sup>**

This plan sets out the Council's regeneration priorities for the next five years. These are:

- Improve and promote the image of Rotherham
- Provide an excellent and sustainable environment for business
- Provide sustainable neighbourhoods of quality, choice and aspiration
- Provide an excellent environment for people to fulfil their potential
- Achieve Rotherham town renaissance

The Housing Strategy will tackle directly the priorities on neighbourhood development, the town centre and sustainable environments. It will also act as an

economic driver, having a positive impact on business development, the image of Rotherham and increasing aspirations.

### 3.7 Local Housing Related Strategies

There are a number of housing related joint strategies, which sit under The Housing Strategy. These strategies form part of the strategic framework of partner organisations, including social services, health and probation. These strategies focus particularly on the “Fair Access” theme of the Housing Strategy. They also address some of the key targets set out in the Community Strategy, Corporate Strategy and Regional Housing Strategy.

- **Extra Care Housing Strategy<sup>15</sup>**

This sets out plans for the future development of Extra Care Housing and Sheltered Accommodation. The strategy aims to provide an integrated system of assessment, allocation and service delivery, which will address the housing and support needs of older people. A key objective is to enable older people to remain independent for as long as possible, reducing the need for hospital/residential care but still providing a better quality of life. The strategy considers the aspirations of future generations and tries to ensure that the new structure of sheltered accommodation is future proof.

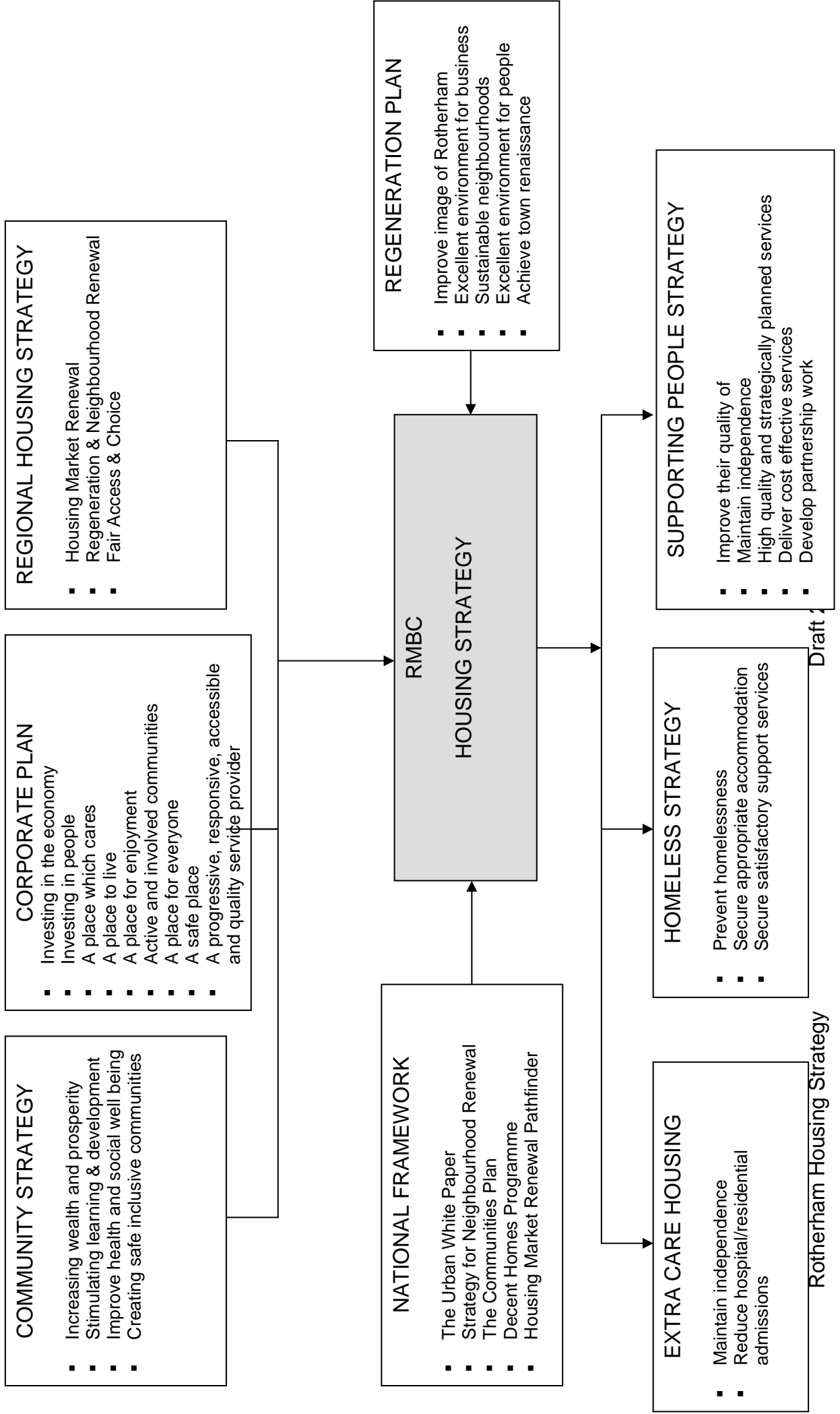
- **Homeless Strategy<sup>16</sup>**

The Homeless Strategy was developed in consultation with supported housing providers, statutory organisations and the voluntary sector. It's main aims have been to reduce the need for bed & breakfast accommodation, provide an effective preventative service and address the needs of homeless people with multiple needs. In particular it has been successful in developing emergency accommodation for the single homeless, young parents and women fleeing domestic violence, with new schemes already in place to meet the needs of these client groups.

- **Supporting People **Shadow** Strategy<sup>17</sup>**

The Supporting People **Shadow** Strategy was developed in September 2002 and is currently being reviewed. The strategy has been developed as a partnership between Social Services, Housing, Health and Probation. It has led to the development of over 40 new supported housing schemes, most of which target hard-to-reach groups. The Supporting People Strategy has also set in place the commissioning and partnership working arrangements for supported housing, identified priority areas for future development and provided a more integrated approach to assessment and service delivery.

**Figure 1 : National, Regional and Local Strategic Framework - Key Themes and Objectives.**



Draft 2



## 4. MAIN CHALLENGES

### 4.1 Theme A: Develop Neighbourhoods

Alongside improvements to the quality of social housing and the restructuring of the housing market, there is a need to address the root causes of deprivation in Rotherham. Rotherham ranks as the 63<sup>rd</sup> most deprived Local Authority area in the country based on the average of super output areas (SOA) scores. 19 of Rotherham's 166 SOA's are in the top 10% deprived in the country based on the National Index of Deprivation<sup>18</sup>.

The Borough has low levels of educational attainment, low Gross Domestic Product, high levels of long-term illness and a falling and ageing population. These indicators of deprivation need to be tackled within a broader strategic framework.

In order to address these issues we have to work at a neighbourhood level to develop sustainable communities. The key elements of a sustainable neighbourhood area:

- A flourishing local economy to provide jobs and wealth
- Strong leadership to respond positively to change
- Effective engagement and participation of local people, groups and businesses
- A safe and healthy environment with well-designed public space
- Sufficient size, scale, density and layout to support basic amenities
- Good transport infrastructure
- Buildings that can meet needs of the community
- An appropriate mix of tenure and household type
- Good quality local public services
- A diverse and vibrant local culture, encouraging pride and cohesion
- The right links with the wider regional, national and international community

The challenge that we face is to develop communities with these characteristics. This can only be done by ensuring that investment supports neighbourhood sustainability. We must reduce crime and the fear of crime and we must tackle the inequalities between communities within the Borough. We must encourage and facilitate the development of local partnerships that can contribute to the sustainability of neighbourhoods. We must work alongside partner organisations to develop integrated transport, social care, education and health services on a neighbourhood level.

These measures would ensure that planning, investment and service delivery address inequalities between neighbourhoods.

## 4.2 Theme B: Ensure Decent Homes

The Public Service Agreement (PSA) on decent homes requires all local authorities to ensure that all social housing meets set standards of decency by 2010. This is a major challenge for all local authorities but it is particularly challenging for Rotherham. Registered Social Landlords (RSL's) in Rotherham are confident that they will meet the decent homes standards by 2010 but for council stock the situation is less certain.

There were 23,400 council properties in April 2004, representing 22% of the total housing stock within the Borough. The number is expected to fall significantly each year as a result of Right to Buy, disposal and demolitions. There are 3,315 Housing Association properties in Rotherham. These are currently being surveyed to ensure a full analysis of the social housing stock is available.

Figure 2 provides a breakdown of the Council's stock as at the 1<sup>st</sup> April 2004: (revise figures to April 2004)

| <b>Age of Dwelling (as at 1<sup>st</sup> April 2004)</b> |                 |                  |                  |                  |              |
|--|-----------------|------------------|------------------|------------------|--------------|
|  | <b>Pre 1945</b> | <b>1945 – 64</b> | <b>1965 – 74</b> | <b>Post 1974</b> | <b>Total</b> |
| <b>Traditional Houses and Bungalows</b>                  |                 |                  |                  |                  |              |
| 1 – 2 Bed  | <b>1819</b>     | <b>2206</b>      | <b>1431</b>      | <b>1642</b>      | <b>7098</b>  |
| 3+ Bed   | <b>5012</b>     | <b>4235</b>      | <b>883</b>       | <b>1074</b>      | <b>11204</b> |
| <b>Non - Traditional Houses and Bungalows</b>            |                 |                  |                  |                  |              |
|  | <b>77</b>       | <b>543</b>       | <b>196</b>       | <b>99</b>        | <b>915</b>   |
| <b>Flats and Maisonettes</b>                             |                 |                  |                  |                  |              |
| 1-2 Storey   | <b>17</b>       | <b>1087</b>      | <b>2643</b>      | <b>4</b>         | <b>3751</b>  |
| 3-5 Storey   | <b>1</b>        | <b>333</b>       | <b>1778</b>      | <b>0</b>         | <b>2112</b>  |
| 6+ Storey  | <b>0</b>        | <b>0</b>         | <b>48</b>        | <b>0</b>         | <b>48</b>    |
| <b>Total Dwellings</b>                                   | <b>6926</b>     | <b>8404</b>      | <b>6979</b>      | <b>2819</b>      | <b>25128</b> |

Stock Condition surveys<sup>19</sup> have recently been completed for both the Council and private sector. These show that 78% of council housing (18,750 homes) were non - decent at December 2003 and 65% of private sector housing (51,656 homes) were at risk of failing to meet the decent homes standard by 2010. It is estimated that £351 million of capital investment is required if all council properties are to reach the required standard before 2010. (For details of available resources section 7)

An independent stock condition survey was commissioned in 2000 and supplemented by a rolling survey of property types to support the Council's decent homes improvement programme.

A further independent sample survey was carried out in 2003 to comprehensively update information about the condition of the Borough's housing stock and to gain a clear picture of the level of decency and investment needs over the next 30 years.

The survey was carried out following and complying with ODPM guidance, utilising a 10% sample of the stock.

This survey, undertaken by FPD Savills, has resulted in a fundamental reassessment of our programme with the stock condition in a much worst condition than previously estimated.

The main findings of this survey were:

- 30 year investment needs of £894million
- The Decent Homes database derived from the Stock Condition Survey identified 19,367 properties as non-decent, equating to 78% of the stock.
- The stock has suffered from a lack of sustained planned maintenance investment and there are a number of major components that have reached or are reaching the end of their useful life
- A significant programme of re roofing, new windows and doors will be required
- 28% failed on thermal comfort
- 3% failed under the fitness criteria
- 45% failed under the major repair criteria
- 24% failed under the modern homes criteria

We have carried out an analysis showing the projected number of properties that will fall below the Decent Homes Standard between now and 2010 if we fail to deliver the increased investment required

In the private sector, unfitness appears to be concentrated in pre-1919 terrace houses and in specific geographical areas such as around the Town Centre. Council wards with disproportionate numbers of unfit housing also tend to be areas of multiple deprivation and are the poorest performing areas when monitoring geographical distributions of ill health.

One consequence of the problems with stock condition is affordable warmth. Although significant work has been undertaken to address affordable warmth, Rotherham still has a high level of elderly deaths in winter months.

In order to address these challenges we must meet the Government's Decent Homes targets for both social and private sector housing. We must change the way that we manage and maintain the Council's housing stock and must generate a sufficient amount of investment to do this. We must improve the thermal comfort and energy efficiency levels across all tenures of housing and we must establish strong links between decent homes and other housing initiatives.

#### **4.3 Theme C: Renew the Housing Market**

There are two reasons why this is a main theme in our strategy:

1. Rotherham has significant areas of low demand housing, creating weak housing markets, which are vulnerable to abandonment and collapse. Over 34,000 dwellings have been identified as being at risk of market failure.
2. Also South Yorkshire is just one of nine areas nationally to benefit from Housing Market Renewal Pathfinder funding. This means that for Rotherham significant capital resources are available to carry out new interventions that will strengthen the housing market.

The Centre for Urban and Regional Studies (CURS)<sup>20</sup> has assembled data on a range of indicators, identifying the current issues which affect South Yorkshire and Rotherham's Housing Market.

Rotherham's population is declining. There are increasing numbers of elderly, frail elderly and single households. Household sizes have gone down from an average of 2.71 in 1981 to 2.38 in 2001 and within these households there are a high proportion of residents with significant health problems. The proportion of Black and Minority Ethnic households is growing, as are the number of refugee households.

In Rotherham, there is an oversupply of obsolete terraced housing in the private sector and an oversupply of social family housing. There is a shortage of affordable housing for specific client groups such as single people and young people. There is also a lack of aspirational private housing. This is evidenced in the Housing Needs Survey<sup>21</sup>.

In June 2004 there were 3239 properties standing empty in Rotherham. Of these 2536 are within the private sector or owned by RSL's representing 3% of the housing stock. 1342 of these had been empty for over 6 months.

There is an ample supply of new housing sites for development across the Borough. A large proportion of these sites are brownfield sites and some will require significant remediation work prior to development. Under utilised public open space is creating poor first impressions of neighbourhoods.

House prices are failing to keep up with the average increasing value and are therefore rising slower than the national and regional average.

Low demand dwellings experience associated problems such as a lack of investment in repairs and maintenance, abandonment, vandalism and anti social behaviour. Low demand areas include former coalfield townships to the south and west of Rotherham in addition to the housing market renewal intervention areas, which extend across much of central, western and eastern Rotherham and to the north including urban areas in the Dearne Valley adjacent to Barnsley and Doncaster. In total **14 wards of Rotherham are included in the pathfinder intervention area**. There is however untapped demand for town centre living and for housing from Sheffield commuters.

The main reasons behind the problems with the housing market are:-

- Economic Changes - restructuring of the economy and labour market with a decrease in dependence on traditional industry.
- Demographic Changes - changes in population through economic migration, changes in birth and death rates and changes in household formation.
- Aspirational Changes - changes in people's aspirations as incomes and wealth increase in relation to property types, tenures and neighbourhoods.

These changes have had a significant impact on the housing market and require significant intervention.

The Housing Strategy will address the continuing problem of low demand, high vacancy rates, poor housing quality and low house values.

Through careful analysis of housing market data and by working in partnership with residents, private sector contractors and developers, housing associations stakeholders and housing stakeholders we have a good understanding of what needs to be done.

Private sector grant assistance from the Local Authority amounts to £1.65 million. £1.6 million is currently targeted at the Eastwood Group Repair Scheme limiting our support elsewhere to £50,000 in 2004/05. This will continue into 2005/06 to enable the completion of the Eastwood scheme. We will be reviewing our strategy for private sector investment for 2006/07 onwards.

Due to the need for the Council to prioritise investment in its own stock because of the need to meet the decent homes target by 2010 it has had to identify alternative ways of stimulating the housing market in Rotherham.

Single Regeneration Budget (SRB), Neighbourhood Renewal, Neighbourhood Management and Objective 1 programmes are already being used to compliment housing interventions such as Decent Homes and private sector renewal area activity. This is helping to build safe, healthy, stable and self-sufficient communities and neighbourhoods and it is also stimulating the housing market.

However the main vehicle for delivering on housing market renewal will be the Housing Market Renewal Pathfinder. This will release over £16.5 million of public sector money over the next two years to invest in Rotherham.

In order to address these challenges we must use these additional resources to:

- Create neighbourhood visions through the development of area based master plans in areas of housing market weakness. This will enable area based investment strategies to be drawn up around priorities
- Reduce the amount of family social housing in areas of oversupply
- Replace obsolete stock with high quality aspirational housing

- Offer increased housing choice, range and type within neighbourhoods
- Improve the quality and design of housing
- Create a new urban community in the Town Centre
- Make neighbourhoods more attractive places to live

#### **4.4 Theme D: Provide Fair Access and Choice**

Figure 3 shows the key factors that influence this objective and its strategic development. There has been a significant amount of progress during the last few years in meeting the housing needs of vulnerable people in Rotherham. However, there are still challenges.

There are a number of factors that have an impact on access to appropriate housing.

35% of households in Rotherham have an income of less than £10,000 per year and over 40% are in receipt of benefits. Three quarters of all households are unable to afford a weekly rent of £50 and over half of all owner-occupiers cannot afford to pay a mortgage of more than £400 per month. 46% of households cannot afford to move or buy another house (from Rotherham's Housing Needs Survey 2003).

More than a third of all households in Rotherham have one person with disability and 15.3% have two disabled household members. 58.4% of all disabled household members are over 60 years of age. More than half have care or support needs. 34% of households, which have someone with a disability, require further adaptations to the home.

Within the Holmes neighbourhood we have recently carried out a BME housing study<sup>22</sup> to better understand specific housing issues within minority communities. This has indicated that more than 80% of the BME community identify their present home as too small. Properties have a higher incidence of damp and heating problems. These lead to health problems such as arthritis/rheumatism and asthma/bronchitis.

3% of all households living in the Borough are estimated to be in housing need. There is a lack of supply of social housing for single people and those with special needs. The growing elderly population is likely to have a significant impact on the housing market and there are high proportions of people with limiting long-term illnesses.

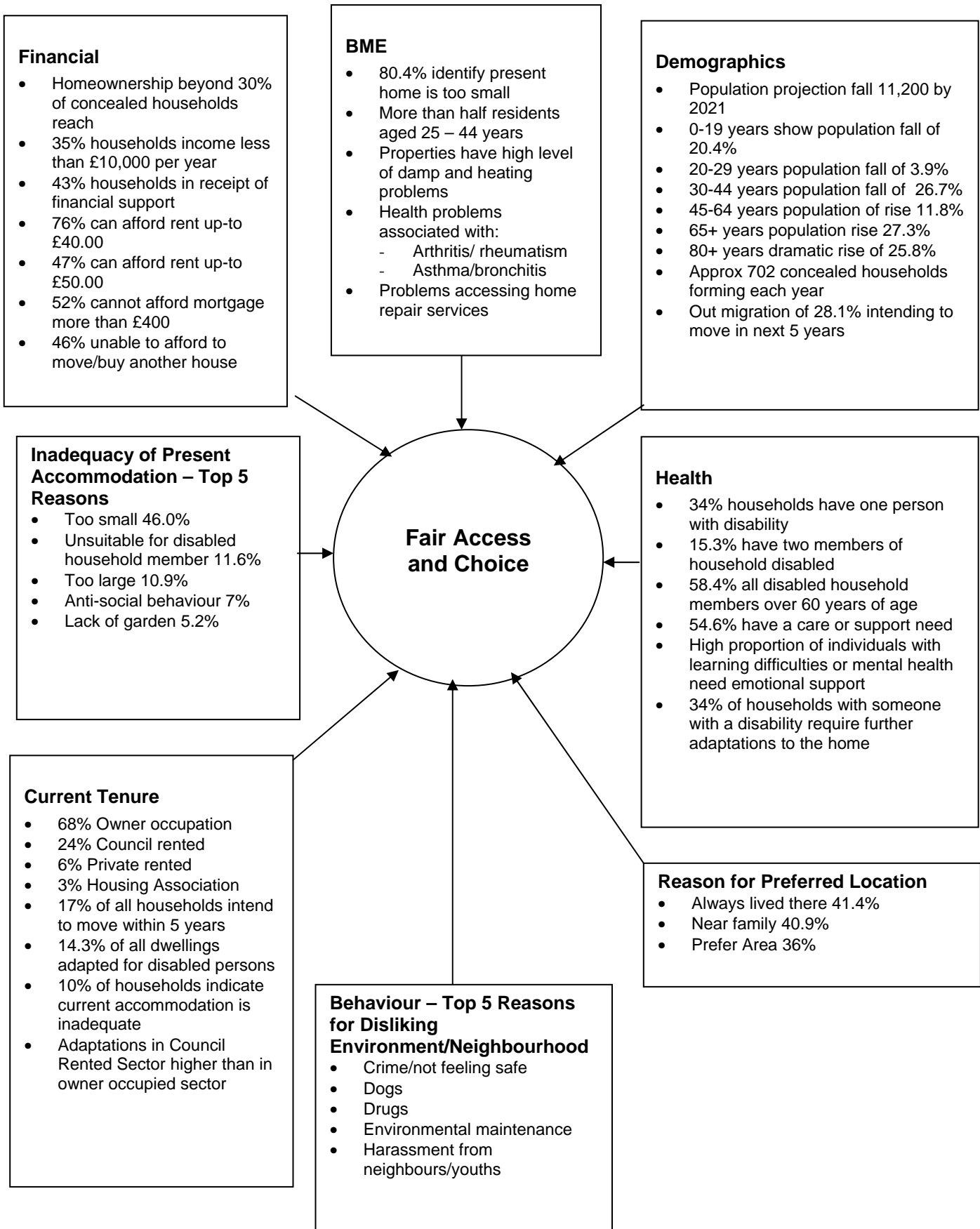
There is evidence that certain communities of interest are finding it more difficult to access housing. Young people and BME Groups are examples of where there are significant barriers in obtaining appropriate housing and in accessing the support required to maintain independence. We need to develop specific strategies or initiatives to enable communities of interests to access housing and/or support. The focus needs to be on:

- Homelessness
- Young people
- Older people
- BME groups
- Domestic violence
- Combining supported housing and education issues
- Low income households / households in receipt of benefits

The Supporting People programme has made substantial progress in meeting the support needs of vulnerable groups since its inception in April 2003. Additional resources have been generated which target support at hard-to-reach client groups (source required). The challenge now is to ensure that these extra resources are being used effectively and that the Supporting People programme is addressing the strategic objectives of partner organisations.

In order to address these challenges we must adopt measures aimed at preventing homelessness. We must secure suitable quality housing for specific groups of people and we must also make sure that people are able to maintain themselves in independence for as long as possible.

**Figure 3 : Fair Access and Choice - Key Factors**





#### 4.5 Conclusion

There are significant challenges facing the Council over the next three years. It is important that we adopt a strategic approach to tackling these. It is necessary for the Council to intervene because failure to do so would result in the following consequences.

- We will not be able to make the first step towards restructure of the market as agreed through the South Yorkshire Housing Market Renewal Fund.
- Residents of Rotherham would not have a choice of accommodation to meet their current and future housing aspirations and therefore be forced to remain in inadequate housing, which is detrimental to economic, educational and health outcomes.
- Weak housing markets will continue to stifle economic growth and have a negative effect on resident's quality of life.
- We will not be able to secure the most appropriate affordable housing through planning gain.
- We will be unable to support the Housing Corporation strategic investment priorities and as a result forego significant investment (figure needed) in the Borough.
- We will forego match funding opportunities available through regeneration funding streams and from partner organisations.
- There will be a steep rise in housing need, homelessness and social inclusion as a direct result of an insufficient supply of suitable homes.
- Leaving properties standing empty deprives the Authority of Council tax revenue.
- Population will continue to decline.
- The proportion of economically inactive households will continue to increase.
- Housing development will run separately to economic development activity.
- We will continue to have an oversupply of obsolete terraced housing in the private sector.
- We will continue to have an oversupply of social family.
- We will continue to have a lack of quality, well designed and innovative housing
- Supported housing provision will become unresponsive to changing needs and aspirations.
- Housing development will fall out of line with broader strategic objectives.

Before considering the ways in which the Council can address these issues, it is important to consider what has been achieved so far.

## 5. ACHIEVEMENTS SO FAR - WHAT WE HAVE DONE

### 5.1 Development of the Arms Length Management Organisation

In January 2002, the Council commissioned consultants to carry out an initial study on the prospects and options for the Council's rented housing. Following this piece of work a steering group of tenants and leaseholders, supported by an independent tenant advisor, was established to explore and make recommendations to the Council about the future of Council housing. The Option Appraisal identified that Rotherham is unable to ensure all its stock meets the Decent Homes Standard utilising its current resources alone. It concluded that:

- **Stock Retention** with existing resources is not feasible in Rotherham. The results of the Stock Condition Survey suggest that there is a large investment gap. The Council would be unable to increase its resource base and would not meet the Decent Homes Standard
- A successful bid for **ALMO** resources could provide additional capital resources to meet decency standards and ensure the Decent Homes standard will be met by 2010. Forming an ALMO will also provide a route to increase the empowerment of tenants and improve efficiency
- **Partial stock transfer** could bring in investment to the transferred stock but would not resolve, and could worsen, the problems within the Council's Housing Revenue Account
- **Whole stock transfer** could generate the full investment necessary but is not feasible due the negative market value of the stock. The tenanted market value of the housing stock has a negative value of £170 million
- **The Private Finance Initiative (PFI)** will not, in its current form, provide a whole stock solution. The Option Appraisal has identified that tenants in Rotherham wish to see a whole stock solution

The group recommended a whole stock option should be pursued and sees ALMO as the only viable option to meet their needs and aspirations.

The Housing Revenue Account is in a deteriorating position, with projected stock reductions of on average 1000 units per year through the Right to Buy. Our view is that because of this and the high investment levels required, a whole stock option appears to be the only way to deliver the capital investments and improvements necessary to achieve the Decent Homes Standard. In addition to the above the whole stock option allows the delivery of consistent service standards across the Borough, keeps administration and overhead charges to a minimum and ensures economies of scale in the purchase and delivery of services.

In May 2004 we were given permission to develop an Arms Length Management Organisation. This means that although the Council retains ownership of the housing stock, management of council housing will be transferred to a separate organisation controlled by tenants, council members and stakeholders. The ALMO will potentially have access to £233 million.

More detail can be found in the Housing Option Appraisal - Delivering Decent Homes<sup>23</sup> and Building Sustainable Neighbourhoods - Proposal for Arms Length Management<sup>24</sup>.

## **5.2 Consultation and Participation**

In recognition of the importance of customer involvement and the need to deliver customer focussed services, we have strengthened the role of the customer in both day to day and strategic decision making.

There are a range of forums in place, which give tenants and residents the opportunity to put forward their views on operational and strategic issues:-

- Area Assemblies and the community planning process.
- Area Housing Panels.
- Private Landlord Forums.
- Housing Strategy Policy Panel.
- Council Housing Futures Group.
- Tenant panels for Rents, Estate Management, Repairs and Vacancies.

Community Plans<sup>25</sup> for each Area Assembly Area have been produced and these will inform service prioritisation. Community Planning is developing across the Borough in a number of communities - in the last year Maltby has published it's Community Plan and this is forming the basis of discussions with service providers to consider how best to meet the identified priorities of the local community. Community Plans will be reviewed and updated due to changes in Ward boundaries.

As well as the panels, customer involvement is further promoted by seminars and workshops, customer satisfaction surveys, regular newsletters and specific work with minority and hard to reach groups.

The framework for participation is shaped by the Tenant Compact<sup>26</sup>, the Community Empowerment Strategy<sup>27</sup> and the Consultation and Communication Strategy<sup>28</sup>. These strategies set out the principles for customer involvement operational and strategic decision making.

The Housing Option Appraisal is a good example of the way that Council tenants have had a major influence over decisions of the Local Authority.

The stock option consultation exercise took place over three phases in December 2002, May 2003 and December 2003. This included newsletter, roadshows, public meetings, free independent telephone helpline, study visits and a consultation 'information bus'.

Residents were asked which of the four options for the future management and maintenance of their homes they would like to see in Rotherham, their priorities for

future service delivery and how they would be interested in getting directly involved with developing the housing service in the future.

Tenants recommended that the Council actively pursue the Arms Length Management Option. This was subsequently accepted, by Council, as the preferred option for the future management of council housing in Rotherham.

In addition to effective participation with tenants we also have a track record of working with other stakeholders. The Rotherham Residential Landlords Association currently has 44 members and have been instrumental in developing the Private Landlord Accreditation Scheme<sup>29</sup>.

### 5.3 Partnership Working

We have developed a Strategic Housing Partnership (SHP)<sup>30</sup>, which oversees the development and implementation of the Rotherham Housing Strategy. The SHP includes representation from statutory organisations, Registered Social Landlords, private sector developers, local landlords, tenants associations and voluntary organisations. The SHP is the housing spoke of the Local Strategic Partnership and it's remit is to:

- Act as the main point of reference for partnership work on housing strategic development
- Ensure that the Housing Strategy addresses the strategic objectives of partner organisations
- Co-ordinate tasks groups to assist with the implementation of specific elements of the Housing Strategy

(Need to insert diagram about links to LSP)

The Local Authority has recently developed an Extra Care Housing Implementation Group, which oversees the development of sheltered accommodation and extra care housing for frail elderly. The group includes representation from Social Services, Health, Housing, Supporting People and RSL's.

There is a partnership that has been developed between private construction companies and the Council established in 2002 which has continued to successfully deliver Decent Homes in Rotherham. As a result of the partnership we have met our Best Value Performance Indicator target.

We have developed a range of partnerships in the energy efficiency field with the utilities and other private companies in the energy saving field. More detail can be found in the Energy Efficiency section.

Transform South Yorkshire is another example of sub regional partnership working. This is a partnership between the four South Yorkshire Authorities to deliver the Housing Market Renewal Pathfinder Programme.

## **5.4 Housing Market Renewal**

We are playing a key role in the development of the South Yorkshire Housing Market Renewal Pathfinder, working alongside major stakeholders and colleagues from neighbouring authorities. The Pathfinder has set aside £16.5 million for housing investment in Rotherham during the next two years. The focus is on private sector development in Rotherham's 5 Area Development Frameworks (ADFs).

A significant proportion of the Pathfinder funding, for the first two years, has been set aside for the development of the town centre. Town Centre investment will be £8.75 million and will enable the housing demonstration zone to be constructed creating the first new high quality residential units. Also funding will enable a living over the shop initiative to be started along with some strategic site acquisitions. New urban living will not only be very beneficial to the town centre renaissance programme but it will be influential in helping to strengthen the weak housing market across the whole of Rotherham.

Across the other 4 ADF's a total of £7.3 million has been allocated to develop area based masterplans and subsequent investment to address non traditional and low demand housing, strategic site acquisitions, writing development briefs and 2 into 1 conversions. Following masterplanning we will be in a strong position to bid for more funding to deliver interventions in these documents.

The Centre for Urban and Regional Studies (CURS) at the University of Birmingham helped determine the boundary for the pathfinder by studying the housing market across South Yorkshire. CURS have determined that 73% of housing within Rotherham's pathfinder boundary is 'at risk'. What is also evident is that in some instances very small pockets of housing are suffering from low demand and these are often adjacent to significantly stronger housing markets.

Rotherham is an active member of The South Yorkshire Housing and Regeneration Partnership (SYHARP) and have helped shape sub regional housing issues and programmes. We have recently played a co-ordination role in submitting sub-regional bids to the Regional Housing Board and are confident approved schemes will benefit the whole sub-region.

As part of this process, the Regional Housing Board have approved a Private Sector Commissioning Bid of £2 million across South and West Yorkshire to assist vulnerable householders to renovate their homes through an equity release programme. Officers from Rotherham have been active in enabling this to come about and we anticipate the scheme will complement our Decent Homes programme. Also Rotherham have benefited from Pathfinder Plus money to carry out alley gating and environmental improvements to Duncan Street and Ellis Street in Brinsworth.

## **5.5 Energy Efficiency**

The South Yorkshire Energy Efficiency Advice Centre (SYEEAC) continues to attract external funding and support. This has resulted in our 'Save and Warm' scheme providing residents with the cheapest installation costs of cavity wall and loft insulation in the country.

Energy Efficiency is recognised as an important contributor to decent and affordable homes. The Council continues to prioritise this area of work. It has successfully improved domestic energy efficiency in all tenures and is on target to deliver the achieved 30% improvement in domestic energy efficiency since the introduction of the Home Conservation Act 1995 (HECA). The Council's work on energy efficiency has been enhanced by:

- Being part of the South Yorkshire Energy Efficiency Advice Centre, who offer free home advice, training, presentations, grants and discount schemes.
- Being awarded £80,000 from the Energy Saving Trust for a combined heat and power programme for one of its district housing schemes.
- Access energy efficiency funding such as the British Gas HELP scheme alongside partner organisations.
- Introducing the Affordable Warmth Strategy<sup>31</sup>, which aims to eradicate fuel poverty in Rotherham by 2015.
- Introducing the Health through Warmth Programme in partnership with Age Concern.
- Launching a pilot freephone helpline with the Primary Care Trust (PCT).

Throughout the last two years we have targeted support towards older people and other vulnerable groups. This has enabled us to identify fuel poverty and energy inefficiency problems at an early stage and take remedial action either by identifying unclaimed benefit entitlement, assisting people to take advantage of discounted schemes or direct provision of energy saving measures.

Work with the PCT will ensure that front line staff in the health sector, who are visiting vulnerable households on a regular basis, are able to obtain advice and support for people. This will minimise the risk of poor energy efficiency and lack of adequate heating from contributing to illness and death.

We have made a significant contribution to reducing CO2 emissions through our Decent Homes Programme. This has generated additional income to enable further reinvestment in additional energy efficiency methods.

## **5.6 Developing Neighbourhoods**

The Council's Corporate Plan prioritises making Rotherham a safe place. Our strategic housing objectives reflect this priority. Concern about anti-social behaviour has been increasing and has been highlighted by our tenants as a major issue. We have responded to these concerns by working with Registered Social Landlords and the private sector to combat anti-social behaviour across all tenures. We have now obtained 4 Anti-Social Behaviour Orders (ASBOs). We have set up 10 Community

Safety Forums that participate in decisions on serious cases of anti-social behaviour. We have introduced introductory tenancies and are currently reviewing tenancy enforcement procedures. We have developed a Community Caretaker Scheme in the North and South of the Borough.

With the Safer Rotherham Partnership we are working with tenants and residents to “design out” opportunities for nuisance vandalism and crime. We have introduced secure by design principles for regeneration projects and decent homes work. We have made full use of our legislative powers to combat disorder and nuisance, caused by noise, music, dogs and abandoned vehicles. We are reviewing and developing the use of mediation services to help in neighbour disputes. Using CCTV, we are monitoring areas of high crime risk and we are continuing to develop the Neighbourhood Warden scheme. We are also working with the “Keep Safe” initiative to install home security devices for vulnerable people.

The development of neighbourhoods is not just about community safety though. It is also about delivering services at a local level, developing local economies and ensuring that people are more involved in the way their services are structured.

We have introduced and expanded the Neighbourhood Wardens scheme and Streetpride. These initiatives monitor and maintain the street environment, tackling issues such as littering, graffiti and the removal of abandoned cars.

(Need to mention Home Office Initiative, NRF, potential for Objective 1 funding)  
(Need some statistics to baseline the impact)

We have developed local lettings policies and made changes to our affordable housing policy to balance housing needs of the community with the business needs of developers. As a result we are seeing greater investment by developers and private landlords in previously declining areas. Examples of this can be seen in Eastwood Village and Brinsworth.

We are now starting to develop a neighbourhood management approach to the delivery of housing and environmental services. Pilot projects, which include the “Going Local” project in the Greasebrough and Kimberworth areas and the Neighbourhood Management Pathfinder at Eastwood and Springwell Gardens are the first steps towards a Borough wide approach to neighbourhood management.

(Need to list the benefits of Neighbourhood Management)

We are continuing to revise and re-prioritise our enforcement functions to provide a more integrated service to meet both local and national agendas. We have been focusing on neighbourhood enforcement and anti-social behaviour activities and will continue to prioritise these issues across all housing sectors to ensure services are consistent and contain the right mix of information, education, advice and enforcement.

The impact of these initiatives have been:

- A reduction in the turn around time of empty properties to below 23 working days.
- A reduction in the number of empty properties
- The introduction of an anti social behaviour performance indicator as a means of measuring the quality of life in our neighbourhoods
- An increase in levels of satisfaction with the Council as a landlord
- A faster response to the removal of graffiti

These impacts can be evidenced in the Housing and Environmental Services Programme Area Performance Plan<sup>32</sup>.

### **5.7 Supporting People and Fair Access**

There has been a significant expansion of supported housing provision in Rotherham during the last year. The Supporting People programme, working alongside Housing Services has developed 43 new supported living schemes, generating over £4 million of additional revenue. The new schemes target hard-to reach groups which include young people, ex-offenders, BME groups and people with learning disabilities

The Council has been successful in leveraging in nearly £3 million of capital to fund an Extra Care Housing scheme at Dalton House. This includes a £1.6 million Housing Corporation grant. The project will redevelop an existing sheltered scheme, delivering integrated support and care services to the frail elderly in well designed and properly adapted accommodation. The scheme represents an innovative approach to maintaining older people in independence and is due to be completed in September 2005.

New facilities for women who have suffered domestic abuse are also currently being developed thanks to an innovative partnership between voluntary sector organisations, the Housing Corporation and the Council. More emergency and move-on accommodation is being made available for Rotherham women, providing better quality accommodation and additional facilities for children. The scheme is being funded by a capital grant from the Housing Corporation of £890,000. This will build help build an emergency refuge and two move on properties. Completion for all properties is scheduled for February 2005. The projects will double the current capacity in Rotherham for victims of domestic abuse. The revenue costs for this scheme will be met from the Supporting People Programme.

Access to the private sector has been improved through the expansion of the ROBOND scheme<sup>33</sup>, which makes available bonds and support for those vulnerable people accessing private rented accommodation.

The Council recognises the difficulties that certain communities of interest have in accessing appropriate housing. We are responding to this by developing strategies and initiatives that target specific client groups. We have in place a Homelessness



Strategy and are developing a BME Housing Strategy. A key step in developing the BME Strategy was the holding of a full day conference, which ran a series of workshops on housing issues and looked at developing the draft strategy.

The implementation of the Homelessness Strategy has almost eliminated the Housing Departments dependence on the use of Bed and Breakfast for emergency accommodation and our local performance indicator target is zero dependence.

## 5.8 Summary of Other Initiatives

- A **Registered Social Landlord Charter**<sup>34</sup> has been developed between neighbouring Local Authorities and RSLs, which sets standards for our RSL partners.
- **Construction Jobs** are being created by sub regional working co-operation on training and job creation. This includes the provision of 20 new apprenticeship placements per annum from the Direct Services Organisation.
- **Spatial Development** Research is being carried out across the sub-region to develop a picture of current and future settlement patterns.
- **Health Impact Assessments** have been designed to assist in assessing the impact of housing policies, projects and programmes on health.
- **Furnished accommodation** provided by the Council has been introduced which is “benefit eligible” with a range of 3 levels of furnishing for applicants to chose from. To date this has been successful and more furnished units are planned.
- **Objective 1, European Regional Development Fund and European Social Fund** are helping to stimulate economic growth.

## 6. FOCUSING ON DELIVERY - WHAT WE ARE GOING TO DO

We have conducted a significant amount of research and subsequent analysis to determine our priorities for future action. National, regional and local issues have further informed these, as have the views expressed by our partners. As a result of this we have been able to identify a range of priorities for action.

The key actions that we intend to take to ensure delivery of our strategic objectives are summarised below. The measures of achievement, resources, lead officers and monitoring arrangements are set out in the Action Plan which accompanies this strategy.

### 6.1 Theme A: Develop Neighbourhoods

In order to achieve the objectives set out under this theme we will need to deliver housing investment, which supports neighbourhood regeneration. We have to

develop & implement neighbourhood management, encourage local regeneration partnerships and tackle anti-social behaviour.

What has become clear from the consultation during the Option Appraisal process, is that whilst decent homes are important, other works which improve the environment and reduce the fear of crime are equally important.

As part of the £233million ALMO bid we will use some of this resource to address our tenants' priorities. Community safety, environmental issues and additional works to homes above the decency standard, have been identified as major issues by our tenants. This will enable us to address issues that benefit our communities and not just our tenants.

The key objectives are to:

- Ensure investment supports neighbourhood sustainability
- Reduce crime and the fear of crime
- Tackle the inequalities between neighbourhoods
- Develop a community focused, multi-agency approach to neighbourhood management

We will **ensure investment supports neighbourhood sustainability** by developing a local sustainability model, which will be used in area based master planning. This will help the Council identify neighbourhoods that are at risk of decline. We will continue the Area Based Regeneration Schemes, Eastwood Village Group Repair Scheme and small scale environmental improvements. All these initiatives are aimed at increasing the sustainability and liveability of specific neighbourhoods.

We will **reduce crime and the fear of crime** by establishing stronger links between the Safer Rotherham Partnership and the Strategic Housing Partnership. We will continue to adopt Secure by Design principles in all housing programmes. This means that we can reduce the opportunities for crime and anti social behaviour through housing and neighbourhood design. We will develop performance standards for tackling anti social behaviour.

We will **tackle the inequalities between neighbourhoods** by implementing the housing elements of the Community Cohesion Action Plan<sup>35</sup>. We will identify and clear unwanted sites to be offered for sale for RSL or private development. This will lead to a mix of tenure within neighbourhoods where sustainability is an issue. We will continue to develop the Landlord Accreditation Scheme, the aim of which is to improve the quality of private rented accommodation. We recognise that the inequalities between neighbourhoods cannot be addressed without substantial investment, therefore we will target investment from the Housing Market Renewal Pathfinder into the most deprived communities of Rotherham.

Finally, the Neighbourhood Renewal Strategy will be used as one of the key driver for tackling inequalities between neighbourhoods and we are committed to implementing the housing elements of this strategy.

We will **develop a community focused, multi-agency approach to neighbourhood management**. Initially we will undertake a Best Value Review to agree the scope for Neighbourhood Management. We will develop a first contact approach to delivering services at Neighbourhood Offices and restructure Council Housing Services to include the lessons learned from the Going Local Pilot. We will produce seven Neighbourhood Compacts - agreements between the Council and the local community relating to service delivery and participation.

We will expand the Neighbourhood Warden Scheme across the Borough. Neighbourhood Wardens are a physical and visible presence on estates and provide a focal point for public queries about the neighbourhood.

## **6.2 Theme B: Ensure Decent Homes**

In order to achieve the objectives set out under this theme we need to generate substantial additional income. We need to develop plans that meet the long term objectives of decent homes and affordable warmth. We also need to meet our resident's aspirations and create strong partnerships.

The Council has used the findings from previous reviews, inspections and learning from others as the basis for driving improvements, to prioritise activities and target the use of resources. We have worked closely with the Housing Inspectorate to develop responses to areas of weakness in an atmosphere of genuine openness and honesty. We feel that this relationship has contributed significantly to our ability to use our time effectively to prioritise service improvements.

In light of the recent housing inspection, which resulted in a one star, promising prospects for improvement rating, we want to build on the comments and criticisms made by the Housing Inspectorate to achieve a two star rated service.

There is confidence in the ability of the organisation to deliver improvements to customers that will convince the Audit Commission that we have achieved two star status and have excellent prospects for progressing towards three star status.

The key objectives are to:

- Achieve the Government's Decent Homes targets for both social and private sector housing
- Establish an ALMO to deliver Decent Homes and other High Quality Services
- Improve thermal comfort and energy efficiency levels across all tenures of housing
- Ensure effective links between Decent Homes and Transform South Yorkshire

We will **achieve the government's decent homes targets for both social and private sector housing**. We will develop and implement a programme of Decent Homes work for Council stock and ensure that RSL housing stock meets decency standards. We will demolish a proportion of private sector stock that is non-decent. We will complete the ongoing area based regeneration schemes.

We will open up the Council Housing Repairs service to external competition in order to ensure value for money.

We will **establish an Arms Length Management Organisation (ALMO) to deliver decent homes and better housing management**. We will carry out consultation with all stakeholders and subject to tenant approval will establish an ALMO Management Board. We will develop an improvement plan for the ALMO. We will ensure that the ALMO achieves a 2 star rating when next inspected and then draw down additional funding for investment into the Council stock. Achievement of the 2 star rating is critical to the achievement of the Governments target of all Council homes meeting the decency standard by 2010.

We will **improve thermal comfort and energy efficiency levels across all tenures of housing** by completing the Housing Energy Saving Scheme as part of Decent Homes programme, this includes the installation and upgrade of efficient central heating systems. We will continue to maximise the benefits available via the Health through Warmth programme to provide energy efficiency improvements in the private sector. We will establish links with partner's organisations to secure funding for solar water heating and community energy. We will also introduce an Energy Saving Company to provide low cost gas and electricity to Local Authority tenants. We will continue to seek additional external funding opportunities in order to address health and thermal comfort objectives.

We will continue to promote "Save 'N' Warm" scheme which provides the cheapest means of obtaining cavity wall insulation to the private sector. We will convert more District Heating schemes to Combined Heat and Power, this will ensure the more effective use of communal heating systems.

We will **ensure effective links between Decent Homes and Transform South Yorkshire** by producing four Area Development Framework (ADF) master plans and investment strategies that demonstrate alignment between the two programmes. We will also produce a Local Authority Decent Homes investment programme up to 2010.

The levels of investment needed to reach the Decent Homes Standard in each community will also be assessed and ranked, enabling us to identify areas and properties with higher investment needs.

An Option appraisal process will ensure that any regeneration is taken forward on a strategic and planned basis with the full involvement of the community. It will ensure

that all of the options for intervention are considered and that the investment decisions are part of a comprehensive plan for long -term sustainability.

The option appraisals will inform the ADF's and allow the Pathfinder to explore mechanisms to bring in grants to contribute the improvement of private sector dwellings and ensure long - term sustainability of cross - tenure estates.

**6.3 Theme C: Renew the Housing Market (Need to make more of the Pathfinder as this is a major project for Rotherham and South Yorkshire - what actually is it going to do and what impact will it have - give examples)**

The Housing Market Renewal Pathfinder Programme will play a pivotal role in strengthening weak housing markets and can offer real choice and quality in residential areas currently dominated by poor quality housing.

Housing Market Renewal is set within a framework of national, regional and local policies that guide and inform its development. It will develop alongside wider regeneration activities and it will make a significant contribution towards economic growth and wellbeing of our communities.

There are several ways in which this can be done. Firstly it is important to link Housing Market Renewal with Decent Homes, neighbourhood renewal activity and economic development. It is important that it is aligned closely to planning and that partner agencies including housing associations, developers, contractors, financial organisations and neighbouring local authorities are involved at all levels.

The key objectives are to:

- Improve the character and diversity of neighbourhoods
- Improve the quality, design and efficiency of housing in the Borough
- Create a new urban community in the Town Centre
- Increase the range and diversity of accommodation

We will **improve the character and diversity of neighbourhoods** in a number of ways. We will develop and implement the Empty Homes Strategy. One of the main aims of this strategy is to encourage property owners to bring vacant dwellings back into use. We will carry out sustainability assessments on all neighbourhoods in Rotherham. These assessments will identify areas at risk of housing market failure or economic decline. We will implement an Affordable Housing Policy, which will provide opportunities to access appropriate accommodation at a reasonable price.

We will prepare planning and development briefs as a basis for the redevelopment of specific areas. In addition we will help set general standards for new build across Rotherham and South Yorkshire. Finally, following consultation with local communities, we may remodel or demolish unsustainable stock.

We will **improve the quality, design and efficiency of housing in the Borough** by encouraging developers to raise development standards. We will promote sustainable building practice, innovation and off site manufacture. We will develop an Eco Housing Scheme at Henley Rise. This is a new development, which utilises the latest in design and energy efficiency technology.

We will **create a new urban community in the Town Centre** by completing our Aspirations Housing Study. This is a survey, which identifies the types of housing that would attract people to live in the town centre. We will also set up a Living Over the Shop” programme making use under used commercial properties. We will gain control of strategic sites for housing development by land acquisition and we will complete work in demonstration areas. Demonstration Areas pilot different types of housing to test demand. We will also establish the Town Centre as a delivery vehicle for economic regeneration.

We will **increase the range and diversity of accommodation** by developing shared equity housing schemes, increasing the number of new build “high income” homes and improving our understanding of rural housing issues in Rotherham

#### **6.4 Theme D: Provide Fair Access and Choice**

The approach we plan to adopt in addressing Fair Access and Choice will put significant emphasis on developing customer focused housing solutions. This goes much wider than homelessness or access to council accommodation. This approach addresses housing need in its widest context by regenerating and transforming of communities, installing aids and adaptations, building lifetime homes and promoting community safety and community cohesion. Our approach will also ensure that people receive the support they need to maintain their own home and remain independent.

The key objectives are to:

- Prevention of Homelessness
- Securing suitable, quality housing
- Supporting individual needs
- Improving accessibility and choice for those with lower incomes

**Prevention of Homelessness** will be tackled by preventing crises before they develop by a combination of new initiatives and strategic development. We will develop overnight and interim accommodation for people who are at risk of sleeping rough. This type of accommodation will include additional support to prevent further incidents of homelessness. We will develop a “fast track” homeless assessment process and review the “out of hours” homeless service. We will also introduce Personal Housing Plans and aim to reduce the use of temporary accommodation. We will also develop and implement a Homelessness Prevention Strategy.

There are a number of hard-to-reach or vulnerable groups who are more at risk of becoming homeless. We will develop specific strategies to assist these groups. We will develop accommodation strategies for young people, ex-offenders and women fleeing domestic violence. **(Need to say why we are doing what we propose to do)**

We will **secure suitable, quality accommodation** for specific communities of interest using a number of measures. We will increase the amount of furnished accommodation and dispersed homeless units. We will introduce a Choice Based Lettings Scheme, which will provide a greater degree of choice to people who want to move into a council house.

We want to help people who own their home to access home improvement grants and adaptations. Home Improvement Agencies (HIAs) can assist with this so we will be carrying out a cost benefit analysis of HIAs with a view to developing one in Rotherham.

We do not want people to move home because they are ill or because they are less mobile. Building design is an important factor here so we will be developing a Lifetime Homes Strategy aimed at maintaining people in their own homes for as long as possible. To compliment this we will conduct a Special Needs Housing Survey to examine the housing needs of people with specific needs.

We will develop and deliver services **supporting individual needs** that are effective and provide value for money.

We will develop an Older People's Accommodation Strategy. This will incorporate the Extra Care Housing Strategy, the in-house review of sheltered accommodation and Supporting People service review recommendations. The main aims of the strategy will be to maintain independence, promote quality of life, reduce residential/hospital admissions and develop a structure of sheltered accommodation which will meet the aspirations of future generations. The strategy will include a single assessment and allocation process for Extra Care Housing and Sheltered Accommodation. We will develop three core and cluster Extra Care housing schemes over the next three years, providing more than 75 units.

We will be exploring alternative funding options for the future of our Sheltered Housing Stock. It may be necessary, through the use of Area Development Frameworks, as part of the Housing Market Renewal Pathfinder, to explore the potential use of PFI in relation to our sheltered housing and non-traditional housing stock.

We will develop a BME Housing Strategy aimed at improving the BME community's access to social and supported housing. We will consult with the BME community about making new developments culturally sensitive and inclusive. We will also increase the take-up of disabled adaptations by BME groups. We will expand our

supported housing provision for women fleeing domestic violence by developing dispersed furnished accommodation for women from the BME community.

We will **improve accessibility and choice for those with lower incomes** by introducing equality impact assessments and the promotion of move in packs with other social housing providers.

We will improve the fast tracking of housing agreements with grant funded agencies providing temporary accommodation, explore the feasibility of a common housing register and evaluate the effectiveness of the Affordable Housing Policy.

## **7. HOW WE WILL RESOURCE THESE PRIORITIES**

The Council recognises that the Housing Strategy needs to be ambitious to make a significant impact on the housing conditions and circumstances of the people of Rotherham. At the same time we recognise that for the strategy to be implemented the vision must be underpinned by sound financial planning.

Financial planning has been based on realistic and prudent assumptions about the availability of future resources, including an assessment of the Council's own resources. The Housing Strategy supports and informs the Council's Capital Strategy and the annual capital and revenue programmes.

Wherever possible we use capital and revenue funding as match funding in order to stretch resources. Also, priorities are aligned and resources combined with those of our partners to provide added value.

The Council also keeps abreast of external funding streams e.g. the Neighbourhood Management Pathfinder and Housing Market Renewal.

### **7.1 Capital Resources Directly Available to the Council**

We have estimated our capital resources based on funds flowing from the Spending Review and allocations made for housing purposes from the Council's Single Capital Pot (SCP). The exact annual budget for each of the next two financial years has not yet been confirmed and is dependant on allocation of the SCP in line with the Council's capital strategy and national implementation of the changes to Local Authority capital allocations.

The Council's capital strategy lays out the key areas for Council investment. The priorities for housing investment are:-

- Maintenance and modernisation of the stock to meet the decent homes target
- Housing market restructuring.
- Renewal and improvements to public and private sector housing.
- Adaptation of public and private sector housing to meet the needs of elderly and disabled people.



Resources specifically targeted at regeneration and neighbourhood renewal for the next 3 years are:-

- £2,972,000 2004/5
- £4,850,000 2005/6
- £3,455,000 2006/7

These figures exclude the funding that will be made available through the Arms Length Management Organisation.

This is funded from a combination of basic credit approvals, major repairs allowance, capital receipts and grants.

In addition a further £100,000 is allocated from the Housing Revenue Account to our Area Housing Panels to enable tenants to directly contribute to the selection of small environmental improvements to their estates.

We also aim to maximise our use of human resources through the restructuring of Housing and Environmental services to improve service delivery and enforcement.

The profile of expenditure and financing of required expenditure on the housing stock is as follows in Figure 4:

|                                    | Year 1<br>2004.05 | Year 2<br>2005.06 | Year 3<br>2006.07 | Year 4<br>2007.08 | Year 5<br>2008.09 | Year 6<br>2009.10 | Year 7<br>2010.11 | TOTAL          |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Average Stock                      | 23,135            | 22,160            | 21,110            | 20,110            | 19,110            | 18,410            | 18,010            |                |
|                                    | £m                | £m                | £m                | £m                | £m                | £m                | £m                | £m             |
| Enter BCM                          |                   |                   |                   |                   |                   |                   |                   |                |
| Expenditure:                       |                   |                   |                   |                   |                   |                   |                   |                |
| Overall                            | 61.785            | 63.252            | 62.392            | 61.545            | 60.564            | 21.154            | 21.212            | 351.904        |
| Decency                            | 51.372            | 52.841            | 52.099            | 51.369            | 50.523            | 21.154            | 21.212            |                |
| Minimum Essential & Sustainability | 10.413            | 10.411            | 10.293            | 10.176            | 10.041            | 0.000             | 0.000             |                |
| <b>Expenditure</b>                 |                   |                   |                   |                   |                   |                   |                   |                |
| Bal B/F                            |                   | 42.451            | 71.321            | 0                 | 0                 | 0                 | 0                 |                |
| Decency Standard                   | 51.372            | 52.841            | 52.099            | 51.369            | 50.523            | 21.154            | 21.212            | 300.570        |
| Minimum Essential & Sustainability | -32.407           | -19.474           | 81.614            | 10.176            | 10.041            | 0.000             | 0.000             | 49.949         |
| <b>TOTAL</b>                       | <b>18.965</b>     | <b>33.367</b>     | <b>133.713</b>    | <b>61.545</b>     | <b>60.564</b>     | <b>21.154</b>     | <b>21.212</b>     | <b>350.519</b> |
| <b>Financed By</b>                 |                   |                   |                   |                   |                   |                   |                   |                |

|                                 |               |               |                |               |               |               |               |                 |
|---------------------------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|-----------------|
| Major Repairs Allowance         | 12.226        | 11.805        | 11.664         | 11.376        | 11.121        | 10.846        | 10.550        | 79.589          |
| Supported Borrowing             | 1.168         | 1.191         | 1.215          | 1.239         | 1.264         | 1.289         | 1.315         | 8.680           |
| Capital Receipts (Right to Buy) | 3.471         | 2.959         | 2.625          | 2.717         | 2.812         | 1.940         | 2.008         | 18.532          |
| Other Receipts/Grants           | 2.100         | 0.900         | 0.400          | 0.400         | 0.400         | 0.400         | 0.400         | 5.000           |
| Revenue Contributions (RCCO)    | 0             | 0.699         | 1.050          | 0.809         | 0.447         | 0.645         | 1.477         | 5.126           |
| <b>TOTAL</b>                    | <b>18.965</b> | <b>17.554</b> | <b>16.953</b>  | <b>16.541</b> | <b>16.044</b> | <b>15.121</b> | <b>15.751</b> | <b>116.927</b>  |
| <b>ALMO FUNDS REQUIRED</b>      | <b>0</b>      | <b>15.813</b> | <b>116.760</b> | <b>45.004</b> | <b>44.520</b> | <b>6.033</b>  | <b>5.461</b>  | <b>233.5921</b> |

Resources from outside the housing service are drawn from the following sources :-

- Neighbourhood Renewal Fund
  - 260,000 for Neighbourhood wardens in 2004/5.
  - £71,000 for the Anti-social behaviour unit in 2004/5.
- Housing Market Renewal
  - £71 million investment in South Yorkshire over the next 2 years.
  - £16.5 million identified for a range of research, masterplanning and capital projects.
- Affordable units or capital receipts from planning gain.
- Housing Corporation funding to support identified housing need including some refurbishment of existing dwellings. **(Need to show amounts and projects)**

## 7.2 Reviewing the Housing Strategy

The commitments contained in this strategy are set out in the RMBC Housing Strategy Action Plan<sup>36</sup>. The Action Plan explains how these commitments will be monitored and who is leading each project. It also show target dates for completion of the tasks.

The Housing Strategy will be reviewed on an annual basis by the Strategic Housing Partnership.

## APPENDIX A - GLOSSARY OF TERMS

|             |   |
|-------------|---|
| <b>ADF</b>  | <b>Area Development Framework</b>   |
| <b>ASBO</b> | <b>Anti-Social Behaviour Order</b>  |
| <b>ALMO</b> | <b>Arms Length Management Organisation</b>  |
| <b>BME</b>  | <b>Black and Minority Ethnic</b> – refers to the identification of the household according to their ethnic origin   |
| <b>CURS</b> | <b>Centre for Urban and Regional Studies</b> – Part of the School of Public Policy at the University of Birmingham and at the forefront of research in a variety of fields including housing, social exclusion, poverty and deprivation   |
| <b>HECA</b> | <b>Home Energy Conservation Act 1985</b> – Introduced on 1 <sup>st</sup> April 1996. It places a requirement on Local Authorities to prepare and publish an energy conservation report and details of measures to improve the energy efficiency of residential accommodation in the area  |
| <b>HIA</b>  | <b>Home Improvement Agency</b>  |
| <b>HMRP</b> | <b>Housing Market Renewal Pathfinder</b>  |
| <b>HRA</b>  | <b>Housing Revenue Account</b> – Is the account in which the financial resources within the Council are held for the management and maintenance of the Council's housing stock  |
| <b>LSP</b>  | <b>Local Strategic Partnership</b> – A partnership organisation involving the Council and several other organisations including the Employment Service, business and commercial interests working towards bringing in additional financial resources for regeneration activities and the creation of new employment opportunities |
| <b>ODPM</b> | <b>Office of the Deputy Prime Minister</b> – Created in May 2002 taking responsibility for policy area from both the old Department for Transport, Local Government and the Regions and Cabinet Office.   |

|               |  |
|---------------|--|
|               | The new office brings together regional and local government, housing, planning, regeneration, social inclusion and neighbourhood renewal  |
| <b>PCT</b>    | <b>Primary Care Trust</b>  |
| <b>PFI</b>    | <b>Private Finance Initiative</b>  |
| <b>PSA</b>    | <b>Public Service Agreement</b>  |
| <b>RSL</b>    | <b>Registered Social Landlord</b> – Regulated by the Housing Corporation. Independent, not for profit, private sector organisations providing social housing for rent.   |
| <b>RMBC</b>   | <b>Rotherham Metropolitan Borough Council</b>  |
| <b>SCP</b>    | <b>Single Capital Pot</b>  |
| <b>SHP</b>    | <b>Strategic Housing Partnership</b> (Part of LSP)   |
| <b>SRB</b>    | <b>Single Regeneration Budget</b> – Provides funding to support regeneration initiatives in England carried out by regeneration partnerships   |
| <b>SYEEAC</b> | <b>South Yorkshire Energy Efficiency Advice Centre</b> – An organisation set up by the four South Yorkshire Local Authorities and partly funded by the Energy Saving Trust to provide energy efficiency advice to householders |

## **APPENDIX B - SUPPORTING DOCUMENTS**

- 1. Sustainable Communities Plan: Building for our Future**
- 2. National Strategy for Neighbourhood Renewal**
- 3. Urban White Paper – Our Towns and Cities: the future**
- 4. Advancing Together, the strategic framework in Yorkshire and the Humber**
- 5. Regional Planning Guidance**
- 6. Regional Economic Strategy**
- 7. Regional Housing Strategy**
- 8. Housing Market Renewal Pathfinder Strategy**  
Tom Bell, Principal Strategy Officer, RMBC.  
Tel: 01709 823466  
Email: tom.bell@rotherham.gov.uk
- 9. Community Strategy**
- 10. Council's Corporate Plan**
- 11. Capital Planning Framework**
- 12. Affordable Housing Policy**  
Tom Bell, Principal Strategy Officer, RMBC.  
Tel: 01709 823466  
Email: tom.bell@rotherham.gov.uk
- 13. Neighbourhood Renewal Strategy**
- 14. Regeneration Plan**
- 15. Extra Care Housing Strategy**
- 16. Homelessness Strategy**  
Angela Smith, Housing Needs Manager, RMBC  
Tel: 01709 823412

- Email: [angela.smith@rotherham.gov.uk](mailto:angela.smith@rotherham.gov.uk)
17. **Supporting People Strategy**
  18. **National Index of Deprivation**
  19. **Stock Condition Surveys**
  20. **Centre for Urban and Regional Studies**
  21. **Housing Needs Survey**  
Angela Smith, Housing Needs Manager, RMBC  
Tel: 01709 823412  
Email: [angela.smith@rotherham.gov.uk](mailto:angela.smith@rotherham.gov.uk)
  22. **BME Housing Study**
  23. **Housing Option Appraisal – Delivering Decent Homes in Rotherham**  
Alison Palmer, Principal Policy and Planning Officer, RMBC  
Tel: 01709 823788  
Email: [alison.palmer@rotherham.gov.uk](mailto:alison.palmer@rotherham.gov.uk)
  24. **Building Sustainable Neighbourhoods – Proposal for Arms Length Management**  
Alison Palmer, Principal Policy and Planning Officer, RMBC  
Tel: 01709 823788  
Email: [alison.palmer@rotherham.gov.uk](mailto:alison.palmer@rotherham.gov.uk)
  25. **Community Plans**
  26. **Tenant Compact**  
Sneh Soni, Principal Tenant Involvement Officer, RMBC  
Tel: 01709 336800  
Email: [sneh.soni@rotherham.gov.uk](mailto:sneh.soni@rotherham.gov.uk)
  27. **Community Empowerment Strategy**  
Sneh Soni, Principal Tenant Involvement Officer, RMBC  
Tel: 01709 336800  
Email: [sneh.soni@rotherham.gov.uk](mailto:sneh.soni@rotherham.gov.uk)
  28. **Consultation and Communication Strategy**  
Sneh Soni, Principal Tenant Involvement Officer, RMBC  
Tel: 01709 336800  
Email: [sneh.soni@rotherham.gov.uk](mailto:sneh.soni@rotherham.gov.uk)
  29. **Landlord Accreditation Scheme**  
Rob Pearce, Principal Policy and Planning Officer, RMBC  
Tel: 01709 823437  
Email: [rob.pearce@rotherham.gov.uk](mailto:rob.pearce@rotherham.gov.uk)
  30. **Strategic Housing Partnership**  
Dominic Blaydon, Strategic Housing Partnership Manager, Rotherham Partnership  
Tel: 01709 310489  
Email: [d.blaydon@react.org](mailto:d.blaydon@react.org)
  31. **Affordable Warmth Strategy**  
Paul Maplethorpe, Senior Home Energy Advisor, RMBC  
Tel:  
Email: [paul.maplethorpe@rotherham.gov.uk](mailto:paul.maplethorpe@rotherham.gov.uk)
  32. **Programme Area Performance Plan**  
Dave Roddis, Performance and Quality Manager, RMBC

Tel:

Email: dave.roddis@rotherham.gov.uk

- 33. **ROBOND Scheme**
- 34. **Registered Social Landlord Charter**
- 35. **Community Cohesion Action Plan**
- 36. **Housing Strategy Action Plan**

Brian Marsh, Housing Strategy Manager, RMBC

Tel: 01709 823789

Email: brian.marsh@rotherham.gov.uk

**ROTHERHAM BOROUGH COUNCIL**

**HOUSING STRATEGY ACTION PLAN**

**2004-2007**

**DRAFT**

**21/6/04**

| Develop Neighbourhoods                                  |  |   |  |   |  |  |   |
|---|--|---|--|---|--|--|---|
| Ensure investment supports neighbourhood sustainability |  |   |  |   |  |  |   |
| Strategic Theme   | Strategic Objective  | Key Step  | Date                                   | Measure of Achievement / Required Outcome   | Resources  | Responsible Officers   | Monitoring Arrangements   |
| Action and Progress to April 2004                       | <ul style="list-style-type: none"> <li>Expanded the Rawmarsh Neighbourhood Wardens Scheme</li> <li>Small scale environmental works completed through the capital programme</li> <li>Contributed to the writing of the NRS and the Rotherham Regeneration Plan</li> </ul> | <ul style="list-style-type: none"> <li>Develop a local sustainability model and utilise in area based masterplanning</li> </ul>   | 2004/05                                | <ul style="list-style-type: none"> <li>Toolkit available to aid future stock investment decisions</li> </ul>  | <ul style="list-style-type: none"> <li>Housing Capital Programme £3,000</li> <li>Within own resources</li> </ul>   | <ul style="list-style-type: none"> <li>Principal Policy and Planning Officer (Public Sector)</li> </ul>          | <ul style="list-style-type: none"> <li>Best Value Improvement Plan</li> </ul>   |
|   |  | <ul style="list-style-type: none"> <li>Complete Decent Homes and environmental works to Area Based Regeneration Schemes</li> </ul>  | 2004/06                                | <ul style="list-style-type: none"> <li>Environmental works complete</li> </ul>  | <ul style="list-style-type: none"> <li>Housing Capital Programme</li> <li>Birks Holt £1.6m</li> <li>White Bear £3.1m</li> <li>Wharnccliffe £1.5m</li> </ul>                        | <ul style="list-style-type: none"> <li>Housing Regeneration Team</li> </ul>                                      | <ul style="list-style-type: none"> <li>Monthly capital programme meetings</li> <li>Area Steering Group Meetings</li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>Complete Eastwood Village Group Repair Scheme</li> </ul>   | 2005/06                                | <ul style="list-style-type: none"> <li>Reduction in void properties</li> <li>BVPI 62 and 64</li> <li>Demolition of unsustainable stock (20 units)</li> <li>Physical improvement to all participating dwellings</li> </ul> | <ul style="list-style-type: none"> <li>Housing Capital Programme £3.2m</li> <li>Contributions from property owners</li> </ul>  | <ul style="list-style-type: none"> <li>Principal Regeneration Officer</li> </ul>                                 | <ul style="list-style-type: none"> <li>Monthly capital programme meetings</li> <li>Resident Steering Group</li> </ul>   |
|   |  | <ul style="list-style-type: none"> <li>Complete annual programme of small scale environmental works</li> <li>Expand Neighbourhood Warden Service to the North of the Borough</li> </ul> | <p>Annual Programme</p> <p>2004/06</p> | <ul style="list-style-type: none"> <li>Environmental works complete</li> <li>Target areas where Community Plans have provision of neighbourhood wardens</li> <li>Community surveys to create a baseline figure</li> </ul> | <ul style="list-style-type: none"> <li>Housing Capital Programme £200,000 p.a.</li> <li>Objective 1 (subject to match funding)</li> <li>Neighbourhood Renewal Fund SRB6</li> </ul> | <ul style="list-style-type: none"> <li>Housing Strategy Manager</li> <li>Neighbourhood Warden Manager</li> </ul> | <ul style="list-style-type: none"> <li>Monthly capital programme meetings</li> <li>Neighbourhood Warden Advisory Group</li> <li>Community Groups for each area</li> </ul> |



| Develop Neighbourhoods                                  |                     |  |         |   |   |  |  |
|---|---------------------|--|---------|---|---|--|--|
| Ensure investment supports neighbourhood sustainability |                     |  |         |   |   |  |  |
| Strategic Theme   | Strategic Objective | Key Step   | Date    | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers   | Monitoring Arrangements  |
| Action and Progress to April 2004                       |                     | <ul style="list-style-type: none"> <li>Introduction of a Junior Warden Scheme</li> </ul> | 2004/06 | <ul style="list-style-type: none"> <li>and measure by annual surveys</li> <li>Reduction in Anti-social behaviour</li> <li>Environmental Improvements</li> <li>Scheme extended to all areas</li> <li>BVPs and LPs to measure improvement – 74, 126, 127, 128, 164 and HES1 HES2, HES3, HES4 HES69</li> <li>Pilot 1 school at Rawmarsh and 1 school at Thrybergh May 2004</li> <li>Commence expansion to other areas by September 2004</li> <li>Learning re: environmental, livability and citizenship issues through a series of events</li> <li>Ratio of 50% participation per school for 7 to 11 age groups</li> <li>Improves awareness of waste recycling issues</li> </ul> | <ul style="list-style-type: none"> <li>DART</li> <li>Key fund (the level of funding to be bid for has yet to be finalised)</li> <li>Fund raising and local bids to ABC Award (Police Award of up to £2,000</li> <li>Community Fund - Key Fund up to £5,000</li> </ul> | <ul style="list-style-type: none"> <li>Neighbourhood Warden Manager</li> </ul> | <ul style="list-style-type: none"> <li>Performance Management Framework</li> <li>Neighbourhood Warden Advisory Group</li> <li>Individual monitoring of each event</li> </ul> |

| Develop Neighbourhoods             |   |   |  |  |   |  |   |
|------------------------------------|---|---|--|--|---|--|---|
| Reduce crime and the fear of crime |   |   |  |  |   |  |   |
| Strategic Theme                    | Strategic Objective   | Key Step  | Date   | Measure of Achievement / Required Outcome  | Resources   | Responsible Officers   | Monitoring Arrangements   |
|                                    | <ul style="list-style-type: none"> <li>Introduced Secure by Design principles in all housing programmes</li> <li>Contributed to the delivery of the 7 targets agreed in Rotherham Borough's Strategy to Reduce Crime and Disorder 2002-2005</li> <li>Completed security improvements to Birks Holt</li> <li>Installed high security doors and windows on Decent Homes programmes</li> </ul> | <ul style="list-style-type: none"> <li>Chair of Safer Rotherham Partnership to become a member of the Strategic Housing Partnership</li> <li>Complete security improvements to Whamcliffe</li> <li>Alley Gating to Duncan Street and Ellis Street, Brinsworth</li> <li>Complete security improvements to White Bear, Wath</li> <li>Complete security</li> </ul> | <p>2004/05</p> <p>2004/05</p> <p>2004/05</p> <p>2005/06</p> <p>2004/05</p> | <ul style="list-style-type: none"> <li>Improved working with Safer Rotherham Partnership</li> <li>169 properties target hardened</li> <li>Reduction in the incidence of burglary</li> <li>Increased confidence in the neighbourhood</li> <li>Reduction in the incidence of burglary</li> <li>Reduction in the incidence of anti social behaviour</li> <li>Increased confidence in the neighbourhood</li> <li>195 properties target hardened</li> <li>Reduction in the incidence of burglary</li> <li>Increased confidence in the neighbourhood</li> <li>Erection of walls, railing and fencing to create defensible space</li> <li>Erection of fencing to</li> </ul> | <p>Staff resources</p> <ul style="list-style-type: none"> <li>Housing Capital Programme £500,000</li> <li>Housing Capital Programme £70,000</li> <li>Housing Capital Programme £1.29m</li> <li>Housing Capital</li> </ul> | <ul style="list-style-type: none"> <li>Strategic Housing Partnership Manager</li> <li>Housing Regeneration Team</li> <li>Housing Regeneration Team</li> <li>Housing Regeneration Team</li> <li>Housing Regeneration</li> </ul> | <ul style="list-style-type: none"> <li>Strategic Housing Partnership Safer Rotherham Partnership</li> <li>Monthly capital programme meetings Resident Steering Group Safer Rotherham Partnership</li> <li>Monthly capital programme meetings</li> <li>Monthly capital programme meetings Safer Rotherham Partnership</li> <li>Monthly capital programme meetings Resident Steering Group Safer Rotherham Partnership</li> <li>Monthly capital programme meetings</li> </ul> |

| Develop Neighbourhoods             |                                   |  |         |   |  |   |  |
|------------------------------------|-----------------------------------|--|---------|---|--|---|--|
| Reduce crime and the fear of crime |                                   |  |         |   |  |   |  |
| Strategic Theme                    | Strategic Objective               | Key Step   | Date    | Measure of Achievement / Required Outcome   | Resources  | Responsible Officers  | Monitoring Arrangements  |
|                                    | Action and Progress to April 2004 | <p>improvements to Birks Holt, Maltby</p> <ul style="list-style-type: none"> <li>Develop performance standards for tackling anti social behaviour</li> </ul> | 2005/06 | <ul style="list-style-type: none"> <li>Reduction in the reported incidences of anti social behaviour</li> <li>Increased % of successful enforcement actions</li> <li>Local Performance Indicator HES 3 met</li> </ul> | <p>Programme</p> <ul style="list-style-type: none"> <li>Housing Revenue Account</li> <li>Neighbourhood Renewal Fund</li> <li>Housing General Fund</li> </ul> | <p>Team</p> <ul style="list-style-type: none"> <li>Anti Social Behaviour Manager</li> </ul> | <ul style="list-style-type: none"> <li>Resident Steering Group</li> <li>Safer Rotherham Partnership</li> <li>Safer Rotherham Partnership Performance Management Framework</li> </ul> |

| Develop Neighbourhoods   |  |  |  |  |  |   |                         |
|--|--|--|--|--|--|---|-------------------------|
| Tackle the inequalities between the most deprived communities and the rest of the borough  |  |  |  |  |  |   |                         |
| Strategic Theme  | Strategic Objective  | Key Step                                     | Date   | Measure of Achievement / Required Outcome  | Resources  | Responsible Officers  | Monitoring Arrangements |
| <p>Action and Progress to April 2004</p> <ul style="list-style-type: none"> <li>Introduced the Private Sector Housing Assistance Policy</li> <li>Carried out area based housing regeneration initiatives</li> <li>Developed a Landlord Accreditation Scheme</li> <li>Carried out a survey of housing needs in BME communities</li> <li>Targeted Decent Homes Programmes in areas with the highest index of deprivation</li> <li>Cleared 124 unsustainable dwellings in both the public and private sector</li> <li>Submitted bid for neighbourhood management</li> </ul> | <ul style="list-style-type: none"> <li>Develop and implement the housing elements of the Community Cohesion Action Plan</li> <li>Identify and clear unwanted sites to be offered for sale for RSL or private development</li> <li>Introduce Landlord Accreditation Scheme</li> </ul> | <p>2004/07</p> <p>2004/07</p> <p>2004/05</p> | <ul style="list-style-type: none"> <li>Community Cohesion Plan completed</li> <li>Action Plan approved</li> <li>Action Plan implemented</li> <li>New housing to meet both affordable and market needs</li> <li>Private / RSL development at Laughton Common by Dec 2006</li> <li>Private / RSL development at Kiveton Park by Dec 2007</li> <li>Dinnington site assembly for development by Dec 2005</li> <li>Quality Bus Corridor and associated environmental improvements by March 2006</li> <li>ADF Masterplanning for cleared sites at Canklow by March 2005</li> <li>Pilot scheme introduced in neighbourhood management pilot area and Brinsworth (July 2004)</li> <li>10 Landlords accredited by December 2004</li> <li>Scheme extended to rest of Borough (January 2005)</li> </ul> | <ul style="list-style-type: none"> <li>Community Cohesion Fund</li> <li>Housing Capital Programme</li> <li>Laughton Common £141,000</li> <li>Kiveton Park £141,000</li> <li>Dinnington £15,000</li> <li>Dalton £420,000</li> <li>Private Developers</li> <li>Housing General Fund</li> <li>Neighbourhood Management funding</li> </ul> | <ul style="list-style-type: none"> <li>Head of Service – Neighbourhood Development</li> <li>Community Cohesion Officer</li> <li>Housing Regeneration Team</li> <li>Principal Policy and Planning Officer (Private Sector)</li> </ul> | <ul style="list-style-type: none"> <li>SHP</li> <li>Monthly capital programme meetings</li> <li>Community Partnerships</li> <li>Private Landlord Forum</li> <li>% spot checks of accredited properties</li> </ul> |                         |

| Develop Neighbourhoods  |  |  |  |   |   |  |                         |
|---|--|--|--|---|---|--|-------------------------|
| Tackle the inequalities between the most deprived communities and the rest of the borough |  |  |  |   |   |  |                         |
| Strategic Theme   | Strategic Objective  | Key Step   | Date   | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers   | Monitoring Arrangements |
| funding for Landlord Accreditation Scheme   | <p>2004</p> <ul style="list-style-type: none"> <li>Target investment from HMRP into the most deprived communities</li> <li>Implement the Housing Elements of the Neighbourhood Renewal Strategy</li> </ul> | <ul style="list-style-type: none"> <li>2004/07</li> <li>2004/07</li> </ul> | <ul style="list-style-type: none"> <li>10 landlords completing training scheme by June 2005</li> <li>Contributes to meeting BVP164</li> <li>Masterplanning is completed to 4 ADF areas to inform investment decisions by April 2005</li> <li>Reduction in non-decent stock in all tenures</li> <li>Contributes to meeting BVP1s 62, 64 and 184</li> <li>Increased % of people satisfied with their local area as a place to live</li> <li>Increased % of people who participate in community and voluntary organisations</li> <li>Reduction in the number of wards in the top 20% deprived wards nationally</li> </ul> | <ul style="list-style-type: none"> <li>Housing Market Renewal Fund</li> <li>Neighbourhood Renewal Fund</li> </ul> | <ul style="list-style-type: none"> <li>Principal Strategy Officer</li> <li>Rotherham Partnership</li> </ul> | <ul style="list-style-type: none"> <li>Transform South Yorkshire Board</li> <li>Rotherham Partnership Board</li> </ul> |                         |

| Develop Neighbourhoods   |   |   |   |  |  |   |   |
|--|---|---|---|--|--|---|---|
| Develop a community focused, multi-agency approach to neighbourhood management |   |   |   |  |  |   |   |
| Strategic Theme  | Strategic Objective   | Key Step  | Date  | Measure of Achievement / Required Outcome  | Resources  | Responsible Officers  | Monitoring Arrangements   |
|  | <b>Action and Progress to April 2004</b>  |   |   |  |  |   |   |
|  | <ul style="list-style-type: none"> <li>Introduced a Going Local Neighbourhood Management initiative</li> <li>Participated in Eastwood and Springwell Neighbourhood Management pilot</li> <li>Re-established an RSL Forum</li> <li>Established the Strategic Housing Partnership</li> <li>Produced a Community Empowerment Strategy and a Consultation / Communication Strategy</li> </ul> | <ul style="list-style-type: none"> <li>Restructure Council Housing Management Services</li> <li>Undertake a Best Value Review to agree the scope of Neighbourhood Management</li> <li>Refine and develop area and community action plans</li> <li>Produce 7 Neighbourhood Compacts</li> </ul> | <p>2004/06</p> <p>2004/05</p> <p>2004/05</p> <p>2004/05</p> | <ul style="list-style-type: none"> <li>Prepare and sign off job descriptions</li> <li>Successful recruitment to all posts</li> <li>Evaluate and incorporate lessons from the Going Local Pilot</li> <li>Introduce a first contact approach to service delivery</li> <li>Set up team and conduct review in line with Corporate guidelines</li> <li>Scope for neighbourhood management developed</li> <li>Service Improvement Plan developed</li> <li>Plans refined</li> <li>Infrastructure and delivery mechanisms in place</li> <li>Compacts in place</li> </ul> | <ul style="list-style-type: none"> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> <li>Housing General Fund</li> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> </ul> | <ul style="list-style-type: none"> <li>Head of Service - Neighbourhood Management</li> <li>Executive Director Housing and Environmental Services</li> <li>Head of Service – Neighbourhood Management</li> <li>Social Inclusion Manager</li> </ul> | <ul style="list-style-type: none"> <li>Corporate Management Team</li> <li>Programme Area Management Team</li> <li>ALMO Board</li> <li>Programme Area Management Team</li> <li>Area Assemblies</li> <li>Area Assemblies</li> <li>ALMO Board</li> </ul> |

| Ensure Decent Homes   |   |  |  |  |   |  |  |
|---|---|--|--|--|---|--|--|
| Achieve the Governments Decent Homes targets for both social and private sector housing |   |  |  |  |   |  |  |
| Strategic Theme   | Strategic Objective   | Key Step   | Date   | Measure of Achievement / Required Outcome  | Resources   | Responsible Officers   | Monitoring Arrangements  |
|   | <b>Action and Progress to April 2004</b>  |  |  |  |   |  |  |
|   | <ul style="list-style-type: none"> <li>Agreed ALMO as the most appropriate option for the future of Council housing stock</li> <li>Option Appraisal signed off by Government Office</li> <li>Stock Condition Survey completed identifying 78% non decent council stock</li> <li>Stock Condition Survey of private sector completed</li> <li>Landlord Forum increased to 44 members</li> <li>Met BVPI 184 target with a reduction in non-decency of 2,223 dwellings</li> <li>Demolition of private sector stock contributed 7% of BVPI 62</li> </ul> | <ul style="list-style-type: none"> <li>Completion of refurbishment of private sector dwellings at Brinsworth</li> <li>Complete Whamcliffe Regeneration</li> <li>Complete White Bear Regeneration</li> <li>Market test the responsive repairs service in a strategic partnership arrangement</li> <li>Demolition of private sector stock</li> </ul> | <ul style="list-style-type: none"> <li>2004/05</li> <li>2004/06</li> <li>2004/06</li> <li>2004/06</li> <li>2004/06</li> <li>2004/07</li> </ul> | <ul style="list-style-type: none"> <li>All properties refurbished and occupied</li> <li>Contributes to BVPIs 62 and 64</li> <li>Scheme completed contributing to BVPI 184 target</li> <li>Scheme completed contributing to BVPI 184 target</li> <li>Market testing strategy approved</li> <li>Packages of work identified</li> <li>Tender prepared and published</li> <li>Contributes to BVPI 62 (16% in 2004/05)</li> </ul> | <ul style="list-style-type: none"> <li>Private sector investment</li> <li>Housing Capital Programme</li> <li>Housing Capital Programme</li> <li>Housing Revenue Account</li> <li>Housing Capital Programme</li> </ul> | <ul style="list-style-type: none"> <li>Housing Regeneration Team</li> <li>Housing Regeneration Team</li> <li>Housing Regeneration Team</li> <li>Special Projects Manager</li> <li>Housing Regeneration Team</li> </ul> | <ul style="list-style-type: none"> <li>Monthly Capital Programme meetings</li> <li>Monthly BVPI Cabinet reports</li> <li>Monthly Capital Programme meetings</li> <li>Area Steering Group meetings</li> <li>Monthly BVPI Cabinet reports</li> <li>Monthly Capital Programme meetings</li> <li>Area Steering Group meetings</li> <li>Monthly BVPI Cabinet reports</li> <li>Programme Area Management Team</li> <li>Audit Commission</li> <li>Monthly Capital Programme meetings</li> <li>Monthly BVPI Cabinet reports</li> </ul> |

| Ensure Decent Homes   |  |  |  |   |   |  |  |
|---|--|--|--|---|---|--|--|
| Achieve the Governments Decent Homes targets for both social and private sector housing |  |  |  |   |   |  |  |
| Strategic Theme   | Action and Progress to April 2004  | Key Step   | Date   | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers   | Monitoring Arrangements  |
|   | <ul style="list-style-type: none"> <li>total</li> <li>Demolition of unsustainable public sector stock</li> <li>Refurbishment of private sector dwellings at Brinsworth contributing to BVPI 62 and 64</li> </ul> | <ul style="list-style-type: none"> <li>RSLs meet decency in all stock</li> <li>Develop and implement programme of Decent Homes work for Council stock</li> </ul> | <ul style="list-style-type: none"> <li>2004/10</li> <li>2004/10</li> </ul> | <ul style="list-style-type: none"> <li>100% of RSL property meets decency standard</li> <li>Consultants appointed to advise and assist strategic development</li> <li>Aspirational standards identified</li> <li>Consultation Plan developed</li> <li>Supply chain needs identified</li> <li>Investment plan produced</li> <li>Strategy in place</li> <li>Advertised in OJEC</li> <li>100% Customer Satisfaction Survey of Decent Homes work in Council stock</li> <li>Reduction in day to day repairs</li> </ul> | <ul style="list-style-type: none"> <li>RSL investment</li> <li>Major Repairs Allowance</li> <li>ALMO funding</li> </ul> | <ul style="list-style-type: none"> <li>RSLs</li> <li>Head of Service - Neighbourhood Management</li> </ul> | <ul style="list-style-type: none"> <li>Housing Corporation</li> <li>HIP monitoring returns</li> <li>Decent Homes Partnership</li> <li>ALMO Board</li> <li>Full Council</li> <li>ODPM/GOYH</li> </ul> |



| Ensure Decent Homes   |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|
| Establish an ALMO to deliver Decent Homes and other high quality services |  |  |  |  |  |  |  |
| Strategic Theme   | Strategic Objective  | Key Step   | Date   | Measure of Achievement / Required Outcome  | Resources  | Responsible Officers   | Monitoring Arrangements  |
|   | <b>Action and Progress to April 2004</b>   |  |  |  |  |  |  |
|   | <ul style="list-style-type: none"> <li>Carried out and completed Housing Option Appraisal</li> <li>Option Appraisal submitted and signed off by GOYH</li> <li>Bid made for a place on Round 4 of the ALMO Programme</li> <li>Multi Stakeholder Project Board established to oversee the development of the ALMO</li> <li>Best Value Review of Housing Management Service carried out and completed</li> <li>Produced a Service Improvement Plan and a Timetable for implementation of</li> </ul> | <ul style="list-style-type: none"> <li>Carry out consultation with all stakeholders and conduct test of opinion of tenants</li> <li>Establish ALMO Management Board/s</li> <li>Submit Section 27 application</li> <li>Agree contract management agreement between Council and ALMO</li> <li>Develop service improvement plan</li> <li>TUPE of Staff to ALMO</li> </ul> | <ul style="list-style-type: none"> <li>2004/05</li> <li>2004/05</li> <li>2004/05</li> <li>2004/05</li> <li>2004/06</li> <li>2004/06</li> </ul> | <ul style="list-style-type: none"> <li>Consultation completed</li> <li>100% survey of tenants</li> <li>Majority of tenants support ALMO</li> <li>Board in place</li> <li>Application submitted and approved</li> <li>Contract and management agreement in place</li> <li>Plan complete and approved</li> <li>Consultation with staff complete</li> <li>TUPE arrangements agreed</li> </ul> | <ul style="list-style-type: none"> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> </ul> | <ul style="list-style-type: none"> <li>Principal Policy and Planning Officer (Public Sector)</li> <li>Principal Policy and Planning Officer (Public Sector)</li> <li>Principal Policy and Planning Officer (Public Sector)</li> <li>Head of Service - Neighbourhood Management</li> <li>Principal Policy and Planning Officer (Public Sector)</li> <li>Transformation Team</li> <li>Human Resources Manager</li> </ul> | <ul style="list-style-type: none"> <li>Project Board</li> <li>ALMO Board</li> <li>Council Housing Futures Group</li> <li>ODPM/GOYH</li> <li>SHF</li> <li>Project Board</li> <li>ALMO Board</li> <li>ODPM/GOYH</li> <li>SHF</li> <li>Project Board</li> <li>ALMO Board</li> <li>ODPM/GOYH</li> <li>SHF</li> <li>Project Board</li> <li>ALMO Board</li> <li>ODPM/GOYH</li> <li>SHF</li> <li>Cabinet Member</li> <li>Project Board</li> <li>Programme Area Management Team</li> <li>Project Board</li> <li>ALMO Board</li> <li>ODPM/GOYH</li> <li>Full Council</li> </ul> |

| Ensure Decent Homes   |  |   |   |   |  |   |  |
|---|--|---|---|---|--|---|--|
| Establish an ALMO to deliver Decent Homes and other high quality services |  |   |   |   |  |   |  |
| Strategic Theme   | Strategic Objective  | Key Step  | Date  | Measure of Achievement / Required Outcome   | Resources  | Responsible Officers  | Monitoring Arrangements  |
|   | <p>Action and Progress to April 2004</p> <p>the ALMO</p> <ul style="list-style-type: none"> <li>Significant improvement in housing LPSA indicators with three of the four meeting their target.</li> </ul> | <ul style="list-style-type: none"> <li>Produce ALMO Delivery and Business Plans</li> <li>ALMO takes over management of housing stock</li> <li>ALMO inspection to achieve 2 star rating</li> <li>Draw down additional funding</li> </ul> | <p>2004/07</p> <p>2005/06</p> <p>2005/06</p> <p>2005/11</p> | <ul style="list-style-type: none"> <li>Staff transferred to ALMO</li> <li>First year plan completed</li> <li>Plans reviewed annually</li> <li>ALMO goes live</li> <li>Inspection carried out</li> <li>2 star rating achieved</li> <li>Funding accessed</li> <li>Spending in line with Business Plans</li> </ul> | <ul style="list-style-type: none"> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> <li>Housing Revenue Account</li> <li>ALMO funding</li> </ul> | <ul style="list-style-type: none"> <li>Head of Service - Neighbourhood Management</li> <li>Principal Policy and Planning Officer (Public Sector)</li> <li>Head of Service - Neighbourhood Management</li> <li>Head of Service - Neighbourhood Management</li> <li>Head of Service - Neighbourhood Management</li> </ul> | <ul style="list-style-type: none"> <li>Trade Unions</li> <li>Project Board</li> <li>ALMO Board</li> <li>ODPM/GOYH</li> <li>SHP</li> <li>ALMO Board</li> <li>ODPM/GOYH</li> <li>Full Council</li> <li>ALMO Board</li> <li>ODPM/GOYH</li> <li>Full Council</li> <li>Audit Commission</li> <li>ALMO Board</li> <li>ODPM/GOYH</li> <li>Full Council</li> </ul> |

| Ensure Decent Homes  |  |  |   |   |  |   |  |
|--|--|--|---|---|--|---|--|
| Improve thermal comfort and energy efficiency levels across all tenures of housing |  |  |   |   |  |   |  |
| Strategic Theme  | Strategic Objective  | Key Step   | Date  | Measure of Achievement / Required Outcome   | Resources  | Responsible Officers  | Monitoring Arrangements  |
|  | <b>Action and Progress to April 2004</b>   |  |   |   |  |   |  |
|  | <ul style="list-style-type: none"> <li>Affordable Warmth Strategy introduced</li> <li>Average SAP rating increased to 64 in private sector and BVPI 63 target of 58 met</li> <li>Health Through Warmth programme introduced with Age Concern</li> <li>Council dwellings- 900 cavity wall insulated</li> <li>800 lofts insulated</li> <li>Over 2500 Gas condensing boilers installed</li> <li>Warm Front / Private Sector - 733 Cavity wall insulated</li> <li>500 lofts insulated</li> <li>130 condensing boilers</li> <li>Save "N" Warm discount scheme - 200 cavity walls insulated</li> </ul> | <ul style="list-style-type: none"> <li>To install 25 free cavity walls to private dwellings via Health Through Warmth programme</li> <li>Complete Housing Energy Saving Scheme as part of Decent Homes programme</li> <li>Establish links with Clear Skies and secure funding for solar water heating and EST for community energy and photo voltaic</li> <li>Introduction of Energy Saving Company</li> </ul> | <p>2004/05</p> <p>2004/05</p> <p>2004/05</p> <p>2004/05</p> | <ul style="list-style-type: none"> <li>Completion of project</li> <li>BVPIs 63 and 184 targets met</li> <li>Successful grant applications</li> <li>8 bungalows with solar water heating</li> <li>Montgomery Hall community centre energy from photo voltaic</li> <li>Lower average fuel cost</li> <li>Equitable energy supply with no fuel payment differentials</li> <li>Minimise void turnaround time contributing to LPI' 68 and 69I</li> <li>Income generated for reinvestment in other energy efficiency measures</li> </ul> | <ul style="list-style-type: none"> <li>Energy Efficiency Commitment £15,000</li> <li>Capital Programme £100,000</li> <li>EEC £100,000</li> <li>EST £8,000</li> <li>Clear Skies</li> <li>Housing Revenue Account</li> </ul> | <ul style="list-style-type: none"> <li>Senior Home Energy Advice Officer</li> <li>Domestic Heating Programmes Monitoring Officer</li> <li>Senior Home Energy Advice Officer</li> <li>Senior Home Energy Advice Officer</li> </ul> | <ul style="list-style-type: none"> <li>Npower to monitor as sponsor organisation</li> <li>Monthly capital programme meetings</li> <li>Decent Homes Partnership Board</li> <li>EST</li> <li>Northern Consortium of Housing Authorities</li> <li>Scottish Power</li> <li>Monthly Capital Programme meetings</li> </ul> |

| Ensure Decent Homes  |   |  |         |  |  |   |  |
|--|---|--|---------|--|--|---|--|
| Improve thermal comfort and energy efficiency levels across all tenures of housing |   |  |         |  |  |   |  |
| Strategic Theme  | Strategic Objective   | Key Step   | Date    | Measure of Achievement / Required Outcome  | Resources  | Responsible Officers  | Monitoring Arrangements  |
| Action and Progress to April 2004  | <ul style="list-style-type: none"> <li>60 lofts insulated</li> <li>5 heating upgrades</li> <li>EST targets exceeded - HEES 2400 Presentations 14 Training 8 Home visits 50</li> <li>Commenced pilot scheme conversion of a solid fuel district heating scheme to combined heat and power (CHP)</li> </ul> | <ul style="list-style-type: none"> <li>Introduce awareness raising and freephone helpline for front line staff and monitor use.</li> </ul> | 2004/06 | <ul style="list-style-type: none"> <li>Pilot area - Dinnington area PCT introduced 2004 and extend across the Borough by 2006</li> <li>Increase in take up of Warm Front and Save N Warm Schemes</li> </ul>              | <ul style="list-style-type: none"> <li>£1000</li> </ul>  | <ul style="list-style-type: none"> <li>Senior Home Energy Advice Officer</li> </ul> | <ul style="list-style-type: none"> <li>Number of calls received</li> </ul>   |
|  |   | <ul style="list-style-type: none"> <li>Warm Front team to achieve same or better annual take up figures</li> </ul>                         | 2004/07 | <ul style="list-style-type: none"> <li>Improvement in average SAP rating</li> <li>Annual targets :-</li> <li>490 cavity walls insulated</li> <li>679 lofts insulated</li> <li>94 condensing boilers installed</li> </ul> | <ul style="list-style-type: none"> <li>Government Grant</li> <li>Energy Efficiency Commitment</li> <li>utility match funding £150 for lofts and £75 for boilers</li> </ul> | <ul style="list-style-type: none"> <li>Senior Home Energy Advice Officer</li> </ul> | <ul style="list-style-type: none"> <li>Scheme take up monthly information monitored by Warm Front Team</li> </ul>  |
|  |   | <ul style="list-style-type: none"> <li>Continue with SYEEAC team to promote "Save 'N' Warm" scheme through EST targets</li> </ul>          | 2004/07 | <ul style="list-style-type: none"> <li>Improvement in average SAP rating</li> <li>260 cavity walls insulated</li> <li>66 lofts insulated</li> <li>4 condensing boilers installed</li> </ul>                              | <ul style="list-style-type: none"> <li>Government funded £25m nationally</li> </ul>  | <ul style="list-style-type: none"> <li>Senior Home Energy Advice Officer</li> </ul> | <ul style="list-style-type: none"> <li>Monitor scheme take up at monthly meetings of SYEEAC Partners</li> </ul>  |
|  |   | <ul style="list-style-type: none"> <li>Meet EST targets</li> </ul>   | 2004/07 | <ul style="list-style-type: none"> <li>Improve home energy awareness and average SAP rating</li> <li>Annual targets :-</li> <li>1151 HEES</li> <li>5 presentations</li> <li>4 training events</li> </ul>                 | <ul style="list-style-type: none"> <li>Energy Efficiency Commitment</li> <li>£100 per dwelling</li> <li>£200 each boiler and £10 scheme levy</li> </ul>                    | <ul style="list-style-type: none"> <li>Senior Home Energy Advice Officer</li> </ul> | <ul style="list-style-type: none"> <li>Monitor scheme take up at monthly meetings of SYEEAC Partners</li> <li>Npower to monitor as sponsor organisation</li> </ul> |
|  |   | <ul style="list-style-type: none"> <li>Convert further District Heating schemes to Combined Heat</li> </ul>                                | 2004/07 | <ul style="list-style-type: none"> <li>3 schemes completed</li> <li>Improved SAP ratings</li> <li>Green electricity generated</li> </ul>   | <ul style="list-style-type: none"> <li>£80,000 grant from EST</li> </ul>   | <ul style="list-style-type: none"> <li>Senior Home Energy Advice Officer</li> </ul> | <ul style="list-style-type: none"> <li>Heat metering of individual properties</li> </ul>   |

| Ensure Decent Homes  |                                   |   |         |   |   |   |   |
|--|-----------------------------------|---|---------|---|---|---|---|
| Improve thermal comfort and energy efficiency levels across all tenures of housing |                                   |   |         |   |   |   |   |
| Strategic Theme  | Strategic Objective               | Key Step  | Date    | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers  | Monitoring Arrangements   |
|  | Action and Progress to April 2004 | <ul style="list-style-type: none"> <li>and Power</li> <li>Development of Eco Housing Scheme at Henley Rise</li> </ul> | 2004/07 | <ul style="list-style-type: none"> <li>Scheme completion with all units achieving 113 SAP rating</li> </ul> | <ul style="list-style-type: none"> <li>Single Housing Pot £640,000</li> </ul> | <ul style="list-style-type: none"> <li>South Yorkshire Housing Association Senior Home Energy Advice Officer</li> </ul> | <ul style="list-style-type: none"> <li>Progress reports to Regional Housing Board</li> <li>Strategic Housing Partnership</li> </ul> |

| Ensure Decent Homes   |   |          |  |  |   |   |                         |
|---|---|----------|--|--|---|---|-------------------------|
| Ensure effective links between Decent Homes and Transform South Yorkshire   |   |          |  |  |   |   |                         |
| Strategic Theme   | Strategic Objective   | Key Step | Date   | Measure of Achievement / Required Outcome  | Resources   | Responsible Officers  | Monitoring Arrangements |
| <ul style="list-style-type: none"> <li>Awareness raising of the Transform Strategy and the Decent Homes Partnership</li> <li>Submission of Pathfinder Prospectus to ODPM</li> <li>Submission of ALMO bid to GOYH</li> </ul> | <ul style="list-style-type: none"> <li>Produce 4 ADF master plans and Housing Investment Strategies for the two programmes</li> </ul> | 2004/05  | <ul style="list-style-type: none"> <li>ADF master planning documentation completed enabling future investment strategies to be developed</li> <li>Submission of agreed Housing Investment Strategies</li> <li>Plans for activity beyond 2006 submitted to ODPM and funding approved</li> <li>Demolition of unsustainable stock</li> <li>Reduction in long term voids</li> <li>BVPI 184 targets met</li> <li>All social housing decent by 2010</li> </ul> | <ul style="list-style-type: none"> <li>£ 650,000 HMRF</li> <li>Housing Revenue Account</li> <li>Major Repairs Allowance</li> <li>ALMO Funding</li> <li>Private Investment</li> </ul> | <ul style="list-style-type: none"> <li>HMR Team Leader</li> <li>Head of Service - Neighbourhood Management</li> </ul> | <ul style="list-style-type: none"> <li>Transform South Yorkshire</li> <li>SHP</li> <li>Decent Homes Board</li> <li>Rotherham Regeneration Board</li> <li>Housing Futures Group</li> </ul> |                         |

| <b>Renew the Housing Market</b>                              |   |  |   |  |  |  |   |
|--|---|--|---|--|--|--|---|
| <b>Improve the character and diversity of neighbourhoods</b> |   |  |   |  |  |  |   |
| <b>Strategic Theme</b>                                       | <b>Strategic Objective</b>  | <b>Key Step</b>  | <b>Date</b>   | <b>Measure of Achievement / Required Outcome</b>   | <b>Resources</b>   | <b>Responsible Officers</b>  |   |
| <b>Strategic Theme</b>                                       | <b>Strategic Objective</b>  | <b>Key Step</b>  | <b>Date</b>   | <b>Measure of Achievement / Required Outcome</b>   | <b>Resources</b>   | <b>Responsible Officers</b>  |   |
|  | <b>Action and Progress to April 2004</b>  |  |   |  |  |  |   |
|  | <ul style="list-style-type: none"> <li>Influenced new housing developments to meet local housing needs</li> <li>Conducted Housing Needs Survey</li> <li>Carried out a review of the Affordable Housing Policy</li> <li>Demolition of stock in Canklow Kiveton, Dinnington &amp; Eastwood Village</li> <li>Compete Sustainability Model</li> <li>Urban Potential Study Completed</li> <li>Spatial Planning Study underway</li> </ul> | <ul style="list-style-type: none"> <li>Develop and Implement the Empty Homes Strategy</li> <li>Carry out sustainability assessment to all neighbourhoods in Rotherham</li> <li>Implement Affordable Housing Policy through Local Planning Guidance</li> <li>Utilise Spatial planning &amp; Urban Potential studies to inform master planning and development decision making</li> <li>Produce planning and development briefs</li> <li>Develop South Yorkshire Design Guide</li> <li>Remodel / Demolish Unsustainable</li> </ul> | <ul style="list-style-type: none"> <li>2004/05</li> <li>2004/05</li> <li>2004/07</li> <li>2004/05</li> <li>2005/06</li> <li>2005/06</li> <li>2005/11</li> </ul> | <ul style="list-style-type: none"> <li>Strategy submitted to SHP and Approved</li> <li>Improved performance against BVPI 64</li> <li>Neighbourhood profiles completed for all Rotherham communities</li> <li>All new housing developments come under new guidance</li> <li>Study reports completed and endorsement of findings sub regionally</li> <li>First 2 briefs completed</li> <li>Rotherham HMR Design Officer post filled</li> <li>Design Guide published</li> <li>First 2 projects commenced in 2005/6</li> </ul> | <ul style="list-style-type: none"> <li>HIP &amp; HMRF</li> <li>Corporate Neighbourhood Statistical team</li> <li>HMRF &amp; HIP</li> <li>Forward Planning &amp; HMR officers</li> <li>Contributions through Section 106 agreements</li> <li>RSL partners</li> <li>HMRF</li> <li>Planning Authority</li> <li>HMRF</li> <li>HMRF</li> <li>HMRF &amp; ALMO funding</li> </ul> | <ul style="list-style-type: none"> <li>Principle Policy and Planning Officer</li> <li>Housing Strategy Manager</li> <li>Head of Planning</li> <li>Head of Service - Neighbourhood Development</li> <li>Head of Forward Planning</li> <li>Team Leader HMR</li> <li>Team Leader HMR</li> <li>Team Leader HMR</li> <li>Head of</li> </ul> | <ul style="list-style-type: none"> <li>Transform South Yorkshire Board</li> <li>SHP</li> <li>SHP</li> <li>Decent Homes Board</li> <li>Planning Board</li> <li>SHP</li> <li>Transform SY</li> <li>Transform SY</li> <li>Transform SY</li> <li>SHP</li> <li>SYHARP</li> <li>Transform SY</li> <li>Decent Homes</li> </ul> |

| Strategic Theme                   | Renew the Housing Market                              |      |   |           |                      |                            |
|-----------------------------------|---|------|---|-----------|----------------------|----------------------------|
| Strategic Objective               | Improve the character and diversity of neighbourhoods |      |   |           |                      |                            |
| Action and Progress to April 2004 | Key Step  | Date | Measure of Achievement / Required Outcome | Resources | Responsible Officers | Monitoring Arrangements    |
|                                   | Stock   |      |   |           | Neighbourhood        | Board<br>• Housing Futures |



| Renew the Housing Market   |  |  |  |  |  |   |  |
|--|--|--|--|--|--|---|--|
| Improve the overall quality, design and efficiency of housing in the Borough |  |  |  |  |  |   |  |
| Strategic Theme  | Strategic Objective  | Key Step   | Date   | Measure of Achievement / Required Outcome  | Resources  | Responsible Officers  | Monitoring Arrangements  |
|  | <p><b>Action and Progress to April 2004</b></p> <ul style="list-style-type: none"> <li>Secured funding for Eco Housing Scheme</li> <li>A bid for Transform South Yorkshire resources has been made to complete design guide</li> <li>New affordable housing policy adopted under local supplementary planning guidance</li> <li>Responded to Waverley masterplanning consultation</li> </ul> | <ul style="list-style-type: none"> <li>Develop a mechanism that offers developers support to raise development standards</li> <li>Promote sustainable building practice, innovation and off site manufacture</li> <li>Complete Eco Housing Scheme</li> </ul> | <p>2004/05</p> <p>2004/07</p> <p>2006/07</p> | <ul style="list-style-type: none"> <li>First development to receive additional funding support</li> <li>Hold promotion event at SY Developers Forum</li> <li>Complete detailed development proposals for Eco housing scheme 2004</li> <li>Opening launch event 2005</li> </ul> | <ul style="list-style-type: none"> <li>HMRP</li> <li>HMRP</li> <li>Regional Housing Board Funding</li> </ul> | <ul style="list-style-type: none"> <li>Team Leader HMR</li> <li>Head of Neighbourhood Development</li> <li>Team Leader HMR Development Director SYHA</li> </ul> | <ul style="list-style-type: none"> <li>Transform South Yorkshire Board</li> <li>SHP</li> <li>SHP SYHARP</li> </ul> |

| Renew the Housing Market<br>Create a new urban community in the Town Centre   |   |          |  |   |   |   |  |
|---|---|----------|--|---|---|---|--|
| Strategic Theme   | Strategic Objective   | Key Step | Date   | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers  | Monitoring Arrangements  |
| <ul style="list-style-type: none"> <li>• Consultation with Town Team to develop strategic thinking on population of town centre</li> <li>• Successful bid for Housing Market Renewal funding</li> <li>• Establishment of a town centre housing project team</li> <li>• Public consultation on Town Charter</li> </ul> | <ul style="list-style-type: none"> <li>• Aspirations housing study</li> <li>• Feasibility work to housing demonstration area</li> <li>• Design coding to Westgate area of Town Centre</li> <li>• Town Centre master planning complete</li> <li>• Develop a living over the shop programme</li> <li>• Establish Town Centre delivery vehicle</li> <li>• Procurement of capital works in housing demonstration area</li> <li>• Gain control of strategic sites for</li> </ul> | 2004/05  | <ul style="list-style-type: none"> <li>• Findings of report approved by ODPM</li> </ul>                        | <ul style="list-style-type: none"> <li>• HMRF</li> </ul>  | <ul style="list-style-type: none"> <li>• Team Leader HMR</li> </ul>                   | <ul style="list-style-type: none"> <li>• Transform South Yorkshire Board</li> </ul> |  |
|   |   | 2004/05  | <ul style="list-style-type: none"> <li>• Technical reports and studies completed on all 4 sites</li> </ul>     | <ul style="list-style-type: none"> <li>• HMRF</li> <li>• Private Sector</li> </ul>  | <ul style="list-style-type: none"> <li>• Team Leader HMR</li> </ul>                   | <ul style="list-style-type: none"> <li>• Transform South Yorkshire Board</li> </ul> |  |
|   |   | 2004/05  | <ul style="list-style-type: none"> <li>• Design coding to Westgate area of Town Centre</li> </ul>              | <ul style="list-style-type: none"> <li>• Engagement of consultants</li> <li>• Detailed planning submission submitted to the Planning Authority</li> </ul> | <ul style="list-style-type: none"> <li>• ODPM funding</li> </ul>                      | <ul style="list-style-type: none"> <li>• Head of Forward Planning</li> </ul>        | <ul style="list-style-type: none"> <li>• ODPM Rotherham Town Team</li> </ul>           |
|   |   | 2004/05  | <ul style="list-style-type: none"> <li>• Town Centre master planning complete</li> </ul>                       | <ul style="list-style-type: none"> <li>• Masterplan published by Town Team</li> </ul>   | <ul style="list-style-type: none"> <li>• Renaissance SY</li> </ul>                    | <ul style="list-style-type: none"> <li>• Executive Director of EDS</li> </ul>       | <ul style="list-style-type: none"> <li>• Town Team</li> </ul>                          |
|   |   | 2004/05  | <ul style="list-style-type: none"> <li>• Develop a living over the shop programme</li> </ul>                   | <ul style="list-style-type: none"> <li>• First scheme completed</li> </ul>  | <ul style="list-style-type: none"> <li>• HMRF &amp; Private sector funding</li> </ul> | <ul style="list-style-type: none"> <li>• Team Leader HMR</li> </ul>                 | <ul style="list-style-type: none"> <li>• Town Team &amp; Transform SY</li> </ul>       |
|   |   | 2004/05  | <ul style="list-style-type: none"> <li>• Establish Town Centre delivery vehicle</li> </ul>                     | <ul style="list-style-type: none"> <li>• Complete delivery vehicle study 2004</li> <li>• Delivery/joint venture agreement entered into 2005</li> </ul>    | <ul style="list-style-type: none"> <li>• HMRF</li> </ul>                              | <ul style="list-style-type: none"> <li>• Team Leader HMR</li> </ul>                 | <ul style="list-style-type: none"> <li>• Transform SY &amp; Council Cabinet</li> </ul> |
|   |   | 2004/05  | <ul style="list-style-type: none"> <li>• Procurement of capital works in housing demonstration area</li> </ul> | <ul style="list-style-type: none"> <li>• Selection of developer</li> </ul>  | <ul style="list-style-type: none"> <li>• HMRF</li> </ul>                              | <ul style="list-style-type: none"> <li>• Team Leader HMR</li> </ul>                 | <ul style="list-style-type: none"> <li>• Transform South Yorkshire Board</li> </ul>    |
|   |   | 2004/08  | <ul style="list-style-type: none"> <li>• Gain control of strategic sites for</li> </ul>                        | <ul style="list-style-type: none"> <li>• First land assembly for redevelopment 2005/6</li> </ul>  | <ul style="list-style-type: none"> <li>• HMRF &amp; Private Sector</li> </ul>         | <ul style="list-style-type: none"> <li>• Team Leader HMR</li> </ul>                 | <ul style="list-style-type: none"> <li>• Town Team &amp; Transform SY</li> </ul>       |

| Renew the Housing Market                        |                                   |   |         |   |   |   |   |
|---|-----------------------------------|---|---------|---|---|---|---|
| Create a new urban community in the Town Centre |                                   |   |         |   |   |   |   |
| Strategic Theme                                 | Strategic Objective               | Key Step  | Date    | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers  | Monitoring Arrangements   |
|   | Action and Progress to April 2004 | <ul style="list-style-type: none"> <li>housing development by land acquisition</li> <li>Complete capital works to demonstration area</li> </ul> | 2006/07 | <ul style="list-style-type: none"> <li>increase number of households living in the town centre by 40</li> </ul> | <ul style="list-style-type: none"> <li>HMRP &amp; Private Sector</li> </ul> | <ul style="list-style-type: none"> <li>Team Leader HMR</li> </ul> | <ul style="list-style-type: none"> <li>Transform South Yorkshire Board</li> </ul> |

| Renew the Housing Market                          |  |   |  |  |  |   |   |
|---|--|---|--|--|--|---|---|
| Increase the range and diversity of accommodation |  |   |  |  |  |   |   |
| Strategic Theme                                   | Strategic Objective  | Key Step  | Date                                       | Measure of Achievement / Required Outcome  | Resources  | Responsible Officers  | Monitoring Arrangements   |
|   | <ul style="list-style-type: none"> <li>Developed a framework for Master Plans and Area Development Frameworks</li> <li>New affordable housing policy adopted under local supplementary planning guidance</li> <li>Completed a supported housing scheme for young parents and pregnant teenagers</li> <li>Rejuvenated former derelict private sector housing in Brinsworth</li> </ul> | <ul style="list-style-type: none"> <li>Develop shared equity housing schemes</li> <li>Increase the number of new build 'high income' housing</li> <li>Improve understanding of rural housing issues in Rotherham</li> </ul> | <p>2004/5</p> <p>2004/10</p> <p>2005/6</p> | <ul style="list-style-type: none"> <li>First 20 shared equity properties developed</li> <li>Incorporated into future development briefs</li> <li>Completion of Housing Demonstration area in Town Centre</li> <li>Inform sub-regional Housing Strategy</li> <li>Investment strategy developed</li> </ul> | <ul style="list-style-type: none"> <li>Private Sector</li> <li>HIMRF</li> <li>Private sector</li> <li>HIMRF</li> <li>HIP</li> <li>Planning Authority</li> <li>HIMRF</li> </ul> | <ul style="list-style-type: none"> <li>Team Leader - HMR</li> <li>Team Leader - HMR</li> <li>Head of Service – Neighbourhood Development</li> </ul> | <ul style="list-style-type: none"> <li>SHP</li> <li>SHP</li> <li>SHP</li> </ul> |

| Provide Fair Access and Choice |   |   |  |   |  |  |
|--------------------------------|---|---|--|---|--|--|
| Prevention of Homelessness     |   |   |  |   |  |  |
| Strategic Theme                | Strategic Objective   | Date  | Measure of Achievement / Required Outcome  | Resources   | Responsible Officers   | Monitoring Arrangements  |
|                                | <b>Action and Progress to April 2004</b>  |   |  |   |  |  |
|                                | <ul style="list-style-type: none"> <li>100% achievement of homelessness decisions within statutory guidelines</li> <li>Service directory completed</li> <li>Service promotional material developed and distributed</li> <li>Homelessness prevention programme rolled out to schools</li> <li>Free-phone help-line in neighbourhood offices established and operational</li> <li>Mediation pilot underway</li> <li>Development of dispersed housing scheme with Action Housing and Hallam</li> </ul> | <ul style="list-style-type: none"> <li>2004/05</li> <li>2004/05</li> <li>2004/05</li> <li>2004/05</li> <li>2004/05</li> <li>2004/05</li> <li>2004/05</li> </ul> | <ul style="list-style-type: none"> <li>Reduced use of bed and breakfast accommodation</li> <li>Reduction in level of homelessness presentation</li> <li>LPI 67 / BVPI183 / BVPI 202 / BVPI203 - all achieve upper quartile performance</li> <li>Joint protocols and risk management procedures</li> <li>Reduction in level of repeat homelessness applications</li> <li>Reduction in level of homelessness presentation</li> </ul> | <ul style="list-style-type: none"> <li>Bed and Breakfast funding £8,000</li> <li>Staffing resources Budget £1,000</li> <li>ODPM Grant £31,000</li> <li>Video Link set up and annual running costs £6,000</li> <li>Staffing resources</li> <li>Staffing resources Budget £500</li> </ul> | <ul style="list-style-type: none"> <li>Homelessness Team Leader</li> <li>Homelessness Team Leader</li> <li>Homelessness Team Leader</li> <li>Homelessness Team Leader</li> <li>Homelessness Team Leader</li> <li>Homelessness Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Cabinet Report P1E forms CIPFA returns ODPM quarterly monitoring reports</li> <li>Cabinet Report P1E forms CIPFA returns ODPM quarterly monitoring reports</li> <li>Performance Management Framework</li> <li>Cabinet Report Supervision meetings - weekly</li> <li>Quarterly monitoring report P1E forms CIPFA returns ODPM quarterly monitoring reports</li> <li>Quarterly monitoring report Supervision meetings - weekly</li> </ul> |

| Provide Fair Access and Choice |  |   |         |  |   |  |   |
|--------------------------------|--|---|---------|--|---|--|---|
| Prevention of Homelessness     |  |   |         |  |   |  |   |
| Strategic Theme                | Strategic Objective  | Key Step  | Date    | Measure of Achievement / Required Outcome  | Resources   | Responsible Officers   | Monitoring Arrangements   |
|                                | <b>Action and Progress to April 2004</b>                                       |   |         |  |   |  |   |
|                                | Housing Society under development  | <ul style="list-style-type: none"> <li>Evaluate mediation pilot</li> </ul>  | 2004/05 | <ul style="list-style-type: none"> <li>Reduction in level of homelessness presentation</li> <li>Numbers of homelessness prevented through mediation</li> </ul> | <ul style="list-style-type: none"> <li>Contact with Sheffield Mediation</li> <li>Budget £1,000</li> </ul> | <ul style="list-style-type: none"> <li>Homelessness Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Quarterly monitoring report</li> <li>Supervision meetings – weekly</li> <li>Homelessness Strategy Group</li> </ul> |
|                                | Increased level of 'in-house' homelessness dispersed housing units             | <ul style="list-style-type: none"> <li>Review of Out of Hours homelessness service</li> </ul>   | 2004/05 | <ul style="list-style-type: none"> <li>Reduction in out of hours homelessness referrals</li> </ul>   | <ul style="list-style-type: none"> <li>Staffing resources</li> </ul>                                      | <ul style="list-style-type: none"> <li>Homelessness Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Quarterly monitoring report</li> <li>Homelessness Strategy Group</li> </ul>  |
|                                | Undertaken Rough Sleepers count - nil return                                   | <ul style="list-style-type: none"> <li>Improve partnership working and coordination with Rotherham Homelessness project in respect direct access provision</li> </ul> | 2004/05 | <ul style="list-style-type: none"> <li>Successful implementation of direct access and day service provision</li> </ul>   | <ul style="list-style-type: none"> <li>Staffing support to Rotherham Homelessness Project</li> </ul>      | <ul style="list-style-type: none"> <li>Homelessness Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Quarterly monitoring report on access to direct services</li> </ul>  |
|                                | Significant reduction in usage of bed and breakfast for families with children | <ul style="list-style-type: none"> <li>Re-negotiate existing lease and increase provision with Women's Refuge</li> </ul>  | 2004/05 | <ul style="list-style-type: none"> <li>Lease extension</li> </ul>  | <ul style="list-style-type: none"> <li>Staffing resources</li> <li>Market rent payment</li> </ul>         | <ul style="list-style-type: none"> <li>Housing Needs Manager</li> </ul>    | <ul style="list-style-type: none"> <li>Cabinet Report</li> </ul>  |
|                                | Secured financial resources to re-develop Women's Refuge                       | <ul style="list-style-type: none"> <li>Additional emergency homelessness units</li> </ul>   | 2004/05 | <ul style="list-style-type: none"> <li>7 additional emergency units</li> </ul>   | <ul style="list-style-type: none"> <li>7 units of accommodation £24,000</li> </ul>                        | <ul style="list-style-type: none"> <li>Homelessness Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Monthly LPSA reports</li> </ul>  |
|                                | Move on accommodation from Women's Refuge                                      | <ul style="list-style-type: none"> <li>Review strategies associated with homelessness to</li> </ul>   | 2005/06 | <ul style="list-style-type: none"> <li>Homelessness strategy and action plan updated to reflect changing local and</li> </ul>                                  | <ul style="list-style-type: none"> <li>Staffing resources</li> <li>Homelessness Strategy Group</li> </ul> | <ul style="list-style-type: none"> <li>Homelessness Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Quarterly monitoring report</li> <li>Homelessness</li> </ul>   |

| Provide Fair Access and Choice |  |  |         |  |  |  |   |
|--------------------------------|--|--|---------|--|--|--|---|
| Prevention of Homelessness     |  |  |         |  |  |  |   |
| Strategic Theme                | Strategic Objective  | Key Step   | Date    | Measure of Achievement / Required Outcome  | Resources  | Responsible Officers   | Monitoring Arrangements   |
|                                | <p>Progress to April 2004</p> <ul style="list-style-type: none"> <li>established</li> <li>Undertaken roadshows with stakeholders and service users</li> <li>Tenants focus group for homelessness issues established</li> </ul> | <ul style="list-style-type: none"> <li>re-priorities objectives</li> <li>Reduce customer time-span in temporary accommodation</li> </ul> | 2005/06 | <ul style="list-style-type: none"> <li>Reduction of nights in temporary accommodation</li> </ul> | <ul style="list-style-type: none"> <li>Staffing resources</li> <li>Access to voids in borough</li> </ul> | <ul style="list-style-type: none"> <li>Homelessness Team Leader</li> </ul> | <p>Strategy Group</p> <ul style="list-style-type: none"> <li>Quarterly monitoring report</li> <li>P1E forms</li> <li>CIPFA return</li> <li>ODPM quarterly monitoring reports</li> </ul> |

| Provide Fair Access and Choice  |  |  |   |   |  |   |
|---|--|--|---|---|--|---|
| Strategic Objective   |  |  |   |   |  |   |
| Action and Progress to April 2004   |  |  |   |   |  |   |
| Strategic Theme   | Key Step   | Date   | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers   | Monitoring Arrangements   |
| <ul style="list-style-type: none"> <li>Furnished Accommodation Strategy adopted</li> <li>Homelessness dispersed furnished units developed to market test suppliers</li> <li>Research and benchmarking undertaken</li> <li>Evaluation undertaken of existing advocacy service provided by CAB</li> <li>Approval to terminate CAB contract</li> <li>Active role in Supporting People Programme through Core Strategy and Commissioning Groups</li> <li>Contribution to Supporting people</li> </ul> | <ul style="list-style-type: none"> <li>Furnished accommodation scheme operational</li> <li>Increase Homelessness dispersed furnished units</li> <li>Choice based letting scheme introduced</li> <li>Complete ODPM Cross Service Supporting People review</li> <li>Cost benefit analysis of Home Improvement</li> </ul> | <p>2004/06</p> <p>2004/05</p> <p>2004/05</p> <p>2004/05</p> <p>2004/05</p> | <ul style="list-style-type: none"> <li>100 units available from May 2004 and a further 100 units by March 2006</li> <li>BVPI and LPI performance management</li> <li>Increase from 20 to 32 units</li> <li>Reduction in use of bed and breakfast accommodation</li> <li>Scheme adopted and operational March 2005</li> <li>Increase in level of nominations with RSL</li> <li>Reduction in void levels</li> <li>Reduction in tenancy terminations and property refusals</li> <li>Reduction in HES 5 local performance indicator</li> <li>Review complete by November 2004</li> <li>Implementation of HIA to complement existing Agency Service</li> </ul> | <ul style="list-style-type: none"> <li>LPSA pump priming £40,000 grant</li> <li>£200,000 unsupported credit approval</li> <li>LPSA pump priming £40,000 grant</li> <li>£200,000 unsupported credit approval</li> <li>HRA</li> <li>E:government grant</li> <li>Invest to Save</li> <li>Staffing resources</li> <li>HIA Grant £45,000</li> <li>Capital</li> </ul> | <ul style="list-style-type: none"> <li>Furnished Accommodation Team Leader</li> <li>Homelessness Team Leader</li> <li>Housing Needs Manager</li> <li>Housing Needs Manager</li> <li>Agency and Grants Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Monthly BVPI's and LPI's</li> <li>Monthly LPSA reports</li> <li>Quarterly monitoring report</li> <li>Homelessness Strategy Group</li> <li>Monthly Supervision</li> <li>Cabinet Report</li> <li>Quarterly monitoring report</li> <li>Supporting People Review Service Improvement Action Plan</li> <li>Cabinet report Supporting People Contract</li> </ul> |



| Provide Fair Access and Choice     |   |   |         |   |  |   |  |
|------------------------------------|---|---|---------|---|--|---|--|
| Securing suitable, quality housing |   |   |         |   |  |   |  |
| Strategic Theme                    | Strategic Objective   | Key Step  | Date    | Measure of Achievement / Required Outcome   | Resources  | Responsible Officers  | Monitoring Arrangements  |
| Action and Progress to April 2004  | <p>reviews and priority setting for commissioning and de-commissioning of services</p> <ul style="list-style-type: none"> <li>Review of central Warden service and Young people's provision</li> <li>Re-provision of Action Housing and Hallam Housing Society - Elliott Court to provide additional units of dispersed housing for single homeless people</li> </ul> | Agency as an extension of the Agency Service                            |         | <ul style="list-style-type: none"> <li>Properties repaired via external funding</li> <li>Increased performance on BVPI 62</li> </ul>  | Programme from 2005/06   |   | Review and QAF   |
|                                    |   | Develop and implement Lifetime Homes Strategy                           | 2004/06 | <ul style="list-style-type: none"> <li>Principles embedded within decent homes programme</li> <li>Alignment with Affordable Housing policy</li> </ul>   | <ul style="list-style-type: none"> <li>Capital Programme</li> </ul>  | <ul style="list-style-type: none"> <li>Decent Homes Manager</li> </ul>  | <ul style="list-style-type: none"> <li>Cabinet report</li> <li>Decent Homes Programme and project monitoring group</li> </ul>  |
|                                    |   | Conduct Special Needs Housing Survey                                    | 2004/05 | <ul style="list-style-type: none"> <li>Inform future development bids to increase provision of specialist accommodation</li> </ul>  | <ul style="list-style-type: none"> <li>Capital programme £50,000</li> </ul>  | <ul style="list-style-type: none"> <li>Housing Needs Manager</li> </ul>   | <ul style="list-style-type: none"> <li>Cabinet report</li> <li>HIP returns</li> </ul>  |
|                                    |   | Single Assessment process for Extra Care Housing development introduced | 2004/05 | <ul style="list-style-type: none"> <li>Assessed access to specialist accommodation</li> </ul>   | <ul style="list-style-type: none"> <li>Staffing resources</li> </ul>   | <ul style="list-style-type: none"> <li>Assessment Team Leader</li> </ul>  | <ul style="list-style-type: none"> <li>Quarterly monitoring report</li> <li>NSF quarterly action plan</li> </ul>   |
|                                    |   | Implementation of Sheltered Housing Review                              | 2004/05 | <ul style="list-style-type: none"> <li>Rationalisation of existing sheltered accommodation</li> <li>De-designation of sheltered units</li> <li>Identification of complexes suitable for Extra Care Housing</li> <li>Allocations based on needs assessment</li> <li>Redevelopment of unsustainable sites</li> <li>Reduction in HES 68 and 69 local performance indicators</li> </ul> | <ul style="list-style-type: none"> <li>HRA</li> <li>Capital Programme</li> <li>L.A. land</li> <li>Housing Corporation</li> <li>Transform South Yorkshire £152,000</li> </ul> | <ul style="list-style-type: none"> <li>Housing Manager</li> <li>Supporting People Manager</li> <li>Head of Service - Social Services</li> </ul> | <ul style="list-style-type: none"> <li>Cabinet report</li> <li>Extra Care working group</li> <li>Older People's Housing Strategy Action Plan</li> <li>Void monitoring</li> </ul> |
|                                    |   |   |         |   |  |   |  |

| Strategic Theme                   | Provide Fair Access and Choice  |                               |   |  |   |   |
|-----------------------------------|---|-------------------------------|---|--|---|---|
| Strategic Objective               | Securing suitable, quality housing  |                               |   |  |   |   |
| Action and Progress to April 2004 | Key Step  | Date                          | Measure of Achievement / Required Outcome   | Resources  | Responsible Officers  | Monitoring Arrangements   |
|                                   | <ul style="list-style-type: none"> <li>Implementation of Outreach Information Services</li> <li>Nomination agreements with private landlords</li> </ul> | <p>2005/06</p> <p>2005/06</p> | <ul style="list-style-type: none"> <li>Outreach services to community and voluntary agencies</li> <li>Nomination agreements developed in conjunction with private landlord accreditation scheme</li> <li>Improved access to rented accommodation</li> </ul> | <ul style="list-style-type: none"> <li>Staffing resources</li> <li>Staffing resources</li> </ul> | <ul style="list-style-type: none"> <li>Housing Advice Team Leader</li> <li>Options Officer</li> </ul> | <ul style="list-style-type: none"> <li>Monthly Supervision Quarterly monitoring report</li> <li>ODPM quarterly monitoring reports</li> <li>Monthly Supervision Quarterly monitoring report</li> <li>P1E forms</li> <li>CIPFA return</li> <li>ODPM quarterly monitoring reports</li> </ul> |

| Provide Fair Access and Choice |  |   |   |   |   |   |  |
|--------------------------------|--|---|---|---|---|---|--|
| Supporting individual needs    |  |   |   |   |   |   |  |
| Strategic Theme                | Strategic Objective  | Key Step  | Date  | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers  | Monitoring Arrangements  |
|                                | <b>Action and Progress to April 2004</b>   |   |   |   |   |   |  |
|                                | <ul style="list-style-type: none"> <li>Research and benchmarking undertaken for Older People's Housing Strategy</li> <li>Review of sheltered housing underway</li> <li>Completion of Extra Care Housing Scheme</li> <li>Video link established with local prisons</li> <li>Development and distribution of homelessness service literature and posters</li> <li>Housing Needs Survey completed</li> <li>BME study complete</li> <li>Older People's Planning Group established</li> </ul> | <ul style="list-style-type: none"> <li>Adoption of Older Peoples Housing Strategy</li> <li>Independent Housing Advice Service introduced</li> <li>Adapted property database established</li> <li>Expansion of Video Link service</li> </ul> | <p>2004/05</p> <p>2004/05</p> <p>2004/05</p> <p>2004/05</p> | <ul style="list-style-type: none"> <li>LPI's performance management</li> <li>Customer satisfaction surveys</li> <li>Operational by October 2004</li> <li>Level of presentations to Housing Advisory service</li> <li>Reduction in level of evictions</li> <li>Reduction in level of repeat applications for re-housing</li> <li>Reduction in tenancy terminations and property refusals</li> <li>Increase in the level of Domestic Violence cases maintaining tenancies</li> <li>e-access to housing advice available</li> <li>Better use of adapted stock through effective matching of property to people</li> <li>Improved multi-agency working and referral arrangements</li> <li>Improved access to housing options for customers</li> </ul> | <ul style="list-style-type: none"> <li>Staffing resources</li> <li>Strategy budget £1,000</li> <li>Re-alignment of sheltered housing</li> <li>Set up costs contained within budget for Choice Based Lettings scheme</li> <li>Staffing resources</li> <li>Staffing resources Capital Programme £6,000</li> </ul> | <ul style="list-style-type: none"> <li>Housing Needs Manager</li> <li>Housing Advice Team Leader</li> <li>Occupational Therapist</li> <li>Homelessness Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Older People's Planning Group Strategy Action Plan</li> <li>Cabinet report</li> <li>Cabinet Report Quarterly monitoring report</li> <li>Monthly Supervision Quarterly monitoring report</li> <li>Cabinet Report Homelessness Quarterly monitoring report</li> </ul> |

| Strategic Theme                   | Provide Fair Access and Choice  |         |  |  |  |   |
|-----------------------------------|---|---------|--|--|--|---|
| Strategic Objective               | Supporting individual needs   |         |  |  |  |   |
| Action and Progress to April 2004 | Key Step  | Date    | Measure of Achievement / Required Outcome  | Resources  | Responsible Officers   | Monitoring Arrangements   |
|                                   | <ul style="list-style-type: none"> <li>Development and implementation of BME Housing Strategy</li> </ul>                            | 2004/05 | <ul style="list-style-type: none"> <li>Number of cases given advice and if appropriate, rehoused</li> <li>Culturally sensitive services developed to reflect needs of customers in the borough</li> <li>Consultation Conference</li> <li>Production of strategy</li> <li>Appointment of Equalities and Diversity Officer</li> <li>Introduction of positive action training scheme</li> <li>Improvement in BVPI 74 and 75</li> </ul>  | <ul style="list-style-type: none"> <li>Housing Investment Programme - £10,000 to develop HRA</li> </ul>  | <ul style="list-style-type: none"> <li>Equality and Diversity Officer</li> </ul> | <ul style="list-style-type: none"> <li>Core Statistical return</li> <li>Cabinet Report</li> <li>Quarterly monitoring report</li> </ul>        |
|                                   | <ul style="list-style-type: none"> <li>Development and implementation of Housing elements of Community Cohesion Strategy</li> </ul> | 2004/05 | <ul style="list-style-type: none"> <li>Anti-social behaviour strategy complete</li> <li>Service Level Agreements in place to provide multi-tenure service</li> <li>Reduction in crime levels and anti social behaviour</li> <li>Improved integration of multi cultural communities</li> <li>Implement victim support strategy</li> <li>24 hour witness hotline</li> <li>Extend safer homes pilot to whole borough</li> <li>Introduce dispersed alarm scheme</li> <li>BVPIs and LPIs to measure improvement – 126, 127, 128, 174, 175 and HES3</li> </ul> | <ul style="list-style-type: none"> <li>Single Capital Pot £25,000</li> <li>Neighbourhood Renewal Fund £70,000</li> <li>Housing General Fund £120,000</li> <li>HRA</li> </ul> | <ul style="list-style-type: none"> <li>Housing Manager</li> </ul>                | <ul style="list-style-type: none"> <li>Community Cohesion Action Plan</li> <li>Cabinet Report</li> <li>Quarterly monitoring report</li> </ul> |

| Provide Fair Access and Choice    |                     |   |         |  |   |   |   |
|-----------------------------------|---------------------|---|---------|--|---|---|---|
| Supporting individual needs       |                     |   |         |  |   |   |   |
| Strategic Theme                   | Strategic Objective | Key Step  | Date    | Measure of Achievement / Required Outcome  | Resources   | Responsible Officers  | Monitoring Arrangements   |
| Action and Progress to April 2004 |                     | <ul style="list-style-type: none"> <li>Identification and agreement of standards and specification with BME communities for new build housing that is culturally sensitive</li> </ul> | 2004/05 | <ul style="list-style-type: none"> <li>Increased take up of service provision form BME communities</li> </ul>  | <ul style="list-style-type: none"> <li>Staffing resources</li> </ul>  | <ul style="list-style-type: none"> <li>Policy Officer</li> </ul>                      | <ul style="list-style-type: none"> <li>Number of new dwellings built through planning gain</li> <li>Cabinet Report</li> <li>Annual report</li> </ul>  |
|                                   |                     | <ul style="list-style-type: none"> <li>Cross service review of Community Based Services</li> </ul>  | 2004/05 | <ul style="list-style-type: none"> <li>Identification of services and effectiveness in enabling individuals to live independently in the community</li> </ul>                              | <ul style="list-style-type: none"> <li>Staffing resources</li> </ul>  | <ul style="list-style-type: none"> <li>Housing Needs Manager</li> </ul>               | <ul style="list-style-type: none"> <li>Community Services Action Plan</li> <li>Cabinet report</li> </ul>  |
|                                   |                     | <ul style="list-style-type: none"> <li>Evaluate disabled adaptation take up with BME communities</li> </ul>   | 2005/06 | <ul style="list-style-type: none"> <li>Level and type of adaptations undertaken each year by ethnic origin</li> <li>Increased take up of service provision form BME communities</li> </ul> | <ul style="list-style-type: none"> <li>Staffing resources</li> </ul>  | <ul style="list-style-type: none"> <li>Agency and Grants Team Leader</li> </ul>       | <ul style="list-style-type: none"> <li>Cabinet report</li> <li>Equality and Diversity Action Plan</li> </ul>  |
|                                   |                     | <ul style="list-style-type: none"> <li>Develop, agree and implement Homelessness Prevention Strategy</li> </ul>   | 2005/06 | <ul style="list-style-type: none"> <li>Reduction in homelessness presentations and duties accepted</li> <li>Continued reduction in rough sleeping levels</li> </ul>                        | <ul style="list-style-type: none"> <li>Staffing resources</li> <li>Budget £1,000</li> </ul>                     | <ul style="list-style-type: none"> <li>Homelessness Team Leader</li> </ul>            | <ul style="list-style-type: none"> <li>Monthly BYPI's and LPI's</li> <li>Homelessness Strategy Action Plan</li> <li>Cabinet report</li> <li>Core Statistical return</li> <li>Quarterly monitoring report</li> </ul> |
|                                   |                     | <ul style="list-style-type: none"> <li>Create following consultation with BME communities provision of 3 furnished</li> </ul>   | 2005/06 | <ul style="list-style-type: none"> <li>Increased take up of service provision from BME communities</li> <li>Increase in the level of Domestic Violence cases</li> </ul>                    | <ul style="list-style-type: none"> <li>LPSA pump priming £40,000 grant</li> <li>£200,000 unsupported</li> </ul> | <ul style="list-style-type: none"> <li>Furnished Accommodation Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Monthly LPSA reports</li> <li>Quarterly monitoring report</li> <li>Homelessness</li> </ul>   |

| Strategic Theme                   | Provide Fair Access and Choice  |         |   |  |   |   |
|-----------------------------------|---|---------|---|--|---|---|
| Strategic Objective               | Supporting individual needs   |         |   |  |   |   |
| Action and Progress to April 2004 | Key Step  | Date    | Measure of Achievement / Required Outcome   | Resources  | Responsible Officers  | Monitoring Arrangements   |
|                                   | <ul style="list-style-type: none"> <li>dispersed accommodation for households fleeing domestic violence</li> <li>Development of handiperson scheme to aid independent living</li> </ul> | 2005/06 | <ul style="list-style-type: none"> <li>maintaining tenancies</li> <li>Reduction in falls in the home through prevention measures</li> <li>Reduction in delayed hospital discharges</li> <li>Increased level of minor adaptations</li> <li>Improved home security</li> <li>Improvement in stock condition</li> </ul> | <ul style="list-style-type: none"> <li>credit approval</li> <li>HIA Grant £45,000 (for year 1 and annual bids thereafter)</li> <li>Capital Programme from 2005/06</li> </ul> | <ul style="list-style-type: none"> <li>Agency and Grants Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Strategy Group Monthly Supervision</li> <li>Cabinet report</li> <li>Supporting People Contract - Review and QAF</li> <li>NSF Falls Prevention Action Plan</li> </ul> |

| Provide Fair Access and Choice                                  |  |   |         |   |   |  |  |
|---|--|---|---------|---|---|--|--|
| Improving accessibility and choice for those with lower incomes |  |   |         |   |   |  |  |
| Strategic Theme   | Strategic Objective  | Key Step  | Date    | Measure of Achievement / Required Outcome   | Resources   | Responsible Officers   | Monitoring Arrangements  |
|   | <b>Action and Progress to April 2004</b>   |   |         |   |   |  |  |
|   | <ul style="list-style-type: none"> <li>Research and benchmarking exercise to be undertaken regarding equity release scheme</li> <li>ADP resources secured to develop Women's Refuge</li> <li>Move-on accommodation for Women's Refuge developed</li> <li>Service directory developed identifying services and housing provision</li> <li>Development of furnished dispersed housing as alternative to bed and breakfast use</li> <li>Development of RSL Liaison Group to improve accessibility to wider housing options</li> </ul> | <ul style="list-style-type: none"> <li>Equality Impact Assessment on :-<br/>Local Lettings Policy</li> <li>Furnished Accommodation Scheme</li> <li>Choice Based Lettings Housing Advisory Service</li> <li>Promotion of Move In Packs with RSL's, statutory and non statutory agencies</li> <li>Improvements to Fast track housing agreements with grant funded agencies providing temporary accommodation for homeless individual /</li> </ul> | 2004/05 | <ul style="list-style-type: none"> <li>BVPI's and LPI's performance management</li> <li>Customer satisfaction surveys</li> <li>Reduction in tenancy terminations and property refusals</li> <li>Increased take up of service provision form BME communities</li> <li>Reduction in repeat housing applications</li> <li>Level of lettings through Choice Based Letting Scheme</li> <li>Increased take up levels of Move in Packs</li> <li>Continued reduction in rough sleeping levels</li> <li>Reduction in usage of Bed and Breakfast</li> </ul> | <ul style="list-style-type: none"> <li>Staffing resources</li> <li>LPSA pump priming £40,000 grant</li> <li>£200,000 unsupported credit approval</li> <li>Rush House £22,030</li> <li>Robond £25,000</li> <li>Women's Refuge £19,000</li> </ul> | <ul style="list-style-type: none"> <li>Performance and Quality Officer (Diversity)</li> <li>Furnished Accommodation Team Leader</li> <li>Homelessness Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Monthly BVPI's and LPI's</li> <li>Quarterly monitoring report</li> <li>Monthly LPSA reports</li> <li>Quarterly monitoring report</li> <li>Homelessness Strategy Group</li> <li>Monthly Supervision</li> <li>Quarterly monitoring report</li> <li>Homelessness Strategy Group</li> </ul> |

| Provide Fair Access and Choice                                  |  |   |  |   |  |   |  |
|---|--|---|--|---|--|---|--|
| Improving accessibility and choice for those with lower incomes |  |   |  |   |  |   |  |
| Strategic Theme   | Strategic Objective  | Key Step  | Date   | Measure of Achievement / Required Outcome   | Resources  | Responsible Officers  | Monitoring Arrangements  |
|   | <b>Action and Progress to April 2004</b>   |   |  |   |  |   |  |
|   | <ul style="list-style-type: none"> <li>De-designated low demand sheltered housing to facilitate re-housing of younger and smaller households</li> <li>Local lettings policies introduced</li> <li>Private landlord access guide developed</li> <li>Increased funding for Robond to facilitate access to private rented accommodation</li> <li>Review of sheltered housing</li> <li>Implementation of moving in packs across tenures to aid sustainability of tenancies</li> <li>Furnished accommodation strategy produced</li> </ul> | <ul style="list-style-type: none"> <li>households</li> <li>Explore feasibility of common housing register</li> <li>Evaluate effectiveness of Affordability Strategy</li> <li>Research and development of Disability Housing Strategy</li> </ul> | <p>2005/06</p> <p>2005/06</p> <p>2005/06</p> | <ul style="list-style-type: none"> <li>Agreement with RSL's and Private Landlords on common access mechanisms for customers seeking housing</li> <li>Level of affordable homes developed and accessed through Councils waiting list per year</li> <li>Co-ordination of services to enable individuals to live independently in their homes and community</li> </ul> | <ul style="list-style-type: none"> <li>Staffing resources</li> <li>Budget £1,000</li> <li>Staffing resources</li> <li>Staffing resources</li> <li>Budget £1,000</li> </ul> | <ul style="list-style-type: none"> <li>Housing Needs Manager</li> <li>Strategy Manager</li> <li>Assessment Team Leader</li> </ul> | <ul style="list-style-type: none"> <li>Cabinet report</li> <li>Cabinet report</li> <li>Cabinet report</li> </ul> |



**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1. **Meeting** CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES

2. **Date of Meeting** 19 July 2004

3. **Title** Authorities Managing Power (AMP)  
Energy Services Company (ESCo)

4. **Originating Officer** Paul Maplethorpe, Senior Home Energy Advisor, Ext 3426  
Brian Marsh, Housing Strategy Manager, Ext 3789

5. **Issue**  
Launch of the Energy Services Company (ESCo) formally the Authorities Managing Power (AMP) project.

6. **Summary**  
In 2000 Rotherham MBC was one of 12 local authorities to become a partner in the Northern Consortium of Housing Authorities project to develop an Energy Services Company (ESCo). The scheme is supported by the Energy Saving Trust under a HECAction grant. Due to a number of obstacles, including changes in the deregulation of energy suppliers, it has taken some time to achieve the goal of providing cheap energy to the tenants of Rotherham MBC. It can now be reported that the establishment of the Energy Services Company (ESCo) has been agreed.

7. **Clearance/Consultation**  
The Home Energy Team will deliver training and awareness raising sessions to staff.

8. **Timing**

- July to September 2004 - staff training in the ESCo.
- September 2004 onward – responsibility for gas and electricity supplies to void properties transferred to Scottish Power prior to ESCo launch.

9. **Background**  
The aim of the scheme is to provide cheaper energy to Council tenants and contribute to the eradication of fuel poverty in Rotherham:

- The Energy Services Company (ESCo) will be under written by Scottish Power until ESCo launch.
- When a property becomes void its Gas and Electricity supply can be signed over to the ESCo and the Council will receive £15 if one fuel is switched and £35 (includes an additional £5 administration fee) if both fuels are switched. The scheme will be offered to all existing tenants 6 months after its introduction.
- As profits are accrued, they will be fed into funding the installation of further energy saving measures to Council dwellings.
- When a new tenant takes the property they will be informed that the ESCo is the provider of their heat and power. However they can if they wish return to their own preferred supplier, just as any occupier can do at present.

- The cost of the energy supplied will be equivalent to the rate charged for customers who pay by direct debit (always a lower rate than other payment methods) irrespective of the occupiers preferred payment option, e. cash or cheque.

**10. Argument**

The Council is committed to both improving energy efficiency and tackling fuel poverty and has outlined its plans to do this within the Affordable Warmth Strategy. Taking a proactive role in energy provision via the implementation of the AMP scheme contributes to this by:

- Helping to reduce Fuel Poverty by providing cheaper energy supplies.
- Monitoring of fuel use to identify changes helps tenants to avoid getting into debt.
- Provision of monthly energy bulletins.
- Contributing to the delivery of UK domestic energy reduction strategy by generating income to undertake further energy efficiency work.

**11. Risks and Uncertainties**

The long-term sustainability of the project is dependent on sufficient customers signing up and staying with the AMP scheme as their energy supplier.

**12. Finance**

All local authorities originally deciding to participate in the scheme made a financial commitment based on their stock size. Rotherham's contribution was £100,000. 20% of this was to cover set up and running costs for the ESCo, the remaining 80% of our stake would be refundable to the Council if we withdrew from the scheme in the future. This was funded from the Housing Capital Programme 50% in 2000/01 and 50% in 2001/02.

For each fee of £15 received for fuel switching, a repayment of £5 is made back to the ESCo. This will continue until the ESCo establishes sufficient working capital to be self-sufficient. Thereafter, the Council will retain the full £15 and would also receive a share of any additional profit made.

**13. Sustainability**

- Rotherham will be one of the first Councils to benefit from the scheme but it is estimated that it will take 12 months for all 12 Councils to be up and running with the transfer of void properties to the ESCo.
- Having established the service to void properties, the ESCo will commence advertising and offering the service to existing tenants 6-months from the introduction of the scheme.
- The original plan, which identified a period of 3 to 5 years before a stable market is achieved, remains achievable. From that point the scheme may be opened up to other householders in Rotherham.

**14. Wards Affected**

All

**15. References**

Report to Cabinet Member for Housing and Environmental Services on 4 July 2000.  
Minute No.56 27/05/02  
Report outlining the proposed introduction of the scheme - Appendix 1.

**16. Presentation**

The scheme will contribute to Rotherham's Affordable Warmth Strategy.

**17. Recommendations**

**THAT THE CABINET MEMBER RECONFIRMS SUPPORT FOR THE INTRODUCTION OF THE SCHEME**

## **Appendix A Proposed Introduction of an Energy Services Company (ESCo) for the Tenants of Rotherham MBC**

### **1. Introduction**

1.1 Rotherham MBC, along with other members of the Northern Consortium of Housing Authorities, was invited to participate in a scheme to provide gas and electricity to their tenants at a meeting to launch the idea in June 2000. Rotherham was one of 11 Local Authorities who agreed to participate in the scheme.

1.2 The other 10 Local Authorities are:

- Barrow
- Blyth Valley
- Calderdale/Pennine 2000 (live in July 2004)
- City of Durham (early stages)
- North Tyneside (early stages)
- Oldham/FCHO (live in July 2004)
- Richmondshire
- Wakefield
- Walsall
- West Lancashire

After a lengthy period of negotiation to find a Utilities partner the scheme can now be implemented.

### **2. What is an ESCo**

2.1 A company that delivers a fully inclusive energy product, meeting all of the customers energy related needs. To raise customer awareness, the ESCo will communicate with the customer on a regular basis providing both energy efficiency advice, simple monitoring and targeting information. The ESCo will supply energy as its base product but also offer equipment, efficiency measures, controls and finance.

### **3. Why Rotherham should have an ESCo**

3.1 There are several benefits to both consumers and the Authority:

- Contributes to Home Energy Conservation Act
- Contributes to Agenda 21
- Offers a duty of care to householders (access to fuel supplies)
- Helps tackle Fuel Poverty
- Reduces housing costs
- Combined Heat and Power and district heating support
- Improvement to void turn-around and reduced rent loss
- Economic regeneration and job creation
- Non-energy supplier

### **4. Advantages to occupants**

4.1 A key advantage is the benefits it can bring to our tenants:

- Lower average fuel cost
- Equitable energy supply with no fuel payment differentials. Tariffs to be equivalent to direct debit rate (currently the lowest rate available) regardless of an individual household's chosen payment method
- Immediately identified fuel supplier at the start of a tenancy
- Further opportunity to obtain energy efficiency products

## 5. Partners

5.1 Provision of the service in Rotherham would be a partnership between:

- Rotherham MBC
- Energy Services Company (ESCo)
- Northern Consortium of Housing Authorities (NCHA)
- Energy Saving Trust (EST)

## 6. Background

6.1 In July 1997, as part of the Energy Saving Trusts Energy Service Company Development Programme, KPMG Management consultants undertook a detailed research study looking at the potential for developing the ESCo concept for Local Authority housing in anticipation of energy markets being liberalised in 1998.

6.2 In December 1997 a report was received from NCHA outlining the deregulation of Gas in March 1998 and Electricity in July 1998. It also provided information on a working group formed by the NCHA to examine the possibility of forming an ESCo.

6.3 In 1998 an ESCo sub-group of NCHA members was formed based on their specific areas of expertise:

|                        |                |
|------------------------|----------------|
| Legal                  | Wakefield      |
| Information Technology | Leeds          |
| Energy Procurement     | Newcastle      |
| Licensing              | Hull           |
| Customer services      | Middlesborough |
| Marketing              | Oldham         |
| Finance                | Leeds          |

6.4 During the following 6 months this group developed and presented to the board of NCHA a business plan for an ESCo. In April 1999, Mr R Parkin of Wakefield MDC (ESCo Utilities Group Chair) presented the ESCo Development Programme to the NCHA Board meeting.

6.5 In 1999 NCHA obtained funding under the Energy Saving Trust Energy Services Company Development Programme to assess the legal and financial viability of them forming an ESCo. In June 2000 Cllr. F. Wright (on behalf of the then Cabinet Member for Housing and Environmental Services, Cllr. J. Wright) and housing officers attended a

presentation in Leeds to all NCHA members regarding proposals to establish an ESCo. Allan Kelley, Head of Operations and Chief Finance Officer, NCHA recommended the formation of a Community Housing Association (CHA) to act as an ESCo.

6.6 Key points of the proposal were:

- CHA to be a company or society with a tax preference on a society
- CHA Board members to be drawn from NCHA
- CHA to form subsidiary operating company (limited by guarantee) Community Energy Services Company CESCO
- CHA to be grant funded in first year by NCHA members under housing powers
- CESCO to be part funded by CHA with the remaining funds coming from, Fuel purchaser, Partnerships and Loan resource
- CHA, as a society, would be unregistered with the Charities Commission as it would have Industrial and Provident status but would register with HM Inspectors of Taxes as a Charity
- Start up cost £3 Million
- Initial profit year 2 estimated at £5 Million
- Year 3 profit estimated at £9 Million

### **7. Rotherham's Decision to Participate**

7.1 Rotherham Council accepted the proposal and agreed to participate in the scheme at the Cabinet meeting on 4<sup>th</sup> July 2000. This decision was based on the following:

- Consultation with
  - T C Mumford, Head of Legal, Personnel and Industrial Relations
  - D J Pike, Head of Corporate Finance
  - Comments from District Audit April 2000
- Finance
  - £100,000 to be paid in two instalments of £50,000 in each of the financial years 2000/2001 and 2001/2002. Only £20k (to pay for administration) was at risk, as the rest could be reclaimed at any time.
  - This sum being based on the total number of housing stock held by the Council in 2000.
- Risks
  - Limited to £20,000
  - The remaining £80,000 of the Council's £100,000 contribution will be set-aside for making grants to residents of Rotherham for energy efficiency measures.

### **8. Progress Towards Establishment of the ESCo**

8.1 A series of progress meetings have been held since 2001 to develop the proposal, as it proved difficult to engage a Utilities partner to back the project and take it forward. Eventually, Scottish Power agreed to support the scheme. In September 2003 it was agreed that an “Affinitive Deal” with Scottish Power be explored and in December 2003 it was agreed to implement the deal.

## **9. What does an “Affinitive Deal” mean to Rotherham**

9.1 It allows a Council to sign over void properties to one nominated fuel supplier and, for this, the Council receives a one-off payment. This payment will be £15 for each fuel switched and if both gas and electric are switched a further £5 administration fee will be paid, which means the Council would receive a payment of £35 per property if both fuels were switched.

### **9.2 Advantages**

- The Council knows who the fuel supplier is
- The tenant is informed of a new supplier and has no problems transferring to new property
- Void turnaround times may be shortened as tenants will not wait for connections to utility supplies
- Eliminates problems of getting gas supplies to properties without a supply
- Lower fuel bills to tenants
- Information on tenants with poor payment histories will be available to the Council, which could indicate possible income problems which may also lead to rent arrears
- Previous debt can be tracked
- The Council receives income to offset the cost of its original investment of £100,000 to reinvest in other energy saving measures.

### **9.3 Disadvantages**

- The utility could lose the customer after the 28 days as a new tenant could then opt for a different supplier. (There is no risk to the Council as the fee received will not be repaid.)
- There is a small increased workload for the Council as paperwork is required to track the changes from one tenant to another and one property to another.

## **10. Scottish Power’s Experience of Similar Schemes**

10.1 Scottish Power has a proven track record in this field and worked closely with Helpco (Heat Light and Power Company), a London based ESCo, established by a number of London Borough Councils.

10.2 Seven London Boroughs (28% of the Greater London social housing market) currently transfer their void properties to Scottish Power via Helpco. The incoming tenant then has the option to nominate the supplier of their choice, choose a direct contract with Scottish Power or opt to join Helpco.

## **11. Links to Other Initiatives**

11.1 Swinton Fitzwilliam Estate will become a Combined Heat and Power scheme this year, the first of several in the Borough over the next 3 years. In order to sell the electricity that these units will produce to the public, Rotherham MBC would have had to form an ESCo anyway.

11.2 Rotherham already has a strong track record of using Green Energy and under this deal the power provided by the shipper, Scottish Power, will be from hydro plants. Participation in the scheme also complements energy efficiency issues contained in the DETI Energy White Paper and the EU Directive on Energy.

## **12. The Next Steps**

12.1 Staff training is needed to introduce the scheme and will involve all staff involved in void management. Staff will receive ½ day training (provided free of charge) by Scottish Power, which is all that will be required. The proposal is to run two sessions in a training room or at appropriate local venues after discussions with Scottish Power.

12.2 Notification of the details to Scottish Power is both simple and straightforward, as it will require one "Transfer of Supply" form to be completed that will be sent by email. The introduction of the scheme in all participating authorities is to be provided for new tenancies only for the first 6 months, to ensure that all parties have the capacity to deal with the change and to allow the scheme and its procedures to become established. After this introductory period it can be made available to all other existing tenants.

We are now able to commence the scheme in Rotherham.



**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1. **Meeting** CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES

2. **Date of Meeting** 19 July 2004

3. **Title** Anti Social Behaviour Act 2003

4. **Originating Officer** Helen Nixon  
Anti Social Behaviour Manager, Ext 4362  
Barry Deakin  
Estates Officer, Ext 2253

5. **Issue**  
To advise Members of new powers for tackling anti social behaviour under the Anti Social Behaviour Act 2003.

6. **Summary**  
The Anti Social Behaviour Act 2003 builds on the measures introduced in the Crime and Disorder Act 1998. For the local authority new measures have been introduced, which will assist in the building of stronger communities by providing effective solutions to problems by reinforcing powers available for tackling anti social behaviour.

7. **Clearance/Consultation**  
Consultation in respect of the Act took place on 15 June 2004 with Legal Services' Head of General Law Group.

8. **Timing**  
The Anti Social Behaviour Act started to be introduced in January 2004. Part 2 of the Anti Social Behaviour Act 2003 came into force on 30 June 2004 and statutory and Good Practice Guidance is to be produced by the Government by early July 2004. It is important that the Authority considers the use of the new powers contained within the Act and takes appropriate measures to ensure that all the new powers are appropriately used in line with Government expectations; this may be tested during the Indicative ALMO inspection scheduled for September 2004.

9. **Background**  
The effect of anti social behaviour on our neighbourhoods has a detrimental effect for all. Tenants and residents that choose not to respect their homes and community could face enforcement action in various ways under the new Act. In addition all social landlords are expected to clarify how they will tackle anti social behaviour.

10. **Argument**  
The Anti Social Behaviour Act provides new tools that impact on communities. It is important that tenants and residents have a clear understanding of how the Authority will deal with the incidence of anti social behaviour and the service they will receive. Under Section 12 of the Act, all Social Landlords have a duty to publish policies and procedures by 31 December 2004 and, in respect of policy issues, consultation must take place.

**11. Risks and Uncertainties**

Should the powers within the Act not be implemented, then the Council could be open to criticism in the planned indicative ALMO Inspection.

**12. Finance**

The finance and consultation process will be contained within existing housing budgets.

**13. Sustainability**

The enforcement powers already in existence will be further strengthened by the New Powers under the Act. This will enable the Council and Registered Social Landlords to work more effectively in our Neighbourhoods, targeting those who have a detrimental effect on people's lives, while supporting communities and increasing their stability.

**14. Wards Affected**

All Wards

**15. References**

Together Tackling Anti Social Behaviour A guide to the act Social Landlords Crime and Nuisance Group. A guide to the implications for housing Legal Action briefing paper February 2004 Arden Chambers The Anti Social Behaviour Act 2003

**16. Presentation**

Appendix A - Details of the ASB Act 2003

**17. Recommendations**

**THAT CABINET MEMBER APPROVES THE USE OF ALL THE NEW POWERS PROVIDED BY PART 2 OF THE ANTI SOCIAL BEHAVIOUR ACT 2003**

**Appendix A**

**Details of The Anti Social Behaviour Act 2003**

**Part 1**

**(Sections 1-11)**

**Closure of Premises Where Drugs are used unlawfully**

**Commencement Date: 20<sup>th</sup> January 2004**

This power enables the closure of properties, which have been taken over by drug dealers of Class A drugs. A senior police officer can issue a Closure Notice on premises which is believed to be used for the production, supply or use of a Class A drug, which is causing a serious nuisance or disorder. An application has to be made to the Court within 48 hours for a Closure Order and the order can last for a maximum of six months.

**Part 2**

**(Sections 12 -17)**

**Housing: New Powers for Social Landlords to Tackle Anti Social Tenants**

**Commencement Date: 30<sup>th</sup> June 2004**

All social landlords will be expected to outline clearly how they will tackle anti social behaviour. Section 12 of the Act requires all social landlords to publish policies and procedures on how they deal with anti social behaviour. Section 13 gives Registered Social Landlords and Housing Action Trusts the same powers to protect tenants as local authorities. It also enables social landlords to apply to the Court to prevent behaviour capable of causing nuisance and annoyance, which indirectly or directly affects their housing management functions. This will make it easier to exclude perpetrators from areas where they have been causing trouble. In addition, a power of arrest or an exclusion order will be available where there has been anti social behaviour but no violence or threat of violence. However, a significant risk of harm must be shown. This could include emotional or psychological harm.

Sections 14 and 15 allow social landlords to apply the Court for a demotion order if a tenant, members of their family or visitors to the property behaves anti socially. The existing tenancy ends and is replaced by a less secure demoted tenancy. This removes the tenant's right to buy and security of tenure for one year. At the end of the year if the landlord is satisfied that the tenants conduct is good the demoted tenancy will then automatically become a secure tenancy again or in the case of Registered Social Landlords it will be replaced with an Assured tenancy.

Section 16 of the Act requires Courts to give particular consideration to the impact of anti social behaviour on victims, witnesses and the wider community in all housing nuisance related possession cases.

Work on current policies, procedures and training of staff has commenced in line with the Government deadline of 31 December 2004.

### **Part 3**

**(Sections 18 – 19)**

**Parents: Meeting Responsibilities to Their Children and Their Community**

**Commencement Date: 27<sup>th</sup> February 2004**

This part of the act is about supporting parental responsibility and the agencies that work with parents and children.

Sections 18, 20 and 26 provide that all types of parenting orders including those made under the Crime and Disorder Act 1998 include a requirement for parents to attend a residential course where the Court is satisfied that:

1. attendance is likely to be more effective than their attendance at a non residential course
2. any interference with family life which is likely to result from the parent's attendance is proportionate in all circumstances.

Section 19 enables schools and Local Education Authorities (LEA's) to enter into a contract with the parent where a child has truanted or been excluded from school.

Section 20 allows LEA's to apply to court for a parenting order in respect of a permanently excluded children who have caused serious misbehaviour.

Section 23 allows LEA's and the Police to issue penalty notices to a parent in relation to truancy. If the penalty notice remains, the local authority can bring forward a prosecution.

Section 25 allows Youth offending services to enter into parenting contracts with parents of children who is likely to or has engaged in criminal or anti social behaviour.

Section 26 to 29 allows youth offending services to apply to Court for a parenting order where a child has been involved in but not convicted for anti social behaviour.

### **Part 4**

**(Sections 30 -36)**

**Dispersal: Dealing with Intimidating Groups.**

**Commencement: 20<sup>th</sup> January 2004**

Part 4 of the Act allows a senior police officer to designate an area, with local authority agreement where there is persistent nuisance and intimidation. Once an area is decided, it must be published, in a local paper and notices must be supplied in the area. The area is designated for a period of 6 months. The police and community support officers will have the power to disperse groups where their behaviour has resulted in a member of the public being harassed alarmed or distressed. No offence is committed so long as individuals do not refuse to follow the officer's instructions.

A report is being presented to The Cabinet on 21 July in respect of delegated powers in order for this to be carried out in the Borough.

Included in Part 4 is a power that within the designated area police and community support officers can take children home after 9pm at night if they are not in the company of an adult.

### **Part 5**

**(Sections 37 – 30)**

**Firearms: Introducing New Prohibitions on Air Weapons and Imitation Firearms**

**Commencement Date: 20<sup>th</sup> January 2004**

This power ranges from children using airguns to break windows to the use of imitation firearms for serious criminal offences.

Section 37 allows the police to arrest someone who has an air weapon in a public place without lawful authority or a reasonable excuse.

Section 38 now means that a young person must be 17 before they can own an air weapon. It also means that a person can be subject to a fine of a maximum of £1000 if they give it as a present to anyone under 17.

Section 39 brings in a ban on the sale, purchase, transfer, acquisition, and manufacture of air guns.

### **Part 6**

**(Sections 40 – 56)**

**Environment: Cleaner and Safer Communities**

**Commencement Date: 31 March 2004 for all sections except section 53, which commenced on 20<sup>th</sup> January 2004)**

Under the Act, local authorities are now allowed to keep the proceeds of notices issued under The Noise Act 1996, which allowed EHO's to issue a fixed penalty notice of £100, following a warning for noise in a domestic dwelling at night.

There is now provision for EHO's to close licensed premises for up to 24 hours where there has been a public nuisance caused by noise. A person commits an offence if without reasonable excuse he allows a premise to open in contravention of a closure notice.

In relation to minor graffiti and fly posting, local authority officers and community support officers can issue fixed penalty notices of £50.

A power is introduced for Local authorities to issue graffiti removal notices to a statutory undertaker to clean a property and if it is not cleaned within 28 days the local authority can clean it and reclaim the costs.

Section 53 changes the penalty for displaying advertisements in contravention under the Town and Country Planning Act 1990 from a maximum of £1000, to a max of £2500. Section 54 creates a new offence of selling spray paints to someone under 16. Anyone committing this offence could face a fine of up to £2500.

Under Section 55, Local authorities have the ability to stop, search, and seize vehicles suspected of being used to fly tip. It will also be necessary to provide data in respect of the fly tipping.

Section 56 removes the exemption that prevents local authorities from entering Crown land or land owned by statutory undertakers.

## **Part 7**

**(Sections 57 -64)**

**Public Order and Trespass: New Powers**

**Commencement date: (Sections 57 -59 20<sup>th</sup> January 2004, Sections 60 -64 27<sup>th</sup> February 2004)**

Part 7 brings in new powers relating to public assemblies, raves, trespassers and unauthorised encampments.

Section 57 amends the definition of public assemblies (Section 16 of the Public Order Act 1986) from an assembly of 20 or more persons to 2 or more persons.

Section 58 allows police to direct participants at indoor raves to leave buildings where trespass is involved. This will include events where 20 or more people are in attendance. It will also be a criminal offence with a power of arrest for any person who has been issued with a direction to attend another indoor trespassory rave within 24 hours.

Section 59 makes it an offence if aggravated trespass is committed in a building or in the open air, which prevents or intimidates any person engaging in a lawful activity. A power of arrest can be used under this power if the aggravated trespass is inside a building.

In addition, senior police officers have the power to move on unauthorised encampments where 2 or more people with 1 or more vehicles to where there is a suitable pitch available in the local authority area.

### **Part 8**

**(Sections 65 -84)**

#### **High Hedges**

**Commencement Date: 1 October 2004**

The government recognises that part of respecting your neighbours and community means keeping your property in good condition. Concern has been raised that many neighbour disputes arise over hedges, which are left to grow and get out of control. As a result of this, local authorities will have the powers to deal with complaints and charge a fee for the service.

A formal notice will be served outlining the action that should be taken to remedy the problem. Failure to comply will be an offence and the local authority will have the power to carry out the work and recover the costs of doing so.

### **Part 9**

**(Sections 85 – 91)**

#### **Miscellaneous Powers: Improving Enforcement Powers**

**Commencement Dates: 20<sup>th</sup> January to October 2004**

#### **Anti Social Behaviour Orders**

The government is committed to enforcing rules. Standard of behaviour is critical to tackling anti social behaviour. Enforcement is necessary on the minority of people who make other peoples lives a misery. The Act has made many changes in respect of the Anti Social Behaviour Orders (ASBO's) process by allowing Registered Social Landlords and British Transport Police apply for ASBO's.

Automatic reporting restrictions currently apply in matters dealt with in youth court. ASBO's made against juveniles in other courts are not subject to automatic reporting restrictions. The Government states that awareness of an order and its conditions enables communities to assist the statutory agencies in monitoring the orders and reassures the victims and witnesses that action is being taken to protect them. **Section 86 removes automatic reporting restrictions** but there is still discretion for the court to impose reporting restrictions if they thought it would be in the best interest of the child.

Local authorities will also be able to make an application to the Court on a breach of an ASBO if they are the applicant agency. The Crown Prosecution Service will also have the ability to apply for an ASBO following a criminal conviction. In addition, the Court

will also be able to apply a Parenting Order if it was in the interest of preventing repetition of the behaviour.

The authority will also be able to apply for an ASBO in the County Court where someone has been evicted for anti social behaviour. One such case has been carried out in the Maltby area of Rotherham.

### **Penalty Notices for disorder**

In respect of the issue of penalty notices created by The Criminal Justice and Police Act 2001 for a range of disorder offences, the age has been lowered to include 16 – 17 year olds. The secretary of State also has the power to extend the penalty notices to under 16's and to make parents liable to pay.

### **Curfew orders and supervision orders**

Section 88 extends the period of a supervision order from 90 to 180 days to assist in rehabilitation. In addition, electronic monitoring will be extended from 3 months to 6 months for offenders aged 10 -15 and any breach will be dealt with by the Youth Offending Teams' supervising officer. It will also strengthen the Youth Justice Boards Intensive Supervision and Surveillance Programme, which will also be extended from 6 to 12 months.

### **Fostering as part of a supervision order**

The court will be able to include fostering requirement where a young person's criminal behaviour is due to home circumstances and would otherwise have received a custodial sentence.

### **Court ordered local authority reports**

Section 90 places a requirement on local authorities to report back in 7 working days on how they would deal with persistent offenders aged 10 or 11 who are remanded in care. This is to allow improved decision-making and reasoned dialogue at an early stage.

### **Local Authority Injunctions**

Section 222 of the Local Government Act 1972 gives local authorities the right to institute legal proceedings to protect the rights of its tenants. The new act allows for a power of arrest to be added if there is the use or threat of violence, or a significant risk of harm.



**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1. **Meeting** CABINET MEMBER FOR HOUSING AND ENVIRONMENTAL SERVICES
2. **Date of Meeting** 19 July 2004
3. **Title** CONSULTATION ON NON-TRADITIONAL HOUSING
4. **Originating Officer** Paul Benson  
Principal Regeneration Officer, Ext 4354
5. **Issue**  
To produce a consultation procedure for addressing the sustainability of the Council's non-traditional housing stock.
6. **Summary**  
In line with the Housing Strategy, and Decent Homes Scheme, a decision was made to investigate all non-traditional housing for their sustainability. To assist this strategy it is necessary to follow a robust consultation procedure
7. **Clearance/Consultation**  
Rotherham MBC understands the importance of effective consultation as a driver for ensuring that sustainable communities are created/retained. A consultation procedure is necessary to establish the needs and aspirations of residents and is supported by RMBC Tenant representatives, Maltby Tarran residents, the Head of Housing Services, the Housing Strategy Manager and the Tenant Involvement Unit team.
8. **Timing**  
An early decision to approve the production of the consultation procedure is required to ensure that it can be applied wherever non-traditional strategies are adopted, or when consultation has to be carried out on an area consisting of non-traditional housing.
9. **Background**  
There is no written consultation procedure to assist in addressing the sustainability of non-traditional housing communities. Consultation is carried out to establish individual and community needs and aspirations, allowing housing officers to consult with stakeholders to work towards the most appropriate course of action for any particular community. The attached consultation procedure will be used, initially, to assist the strategy for addressing the sustainability of non-traditional housing.
10. **Argument**  
When establishing the sustainability of neighbourhoods consisting of non-traditional properties, it is necessary to carry out effective consultation to establish the true needs and aspirations of individual residents living on or adjacent to those estates.
11. **Risks and Uncertainties**  
Not to produce, and follow, a robust and efficient procedure for consultation will mean that a strategy for addressing the sustainability of the non-traditional housing stock will be delayed and the needs and aspirations of the individual residents/community will not be

taken into account. Consequently the community may not support a strategy with which they have not been involved.

12. **Finance**

There is no immediate financial implication in producing a consultation procedure other than officer time.

13. **Sustainability**

The consultation process will assist with the overall long term improvement of the quality of housing stock. A long term implication will see the removal of some existing short life accommodation and present the opportunity for replacement with new energy efficient accommodation to meet current needs.

14. **Wards Affected**

All Wards

15. **References**

Rotherham Metropolitan Borough Council's corporate consultation documents.

16. **Presentation**

N/A

17. **Recommendations**

**THAT CABINET MEMBER APPROVES THE CONSULTATION PROCEDURE WHEN ADDRESSING THE SUSTAINABILITY OF THE NON-TRADITIONAL HOUSING STOCK.**

## **REPORT – CONSULTATION ON NON-TRADITIONAL HOUSING**

### **1. Introduction**

The decision has been taken by Housing & Environmental Services Cabinet Member to assess the sustainability of non-traditional housing in Rotherham. This is in line with the strategy that all future investment in the Borough's housing stock will support the Council's long term objectives of Neighbourhood Renewal. The decision re non-traditional stock was taken following assurances that affected tenants would be consulted and involved in decision making on the future of their properties. This document is a guide for Housing Services staff to follow when consulting with individuals and communities residing in non-traditional properties when establishing their needs and aspirations.

### **2. Background**

#### **2.1 Non Traditional Housing**

Rotherham MBC's housing stock consists of a number of non-traditional properties, and the majority were purpose built following the Second World War. At this time that there was a surplus of steel and aluminium production, and an industry in need of diversification. It was these factors that drove the move towards pre-fabrication. As a result, many new varieties of concrete (in both pre-cast and in-situ forms), timber framed and steel framed systems emerged. While most systems were intended to provide long term housing a few were intended as emergency or temporary solutions. Those systems which were constructed as emergency or temporary solutions have been recognised by the Secretary of State and designated under Section 528 and 559 of the Housing Act 1985 (Defective Dwellings) and there are 22 systems. A list of those systems designated as defective dwellings is included in Appendix 1.

#### **2.2 The non-traditional housing within Rotherham's stock occurs in one of the following three scenarios, either:**

- a. Estates where the majority of properties have been transferred to a Registered Social Landlord who have refurbished the properties to a 30 year life-span. A small number of properties are owner-occupier, leaseholder or council owned; or
- b. Non-traditional estates that are predominantly owned by the Council, other properties are owner occupier or leaseholder; or
- c. Small numbers of non-traditional properties scattered around traditionally built estates.

#### **2.3 Presently there are, approximately, 1000 non-traditional properties managed by Housing Services consisting of 11 different system types (Appendix 2).**

### **3. Consultation**

- 3.1** Open and effective consultation is essential when investigating the sustainability of non-traditional housing. Best practice principles may be gained from the Regeneration Section who have experience of consulting with residents to establish individual and community needs and aspirations. However, there is presently a corporate approach to consultation, which is recognised as a core value within the Councils' Corporate Plan.
- 3.2** Housing Services need to consult with all stakeholders, and in particular residents and Ward Members, regarding all proposals explaining how they might be affected by future action relating to these properties and given time limits in which to expect an outcome.
- 3.3** There is a need to formally notify Council tenants living within non-traditional properties that the Council will be seeking to investigate the future sustainability and possible disinvestment of the non-traditional housing. Rotherham MBC then needs to clarify what repairs will or will not be completed on their property should disposal be the most appropriate course of action. It would be recommended that 'right to repair' and health and safety work is continued and all programmed improvement works should cease, unless there is clear risk of injury.
- 3.4** It would be advisable to cease letting vacant properties immediately, on estates where non-traditional properties exist. There is potentially a relatively short future for these properties if a decision following consultation indicates that the most appropriate course of action is disposal and/or demolition. It is stressful and disruptive for tenants who face losing their homes, so by not letting affected vacant properties the number of affected residents will be minimized.
- 3.5** Rotherham MBC is unable to prevent tenants from submitting an application to 'right to buy' their home, irrespective of whether it is a non-traditional property or not. However, the prospective purchaser needs to be aware of the uncertainty of the estate and the possibility of re-purchasing their home in the future. Also, Rotherham MBC needs to be aware of the entitlement that 'right to buy' applicants and private owners will be eligible to i.e. acquisition (at market value), home loss payments and disturbance allowance. It is imperative that all stakeholders on an estate are kept informed and kept updated regularly of project developments.

### **4. Consultation Procedure**

- 4.1** Housing Services will take the lead role of facilitator to ensure that any consultation that is carried out with residents of non-traditional stock will establish their needs and aspirations, and thus provide a sustainable neighbourhood and community.

- 4.2** Presently there is no clearly defined and understood consultation procedure and this was recently highlighted when a decision was made to assess the sustainability of the Tarran system built non-traditional properties at Maltby. Particularly, lack of adequate preparation by officers to be able to address residents' concerns at meetings has been addressed
- 4.3** Using previous experience of consultation to establish residents' needs and aspirations, the Housing Regeneration team set about producing a timetable for consulting with residents. That procedure is highlighted in Appendix 3 with comments highlighting where improvements can be made to the process.
- 4.4** Having carried out 'one to one' consultation with the Tarran households at Maltby it was established that it was necessary to produce an improved consultation procedure to enable Housing Officers to carry out effective consultation on similar non-traditional housing estates throughout the Borough in line with the Non-Traditional Housing Strategy.
- 4.5** Discussions have taken place with residents of the Maltby Tarran's, Housing Tenant Representatives, Housing Services' Tenant Involvement Unit, the Housing Strategy team and representatives from the Housing Regeneration team to produce a procedure that is inclusive of all parties.
- 4.6** The following is a precis of steps to take to effectively inform and consult with all stakeholders whilst investigating the sustainability of the non-traditional housing stock.
- a. Initially, inform the Consultation Coordinator (Policy & Partnerships) of the intended consultation (refer to Appendix 4 for an example of the information requested by the Corporate Consultation Coordinator).
  - b. Inform Ward Members, Council officers, and especially the Neighbourhood Management Team of the decision. If there is an established TARA, they should also have advance notice and be offered the opportunity to meet key officers beforehand.
  - c. Inform all residents of the Council's decision to investigate sustainability issues within their neighbourhood by newsletter, including a point of contact for any questions (an example of a newsletter is included in Appendix 5).
  - d. Invite all residents by personal letter, highlighting a date, time and venue, for an open meeting, (for involved households only), to be informed of the Council's progress and an opportunity to ask relevant questions (an example is provided in Appendix 6).
  - e. Officers in attendance must be adequately prepared for and anticipate, detailed, and sometimes hostile questioning. They must be familiar with all

the issues, including historical ones, and be able to effectively manage occasionally boisterous meetings, and remain focused on the issue in question. The senior manager at each respective meeting must demonstrate they have considered the conduct of business beforehand. Such meetings often attract legitimate interest from the Press, and officers should therefore have considered a press release before or immediately afterwards, in conjunction with the Council's Press office, and local elected members.

- f. One to one consultation will then be carried out with individual households using a social survey questionnaire to establish individual's needs and aspirations. The Social Survey questionnaire is a document which is used as a tool to enable Housing Officers to be consistent with the questions that are asked of individuals to establish their needs and aspirations. (Appendix 7 shows a Social Survey questionnaire).
  - g. Consultation with Council officers and other key stakeholders to discuss recommendations as highlighted by the social survey questionnaire.
  - h. Feedback to the community following the production of recommendations, via newsletter. A further press release may be considered appropriate at this stage.
  - i. Regular newsletters and open meetings at intervals consistent with progress made, or where specifically requested by residents.
  - j. Feedback from individuals and groups will be requested during the process to ensure that all have an opportunity to contribute to the area-based action.
  - k. Exit interviews to be carried out with all stakeholders to establish where improvements can be made within the procedure.
- 4.7** A Project Schedule has been drawn up showing the time lines relevant to the above stages of the Consultation Procedure which includes seeking approval for the procedure and indicates the time estimated to be taken on each individual stage. It is based on the consultation carried out recently on the Tarran properties at Maltby. (A copy of the Project Schedule is included within Appendix 8).
- 4.8** In addition to the Project Schedule produced by the Housing Regeneration team, Housing Services are awaiting confirmation from other Local Authorities as to whether they are presently using a consultation template which can be adapted for the non-traditional housing within Rotherham Borough. This request has been raised through 'Housemark'. It is recognised that consultation processes should be subject to continuous improvement wherever possible.

## **5. Conclusion**

- 5.1** Housing Services need to consult with all stakeholders, and in particular residents and Ward Members, regarding any proposals explaining how they might be affected by future action relating to non-traditional properties and given time limits in which to expect an outcome.
- 5.2** It is envisaged that the Project Schedule referred to within this report will allow Housing Services to effectively inform and consult with all stakeholders; however, it should be borne in mind that this procedure and associated schedule will require adjustment to meet specific circumstances that become evident dependant upon the area of non-traditional housing that is to be tackled.
- 5.3** The Consultation Procedure itself should be carried out in conjunction with the strategy for non-traditional housing presently being produced by the Housing Strategy Unit.

## **6. Recommendations**

**The recommendation is that a consultation procedure is adopted by Housing Services to assist in tackling the future sustainability of non-traditional housing estates within Rotherham Borough.**

## **Appendix 1**

Below is a list of system built non-traditional properties designated as defective under the Housing Act, 1985.

The Housing Defects (Prefabricated Concrete Dwellings) (England and Wales) Designations 1984 (October 31 and November 1, 1984 – Department of the Environment/Welsh Office). The types marked with \* are present in Rotherham.

1. Airey \*
2. Boot
3. Cornish
4. Dorran
5. Dyke
6. Gregory
7. Myton \*
8. Newland
9. Orlit
10. Parkinson
11. Reema Hollow Panel \*
12. Schindler and Hawksley SGS
13. Stent
14. Stonecrete
15. Tarran \*
16. Underdown
17. Unity and Butterley \*
18. Waller
19. Wates
20. Wessex
21. Winget
22. Woolaway

There are non-traditional construction types also present in Rotherham which are not classed as defective. These are:-

1. Finnegan
2. Dorlonko
3. Laing
4. Trusteel
5. Wimpy No Fines



**Appendix 2**

**SUMMARY SHEET FOR NON-TRADITIONAL PROPERTIES**

Showing number of properties of each type of structure. These figures have been taken from a run-off in the attribute system, date 21/4/03 and checked with the area offices if any missing.

| District Area | System Buildings |            |           |              |           |           |           |           |          |                |                | Total Non-trad |             |
|---------------|------------------|------------|-----------|--------------|-----------|-----------|-----------|-----------|----------|----------------|----------------|----------------|-------------|
|               | Finnegan         | Airey      | Dorlonco  | Reema Hollow | Myton     | Unity     | Tarran    | Laing     | Trusteel | Wimpy No Fines | Non-trad Misc. |                |             |
| 1             |                  | 17         |           | 8            |           | 35        | 77        |           |          |                |                | 65             | 202         |
| 2             |                  | 69         |           | 24           |           |           |           |           |          | 1              |                | 3              | 97          |
| 3             |                  | 5          |           |              |           |           |           |           |          | 96             |                |                | 101         |
| 4             |                  |            |           |              |           |           |           |           |          |                |                |                | 0           |
| 5             |                  |            | 46        |              | 83        |           |           |           |          | 265            |                |                | 394         |
| 6             |                  |            |           |              |           |           |           | 51        |          |                |                |                | 51          |
| 7             |                  |            |           |              |           |           |           |           |          |                |                |                | 0           |
| 8             |                  | 34         |           |              |           |           |           |           |          |                |                |                | 34          |
| 9             |                  |            | 30        |              |           |           |           |           |          |                |                |                | 30          |
| 10            | 7                | 65         |           | 18           |           |           |           |           | 2        |                |                | 31             | 123         |
| <b>Total</b>  | <b>7</b>         | <b>190</b> | <b>76</b> | <b>50</b>    | <b>83</b> | <b>35</b> | <b>77</b> | <b>51</b> | <b>2</b> | <b>362</b>     | <b>99</b>      |                | <b>1032</b> |

### **Appendix 3**

#### **Case Study – Tarran Non-Traditional Properties, Maltby**

The system built Tarran properties are designated a defective dwelling under Section 528 of the Housing Act 1985. These properties were originally erected in concrete panels with asbestos sheet roofing. Defects include the spalling of concrete and the corrosion of the reinforced steelwork. The properties were intended to provide short-term accommodation and are now some 56 years old with no major improvements in the recent past and are now showing signs of the defects associated with this type of non-traditional property.

There are 86 Tarran properties of which 15 are owner occupied and the remaining 72 being council owned. Of these 72 properties, 8 tenants are pursuing a 'right to buy' application. There appears to be a strong commitment from all residents to remain in their properties.

Housing Services have recently decided to investigate the options for the future of the Tarran properties at Maltby following recent issues arising from the Health and Safety of residents i.e. presence of asbestos.

Residents were informed of the advice given by the Council's Health and Safety team to the presence of asbestos within the roof covering of the non-traditional properties via newsletter, public meetings and smaller local group meetings on a regular basis.

The Housing Strategy Unit, with assistance from the Housing Regeneration team, have recently carried out a consultation exercise with the residents of the Tarran properties which has influenced the Project Schedule referred to in this report.

The consultation process used the following summarised format:

- Elected members, officers, TARA reps and residents informed of a public meeting to be held at the Christian Life Centre, Maltby on 23<sup>rd</sup> March 2004.
- Public meeting gave residents the opportunity to question officers of the Housing Strategy Unit, the Housing Regeneration team and Maltby Housing Office. Housing Services were made aware of the feelings of the community as a whole.
- 'One to one' consultation commenced with individual households in April 2004 to establish individual circumstances, needs and aspirations using the social survey questionnaire. All households were given dates and times convenient with them, and a programme was produced. Consultation was carried out in the homes of the residents.

Generally, the process of consultation has provided the Regeneration team with adequate information, via the social survey questionnaire, to make

recommendations to Cabinet Member and upon approval, to the residents of the Tarran properties.

However, the Housing Regeneration team in discussion with Housing Tenant Representatives and the Tenant Involvement Unit have clarified that there are a number of improvements that can be made following the Tarran consultation process to ensure that all stakeholders are fully informed and consulted. The improvements are as follows:

- Housing Services should be proactive in its approach to tackling the future sustainability of non-traditional properties rather than be reactive towards the requests of the residents.
- Meetings are to be arranged for residents of the targeted properties only, and questions should be anticipated in advance to enable detailed answers to be given and if not responses to questions (FAQs) should be sent out to all affected residents via newsletter within the week following the public meeting.
- Meetings need to be firmly managed, enabling everyone to participate without certain individuals dominating proceedings. Officers need to be prepared for difficult and sometimes hostile questioning.
- There is a clear need to pro-actively manage the release of information to the Press, and to seek to set the agenda, rather than respond to it.
- The 'one to one' consultation process would benefit from taking a shorter period of time, involving more officers, to minimise rumours spreading throughout the estate as to the questions asked and the appropriate responses to be given.
- A leaflet highlighting the process of consultation and the anticipated future programme (including approximate time periods) should be left with the resident following the completion of the social survey questionnaire.
- On future schemes it would be beneficial to continue with a joint team of Housing Regeneration officer and a local Estate Management officer to cover any questions raised by the residents during the consultation process. Contact telephone numbers to discuss the scheme should be made available to affected residents.

These improvements will be included within an approved Consultation Procedure and the procedure will be adapted to ensure that all stakeholders are effectively informed and consulted on individual areas of non-traditional housing.

**Appendix 4****ROTHERHAM METROPOLITAN BOROUGH COUNCIL****CONSULTATION PLANNING PROTOCOL****FORM 1**

- Please complete this form if you are intending to carry out consultation with individuals, communities or groups.
- This form needs to be completed at least *one month* before you plan to begin your consultation.
- This information is required to ensure that you are supported in the consultation process and that all consultation is well planned, co-ordinated and monitored.

|  |   |
|--|---|
| Lead Officer Name  | Paul Benson                                 |
| Programme Area and Service Area  | H & ES, Housing Services                    |
| Designation  | Principal Housing Regeneration Officer      |
| Contact Number   | 4354  |
| Title of Consultation Exercise   | The future of the Tarran properties, Maltby |
| Indicate if other Programme Areas/ Service Areas are involved in this consultation |   |

**1. Explain the reason/ purpose of consultation**

(e.g. Best Value review; development of a policy/ strategy, to inform service improvement etc. Indicate whether it is statutory or discretionary)

eg. To develop a strategy for the future of the Tarran properties at Maltby.

**2. Explain the aims of the consultation.**

(Have you thought about the full range of issues you should consult on? Why consult on some issues and not others? Can you justify your decisions not to consult on certain issues?)

eg. The aim of the consultation exercise is to establish the opinions of the occupants of the Tarran properties re: sustainability and investment.

**3. Have you considered whether any consultation already carried out will give you the information you need?**

*(it may be that outcomes of previous consultations are relevant. This may mean you can focus your consultation on particular issues not covered before. Describe how you are using past consultation)*

eg. There appears to be no recent /relevant consultation information available to assist Housing in producing a strategy.

**4. Who do you propose to consult with?**

(Who are your target groups for this consultation exercise? e.g. the general public, residents of a particular area, users of a particular service. Please describe all.)

eg. The residents of the Tarran properties at Maltby.

**5. Please indicate whether there are other target groups who are likely to have an opinion and who may wish to be consulted?**

*(Have you thought about these? Can you justify your decisions not to consult them?)*

eg. Local Ward Councillors will be consulted following the evaluation of the Social Survey.  
The Tarran Action Group.  
The Lilly Hall Residents Association

**6. Will this consultation exercise be conducted in any particular geographical areas/Area Assemblies?**

eg. Ward 14 - Maltby  
Braithwell Road (59-97), Newlands Avenue (2-52 & 1-59), Chadwick Drive (2-8 & 1-11)

**7. Will this consultation be carried out in-house, or be commissioned?**

eg. In-house. Carried out jointly by Housing Regeneration and Neighbourhood Housing Officers.

**8. How do you propose to consult – what methods will you use?**

*(Give details of precise methods, sample sizes, how you will approach individuals for focus groups etc. A consultation exercise may involve using a range of methods to target different individuals and groups.)*

eg. Consultation will be carried out initially via meeting with TARA (where applicable), a public meeting followed by one to one arranged meetings with all residents in their own home adhering to a social survey questionnaire. Following

the evaluation of the responses further meetings will be arranged with the local action group and the public.

**9. Have you identified the need to consult with hard to reach groups?**

(Under-represented groups may include people with disabilities, young people, or black and minority ethnic communities.)

eg. All individual residents are given the opportunity to have their say as meetings are to be carried out at their home address. Issues re: language, or learning difficulties will be addressed where appropriate. The local press may also be utilised by way of press releases

**10. How do you propose to consult hard to reach groups – what methods will you use?**

eg. Face to face using a social survey questionnaire.

**11. How will you address any barriers that prevent people from taking part in consultation?**

(e.g. travel to public meetings, childcare arrangements, interpreters and signers, hearing loops etc.)

eg. Housing will do their utmost to ensure that everybody is given the opportunity to comment on the future of their community and/or neighbourhood.

**11. Approximately what sample size will you using to conduct your consultation exercise?**

eg. 86 properties (approximately 170 people)

**12. Which political priorities does your consultation exercise link to?**

**(There are nine priorities for RMBC which can be found at the back of this form. Please write in the numbers of any the priorities that you feel your consultation exercise is contributing to)**

eg. 2, 3, 5, 6 & 8

**13. How are you going to analyse the results?**

Have you considered the need for ICT support to analyse questionnaire responses? How will

you analyse the outcomes from focus groups or in-depth interviews?

eg. The information will be analysed by the number of responses. The responses received from the social survey questionnaire will be used to determine the next stage of the process where there will be a further need for consultation.

**14. How are you going to feed back to those you have consulted?**

Feedback is an important part of the process. What methods will you use to provide feedback to all those who participated in the consultation exercise?

eg. Following evaluation and in-house discussions a further public meeting will be organised to feedback the responses and the responses will also be included within a newsletter distributed to all residents of the Tarran properties. Use of the Council's website will be examined.

**15. How are you planning to disseminate the outcome within the Council and externally to the general public, interested groups and organisations?**

eg. Following in-house discussions, the decision will be reported to Cabinet Member and then disseminated externally via meetings with the public, Tarran Action Group and Lilly Hall Residents Association as well as through the publication of a newsletter. Use of the Council's website will also be considered.

**16. Timescales.**

***(Please give \*start date, period for fieldwork, timescales for analysis, reporting and feedback, and \*end date.) \* It is essential that you include the start and end date of your exercise***

eg. Consultation will begin with a public meeting on 23<sup>rd</sup> March 2004. One to one consultation will be carried out in April and will take a period of four weeks. Following individual consultation, a meeting will be arranged with the Tarran Action Group and a public meeting will be arranged in June (approximately) to inform and discuss the way forward.

**17. How will you evaluate the consultation?**

(How will you know that you have got the consultation right? e.g. numbers participating, extent to which consultation informs decisions etc.)

eg. Every resident will be individually visited to give their comments.  
The social survey questionnaire will inform Housing Services of individuals wishes.

**18. Do you require any specific advice or support in relation to this consultation?**

(e.g. help with designing questionnaires or advice on consulting with under-represented groups)

eg. Nothing presently but we will bear this in mind in the future depending on the feedback from the one to one consultation exercise.

**19. Is there any Member involvement in your consultation exercise?**

eg. Ward Councillors and Cabinet Member will be involved in and informed of the consultation exercise, and invited to comment at all stages.

**20. Please give a detailed cost breakdown for the consultation.**

(please cost all elements of the consultation process – contact the Consultation Co-ordinator if you need help with identifying costs)

| eg. <b>Detail</b>           | <b>Cost</b> |
|-----------------------------|-------------|
| Hiring of Hall              | £100        |
| Production of questionnaire | £20         |
| Officer time                |             |
|                             |             |

**Please send this form to:  
Emma Heyes, Consultation Co-ordinator, Policy and Partnerships Service,  
Eric Manns Building**

|                            |  |
|----------------------------|--|
| <i>For office use only</i> |  |
| Ref number:                |  |
| Form received:             |  |
| Discussion date:           |  |
| Outcome:                   |  |
| Authorised:                |  |
| Date:                      |  |





**Appendix 5**

**Rotherham Metropolitan Borough Council  
Housing and Environmental Services**

# **NEWSLETTER**

**To all residents of Tarran properties on Braithwell Road, Chadwick Drive and Newland Avenue**

## **The Future of Tarran type properties - The next steps**

Dear Resident

Housing Services' priority over the last year has been to ensure the health and safety of residents in the area whilst the options for the future are considered.

This has allowed us the time to undertake the necessary assessment of the work that would be required to give the properties a sustainable long-term future, and identify the cost of carrying out such work.

This has taken some time to finalise and we appreciate the patience and understanding of residents during this time. We have now completed gathering the information and analysed the investment requirements. This information has now been reported to a full meeting of the Council.

Surveys of properties have identified that the following work would be required :-

- Removal of asbestos and re-roofing of all properties.
- Repairing damage to concrete corner posts and concrete reinforcement.
- Repair or replacement of any decaying structural timbers.
- Provision of new brick cladding.
- Completion of all necessary works to achieve the Decent Homes standard including replacement bathrooms and kitchens and the upgrading or replacement of central heating.

You will appreciate that the cost of undertaking all this work would be substantial.

We fully appreciate the strong sense of community that exists within the area and are committed to ensuring that residents who occupy the Tarran properties play a full and active role in determining the future of the area.

It is our intention therefore, to put together a consultation timetable, inform all residents of the current position and invite you to consider with us the future of the estate in light of the above findings and agree the way forward. This will involve meeting residents as a group and, most importantly, visiting every individual resident to obtain their views and identify their future requirements.

This process will begin on 15<sup>th</sup> March 2004 when we will publish the dates for the consultation timetable and this will hopefully give you the ability to participate. We look forward to working with local residents to achieve a sustainable future for the area and it's community.

In the meantime, if you have any concerns or queries regarding the future of your home, your Regeneration Team, led by Paul Benson, can be contacted on (01709) 822289.

Cllr Sue Ellis  
Cabinet Member  
Housing & Environmental Services.

**Appendix 6**

**Housing and Environmental Services**

Chesterton Road, Eastwood Trading Estate, Rotherham, S65 1SZ

Direct Line: 01709 822289

Fax: 01709 822222

Email: [Helen.Bows@rotherham.gov.uk](mailto:Helen.Bows@rotherham.gov.uk)

My Reference: HB/NB      Please ask for: Helen Bows      Date: 12<sup>th</sup> March 2004

The Occupier  
34 Newland Avenue  
Maltby  
Rotherham  
S66 8AJ.

Dear Resident

**Re: The future of Tarran Housing, Maltby**

I am writing to advise you of a Public Meeting that will be taking place on Tuesday 23<sup>rd</sup> March 2004, to discuss the future of the Tarran properties at Maltby. Councillor Robinson will be chairing the meeting at The Christian Life Centre, High Street, Maltby 6.00pm – 8.00pm.

Your individual consultation will take place on Tuesday 13<sup>th</sup> April 2004 at 10.15am at your home. If is not convenient please contact Nicola Brooks on the above telephone number to rearrange another appointment.

In the meantime please do not hesitate to contact me on the above telephone number should you require any further information.

Yours sincerely,

Helen Bows  
**Housing Regeneration Officer**  
**Housing Services**



8. How satisfied are you with the following local facilities:

**Please go to next page**

|                   | Good | Fair | Poor | Bad |                   | Good | Fair | Poor | Bad |
|-------------------|------|------|------|-----|-------------------|------|------|------|-----|
| Schools           |      |      |      |     | Parks             |      |      |      |     |
| Shops             |      |      |      |     | Open spaces       |      |      |      |     |
| Sports Facilities |      |      |      |     | Play facilities   |      |      |      |     |
| Libraries         |      |      |      |     | Footpaths         |      |      |      |     |
| Churches          |      |      |      |     | Street Lighting   |      |      |      |     |
| Doctors Surgeries |      |      |      |     | Refuse Collection |      |      |      |     |
| Advice Centre     |      |      |      |     | Street Cleaning   |      |      |      |     |
| Police            |      |      |      |     | Pest Control      |      |      |      |     |

9. What do you most like about your home and the area? (please state)

10. What do you most dislike about your home and the area and what could be done to improve it? (please state if not mentioned previously)

11. Do you feel safe and secure in your home?

Yes

**Please go to next page**

12. Do you want to stay here?

13. You realise that doing nothing is not an option, so what would you like Council to do with the properties/area?

14. Would you be prepared to move out if extensive works had to be carried out?

**15. If redevelopment is the only option, where would you consider living**

On a temporary basis

On a permanent basis

16. Type of Accommodation required

17. Comments eg pets, mobility problems, special requirements, etc.

**Please go to next page**

18. Would you want to come back as;

A tenant

Owner occupier

Shared ownership

19. Are there any other things that you wish us to know?

This survey was completed on: (please state date) \_\_\_\_\_

By

**Thank you for taking time to complete this questionnaire**

The results will be analysed and forwarded to you shortly







**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1. **Meeting** CABINET MEMBER FOR HOUSING AND ENVIRONMENTAL SERVICES

2. **Date of Meeting** 19 July 2004

3. **Title** THE FUTURE OF THE 'TARRAN' PROPERTIES AT MALTBY

4. **Originating Officer** Paul Benson  
Principal Regeneration Officer, Ext 4354

5. **Issue**

To report the findings of the community consultation that took place with the residents of the Tarran properties on Braithwell Road, Chadwick Drive and Newland Avenue, Maltby.

6. **Summary**

A decision was made by the Cabinet Member for Housing and Environmental Services to assess all non-traditional housing for their sustainability. The Tarran properties at Maltby are the first estate to be tackled following this decision.

The properties consist of 86 non-traditionally constructed system-built Tarran properties, 72 of which are Council owned. Consultation has now been carried out and this report outlines an assessment of the housing needs of the community.

7. **Clearance/Consultation**

One to one consultation has been carried out via a social survey questionnaire after guidance was sought from Ward Members, Maltby Housing Office, the Tarran Action Group and the local residents.

8. **Timing**

Subject to a decision being made by Cabinet Member, the community can be informed of the decision within immediate effect.

Residents will have the opportunity and be encouraged to be directly involved in the process of driving this project forward.

9. **Background**

The future of 86 Tarran properties, of which 72 remain in Council ownership, is currently under review. Tarran properties are designated as a defective dwelling under section 528 of the Housing Act 1985. It has been estimated that to bring the properties up to a Decent Homes standard it will cost approximately £47,650 per property, exclusive of fees. A report was submitted to Cabinet on 2 February 2004 examining the future of these non-traditional Tarran properties at Maltby. Following this report, residents meetings were held on 23<sup>rd</sup> March and 8<sup>th</sup> July 2004 in between which one to one consultations were carried out with tenants and residents of the area.

Tenants and residents were informed of two options for addressing the investment needs of the Tarran properties. Firstly, the option to refurbish the properties and the associated costs related to this option. Secondly, that the Council must consider the option of redeveloping the site. Tenants and residents have been advised that the Council may market the site to a developer with a registered social landlord partner and that a provision for affordable housing will form part of the planning brief if this is the most appropriate course of action.

The findings of the one to one consultation exercise are highlighted in the attached report, with conclusions drawn from the findings.

**10. Argument**

Non-traditional properties generally, and Tarran properties in particular, were constructed as a short-term option for providing relatively quick accommodation and are identified as properties requiring extensive remedial action to extend their useful life. The cost of achieving this is substantially (over 4 times) more than the current average cost of bringing a traditional Council home up to the Decent Homes standard. It does not appear to be a viable option to carry out remedial works and refurbish the 72 Council properties to meet the Decent Homes standard and because of this the option for re-development appears to be the most appropriate course of action based on cost alone.

However, to assist the re-development and to ensure that a minimum amount of time is taken in re-housing individuals, it would be necessary to prioritise the re-housing of the tenants and residents on the Tarran estate over others on the waiting list. This may be a lengthy process due to the requests of the individual households to remain within the local area whilst re-development takes place.

It would be an essential ingredient of any redevelopment of the site that the community were fully involved with the process. Therefore, if the decision to demolish and redevelop is taken, feasibility arrangements would be made to offer a number of Housing Associations to work up and present proposals for the future re-development based on Community Planning principles.

**11. Risks and Uncertainties**

A problem will be the quick re-housing of the residents, the majority of whom wish to remain as Council tenants and be re-housed in the immediate area, either on a temporary basis, whilst work is undertaken, or on a permanent basis. The availability of void properties for the immediate area is very low (approximately 6 a year). Only 7 out of the 78 residents expressed a wish to move out of Maltby. As the Council aims to meet residents' housing needs and aspirations, the re-housing process will take much longer than originally anticipated

**12. Finance**

To refurbish the 72 Council properties the costs will be approximately £3.5million exclusive of fees.

To clear the site in preparation for re-development the cost will be approximately £1.1million.

These figures will be confirmed following additional sample surveys and feasibility studies.

£200,000 is available in the capital programme for 2004/05 and further funding may be available this year, should anticipated capital receipts be made available. Completion of the scheme will be included in future year's capital programmes.

**13. Sustainability**

Although the majority of the community would like to see the properties refurbished, a large number of the residents, (should re-development be the chosen course of action), would want to return to the locality. This will ensure the present community remains sustainable for a longer period of time than would have been possible had the Tarran properties remained.

It will make a significant contribution to the Council's decent homes strategy and ensure that there is a continued supply of high quality affordable housing for rent in the area in the long term.

It is essential for the sustainability of the estate that the residents are in support of any action that is taken when assessing the future of the Tarran properties.

Any process followed in respect of the Tarran properties, upon establishing the most appropriate course of action, will be mirrored or adapted to other non-traditional housing estates as their future investment needs are considered.

**14. Wards Affected**

Ward 14 - Maltby

**15. References**

Cabinet Report: Sustainability issues of Non-traditional housing stock 15<sup>th</sup> September 2004.

Housing Act 1985, Section 528

Non traditional housing in Northern England – Identification Handbook

Community consultation 'Social Survey' findings

**16. Presentation**

N/A

**17. Recommendations**

**THAT CABINET MEMBER:**

**1. APPROVES THE REPORT.**

**2. APPROVES THE DEMOLITION AND REDEVELOPMENT OF THE SITE. THIS BEING THE ONLY COST-EFFECTIVE WAY FORWARD.**

3. **APPROVES THE GRANTING OF RE-HOUSING PRIORITY TO RESIDENTS OF THE TARRAN PROPERTIES EITHER TEMPORARILY OR PERMANENTLY TO AREAS OF THEIR CHOICES.**
4. **APPROVES THE COMMENCEMENT OF NEGOTIATIONS REGARDING THE REPURCHASE OF OWNER-OCCUPIED PROPERTIES ON THE ESTATE.**

## APPENDIX 1

### REPORT: Non-Traditional Housing, Tarran Properties – Braithwell Road, Chadwick Drive and Newlands Avenue, Maltby

#### 1. Purpose

The purpose of this report is to inform Housing Cabinet Members of the findings of recent consultation carried out with the residents with regard to the non-traditional Tarran properties at Maltby.

#### 2. Introduction

2.1 Housing and Environmental Services Cabinet Member has approved a general strategy for the disposal and/or demolition of non-traditional properties following extensive consultation with existing tenants and ward members. This decision was based on evidence that showed that the non-traditional stock can contribute to the spiralling decline of an area, and that refurbishment costs were out of all proportion to the value and life expectancy of the property.

2.2 A report was submitted to cabinet on 2 February 2004 examining the future of the non-traditional Tarran properties at Maltby. Initially, all of the Tarran properties were owned by Rotherham Metropolitan Borough Council and presently 82 of these properties are occupied (either tenanted or owner-occupied) with the remaining 4 properties void, 14 properties have been bought under the Right to Buy process and a further 9 properties are pursuing a Right to Buy application. 72 Council properties remain in the ownership of RMBC. Housing Regeneration and the Maltby Estate Management team carried out individual consultation with the residents of 78 properties to establish the circumstances, needs and aspirations of the community.

#### 3. Tarran Housing

3.1 Tarran properties are designated a defective dwelling under Section 528 of the Housing Act 1985. These properties were originally erected in concrete panels with asbestos sheet roofing. Defects include the spalling of concrete and the corrosion of the reinforced steelwork. They were intended to provide only short-term post war accommodation and were given a life span of 25 years. They are all in the region of 56 years old and many are showing signs of the defects associated with these properties.

#### 4. Structural & Repair Costs

- 4.1 Economic and Development Services carried out a feasibility study in December 2003 to determine the works necessary to replace the asbestos roofing and an approximate cost was provided. In addition to this study, information was provided by Bramall Construction (Housing Services Contractor and Decent Homes Partner) who have recently carried out the 'brick skinning' of non-traditional housing to improve the performance and appearance of non-traditional properties in Derby. The table below indicates this and also the costs associated with refurbishing the properties to meet the Decent Homes standard and evidence provided by the Decent Homes team show that costs average approximately £12,300 per property. A decision to refurbish and therefore retain these properties will result in management and responsive repair costs being incurred. Costs have been calculated to 2010.

**TABLE 1**

| <b>Calculation of refurbishment costs for one Council owned Tarran property</b> |   |                  |
|---|---|------------------|
| Removing the asbestos and re-roofing the properties                             |   | £12,000          |
| To meet the Decent Homes standard   | Replacement/upgrading of Central Heating system | £ 3,200          |
|   | Replacement kitchens                            | £ 2,700          |
|   | Replacement bathrooms                           | £ 1,500          |
|   | External Doors                                  | £ 1,200          |
|   | Windows   | £ 1,900          |
|   | Electrical re wire                              | £ 1,800          |
|   |   |                  |
| Brick skinning to exterior of property  | Demolish and prop                               | £ 1,700          |
|   | Excavate & concrete founds                      | £ 1,400          |
|   | External walls                                  | £ 8,750          |
|   | Extend Roof                                     | £ 2,200          |
|   | Provision for scaffold                          | £ 1,000          |
|   | Renew paths                                     | £ 1,000          |
|   | Re-plaster external walls                       | £ 900            |
|   |   |                  |
| Management Costs  | Up until 2010                                   | £ 2,800          |
| Annual responsive Repairs   | Up until 2010                                   | £ 3,600          |
|   |   |                  |
|   | <b>Total</b>                                    | <b>£ 47,650*</b> |

\* note - this figure does not include fees.

- 4.2 Therefore, to refurbish all 72 properties would cost approximately £3.5 million plus fees.



- 4.3 This is not a viable option, as the life expectancy of the properties will not be extended sufficiently to justify the associated costs to bring the properties up to a Decent Homes standard.

## **5. Energy Efficiency**

- 5.1 Presently, the majority of the non-traditional housing stock in Rotherham is less energy efficient than their traditional counterparts. However, the Tarran properties have previously benefited from cavity wall insulation and should be treated as a traditionally constructed house when establishing an energy rating.
- 5.2 The Government's Standard Assessment Procedure (SAP) is rated on a scale of 1 to 120. A SAP energy rating gives a measure of the energy efficiency of a home. It is based on energy costs for space and water heating. The higher the rating number, the more energy efficient the home.
- 5.3 The energy rating (SAP) for Rotherham housing stock is an average of 58 (above national average of high 40's) and this figure is similar to that of a 3 bed roomed house (both traditional and Tarran property) with cavity fill, gas central heating and partial double glazing. By carrying out the refurbishment works highlighted above the energy efficiency will be improved by 18 points and the energy running costs will be reduced by £160 a year.
- 5.4 However, based on approximate costs and advice from Housing Services Energy Efficiency Team, it would not be advantageous or economical to improve the energy efficiency of the Tarran properties for a short term period. It would be advisable to investigate further options where the energy efficiency of the homes could be improved both to the residents and the Council in the long term.

## **6. Consultation (Social Survey) exercise**

- 6.1 There is an exceptional sense of community in this area and the residents are proud of and look after their estate. There are few reports of crime and anti social behaviour on the estate. From a housing management view this area is low maintenance and the properties are high demand due to their spaciousness, large gardens and an intense sense of community. Although some tenants accept that refurbishment costs are reasonable to remove the asbestos roofing and bring these properties up to a decent home standard, over 94% (73 properties) of the community want to see the properties refurbished, whatever the cost. If refurbished, tenants have been informed that the works will cause major disruption and tenants will have to move out of their home for works to take place. All tenants benefiting from refurbishment work will have to be temporarily re-housed whilst the works were being carried out and return to the estate upon completion of the works. Due to this, some tenants (6 households) have stated

that they would not be able to endure two moves to allow refurbishment works to take place and would not wish to return to the estate.

6.2 Housing and Environmental Services Cabinet Member approved strategies for the disposal and/or demolition of non-traditional properties. An economical alternative to refurbishment would be the redevelopment of the estate. Redevelopment would briefly require the following:

- Council tenants to be re-housed, some temporarily to allow them to return to the estate.
- Owner/occupied properties to be purchased by the Council to facilitate demolition
- All residents to be paid home loss and disturbance costs
- Demolition of all properties
- Redevelopment of the area

6.3 An indication of the costs to clear the estate and therefore allow redevelopment to take place is shown below.

**TABLE 2**

| <b>Costs to clear site</b>  |                          |                        |                   |
|---|--------------------------|------------------------|-------------------|
|   | <b>No. of properties</b> | <b>Individual cost</b> | <b>Total cost</b> |
| Home loss payments  | 86                       | £ 3,100                | £ 266,000         |
| Disturbance costs   | 86                       | £ 500                  | £ 43,000          |
| Acquisition of private properties   | 14                       | *£22,000               | £ 308,000         |
| Acquisition of potential private properties (council tenants currently pursuing a right to buy application) | 9                        | *£22,000               | £ 198,000         |
| Demolition costs  | 86                       | £ 3,500                | £ 301,000         |
|   |                          | <b>Total</b>           | <b>£1,116,000</b> |

\*This figure is the current market value of the Tarran properties as used to assist the right to buy process.

6.4 Close consultation has been carried out to investigate the needs and aspirations of the community and although the majority of the residents would prefer to have their homes refurbished and remain as tenants or owner-occupiers there are a number of individuals who see an opportunity to change tenure.

**TABLE 3**

| <b>Present tenure 'split' for Tarran residents</b> |                         |
|--|-------------------------|
| <b>Tenure</b>                                      | <b>No of properties</b> |
| Council tenants                                    | 72                      |
| Owner occupiers                                    | 14                      |
| <b>Total</b>                                       | <b>86</b>               |

| <b>Residents tenure 'split' following social survey</b> |                         |
|---|-------------------------|
| <b>Tenure</b>   | <b>No of properties</b> |
| Housing Association tenants*                            | 27**                    |
| Owner occupiers   | 22**                    |
| Permanent move away from estate                         | 1                       |
| No appropriate answer given                             | 31                      |
| <b>Total</b>  | <b>81</b>               |

\*6 respondents stated that they would return to the estate as Council tenants even though this was not an option following a decision to redevelop

\*\*3 respondents chose to state that they had no preference between being tenant or an owner occupier.

- 6.5 Of the respondents who chose one of the appropriate options regarding tenure, there appears to be an equal mix of tenants and owner occupiers which would indicate that the community mix would be sustainable. However, there is concern regarding the 31 households who did not chose to specify whether they would wish to be a Housing Association tenant or an owner occupier and these individuals will require future consultation regarding their specific needs.
- 6.6 Regarding redevelopment and re-housing, an immediate problem the council will face will be the number of residents who will want to be re-housed in the Manor area, both on a temporary and permanent basis. Many residents have specified particular roads and only those that they are willing to move to.
- 6.7 Information from Maltby Housing Office indicates that there are 6 voids (approximately) a year on the Manor estate and where some residents are willing to move within the Maltby estate but only to areas such as Cliff Hills and in some cases Highfield Park. Again void figures for these areas are very low, (approximately 6 a year). Every resident specified that they would not be willing to make a permanent move to the Birks Holt Estate or the White City Estate. There have only been 7 residents that have expressed a wish to leave Maltby and be re-housed elsewhere within the borough.
- 6.8 A number of residents, 8, who expressed a preference to return to the estate as owner-occupiers did so on the understanding that the option of affordable housing would assist in the purchase. The problem many owners' face is they have no mortgage or loan outstanding on their property and they are not at a time in their life when taking on a mortgage is a feasible thing to do. Their properties will be valued at a much lower price than traditional housing due to the non-traditional properties being categorised as a defective dwelling under the Housing Act 1985. Unless affordable housing is made available with additional gap funding or shared ownership where appropriate, the majority of the residents in the area will be priced out of the current market.

## **7. Conclusion**

- 7.1 Although re-development appears to be the only cost effective way forward it will be a long process to accommodate the needs of the community if we provide like for like accommodation in areas of their choice. Although during consultation it was suggested to single/older persons that accommodation other than family housing could be an option for them, only a minority were interested. Many who would be eligible for bungalows that could take the strain off the family housing demand waiting list do not wish to take this option.
- 7.2 The cabinet report of 2 February 2004 stated that re-housing and decanting for re-development of the site would take one to one and a half years. Taking into consideration the feedback received during consultation and the desire of the tenants and residents to be re-housed in the immediate area, this process may be significantly longer than originally perceived.

However, it is also a fact that once an estate begins to empty, remaining residents become increasingly anxious to move away – whether permanently or temporarily – as fast as possible.

## **8. Preferred Option**

- 8.1 It is not considered sustainable to refurbish the Tarran homes. It is recommended that disposal and redevelopment be the preferred option.

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1. **Meeting:** CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES
2. **Date of Meeting:** 19 July 2004
3. **Title:** Progress Report on the Tenants' Insurance Scheme
4. **Originating Officer:** Simon Bell  
Rent Recovery Officer  
Tel Ext 2670
5. **Issue:**  
To give the current position in relation to the Tenants' Home Content Insurance scheme.
6. **Summary:**  
The Tenants' Home Contents Insurance service started in July 2002 with the appointment of AON as the broker and Norwich Union as the scheme underwriter. The scheme is now reaching its second anniversary and 1,299 tenants (6%) currently hold home contents insurance policies with the Council.
7. **Clearance/Consultation:**  
Approval was given by members in April 2002 to appoint AON as the Council's Insurance Broker for its Home Contents Insurance scheme.
8. **Timing:**  
The report gives the latest position regarding the Insurance Scheme, which has now reached its second anniversary.
9. **Background:**
  - 9.1 The Tenants Insurance Scheme started in July 2002 to meet the need for a reasonably priced affordable policy that did not discriminate against tenants living in high-risk areas. The Council issued a tender for a home content insurance policy that had a flat rate across the Borough, irrespective of postcode. It also required the scheme to have policy options for customers including standard and accidental damage cover at two rates, one for under 60's the other for pensioners.
  - 9.2 AON were the broker who won the tender, offering competitive rates combined with the advantage that their premiums could be paid weekly with the rent. The contract was based on the assumption that the Council would administer the scheme and any cost associated with this would be funded from the commission the Council generated. The appointment of our own Insurance and Finance Officer, who administers the scheme, is one of the contributing factors to its undoubted success.
  - 9.3 The Home Contents Insurance Scheme has seen an increase in numbers over the past two years. There are currently 1,299 tenants who hold insurance through the scheme - 6% of all tenants. To ensure continual growth we are actively publicising the benefits of the scheme by advertising on the rent card, repairs slip, in Open House and by mail shots. Negotiations are ongoing with Rotherham Connect to have them telephone canvass potential new customers. With AON, we intend to see if the Insurance Scheme can be opened up to include tenants who have exercised the Right to Buy.
10. **Argument:**  
The scheme is financially independent of the Housing Service with income exceeding expenditure. The insurance service offers an affordable high quality service that is

customer focused. This is reflected in excellent customer satisfaction levels and the fact that no formal complaints have been received relating to this part of the Service.

The Council insurance scheme contributes to making tenancies more sustainable. Tenants have a choice of home content policies at competitive rates that can be paid weekly. This not only gives added value to the Housing Service, but it also helps reduce tenant poverty.

**11. Risks and Uncertainties:**

There is minimal risk associated with the Insurance Scheme, as it is already viable and financially independent. Income last year was in the region of £19,000 with expenditure of £18,000 comprising wages at Scale 3 and costs for stationary and postage.

The contract with AON is due to expire in July 2005. The broker has already given an assurance that premiums will remain the same up to the renewal date. This means tenants have enjoyed fixed premiums for the 3-year duration of the current scheme.

In April 2005 the insurance scheme will be evaluated and a further report will be presented to Cabinet with suggestions to either enter into another long-term arrangement with AON, or to test the market with another tender.

In January 2005 the Financial Services Authority (FSA) will regulate the insurance industry. This may have an impact on the Council's Insurance Scheme, as it could be subject to regulation if it continues to be administered by (what will then be) the ALMO from April 2005 onwards. The broker is consulting with the FSA and will advise the Council regarding the impact the legislation may have on the Scheme.

**12. Finance:**

A financial appraisal of the Tenant Home Contents Insurance Scheme for two years:

| <b>Income</b>      | <b>July 02/March 03</b> | <b>April 03/March 04</b> |
|--------------------|-------------------------|--------------------------|
| Premium collected  | £51,524                 | £98,524                  |
| Premium to AON     | £41,140                 | £79,140                  |
| Commission         | £9,675                  | £18,947                  |
| Loss ratio bonus   | £4,078                  | 0                        |
| Total benefit      | £13,723                 | £18,947                  |
| <b>Expenditure</b> |                         |                          |
| Salary Scale 3     | £12,700 (pro-rata)      | £17,458                  |
| Administration     | £500                    | £500                     |
| Balance            | £523                    | £989*                    |

\*Excludes staff slippage of £4,364 due to vacancy

**13. Sustainability:**

The scheme contributes to the objective of developing sustainable communities by encouraging tenants to remain in areas which may otherwise be affected by either prohibitive insurance premiums or lack of availability of insurance at all. The premium is standard to any part of the Borough, so are 'postcode blind'.

**14. Wards Affected:**

All

**15. References:**

None

16. **Presentation:**

The report clearly shows the Insurance scheme has been successful. It is financially independent and does not rely on subsidy from the Housing Revenue Account. It provides an affordable Insurance Service to the tenants of Rotherham.

17. **Recommendations:**

**TO APPROVE THE REPORT**

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1. **Meeting** CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES

2. **Date of Meeting** 19 July 2004

3. **Title** VOID PROPERTY MONITORING  
3 May 2004 to 2 July 2004

4. **Originating Officer** Dave Abbott  
Housing Manager, Tel Ext. 2294

5. **Issue**

The report is intended to update Members on void property relet performance and associated issues.

6. **Summary**

Performance on relet times and rent loss on void properties needs to improve this year for the Service to meet its performance targets, and the needs and aspirations of tenants in Rotherham.

7. **Clearance/Consultation**

In addition to this report, the 'Tenants Vacant Property Policy Panel' meets every six weeks to consider reports on performance and allocation issues.

8. **Timing**

In order to keep Members informed on this key issue, a report will be produced for the first meeting of each month.

9. **Background**

The targets set for HES68 and BVPI 69 are 20 days and 1.25% respectively. The report shows that the number of voids has significantly reduced with performance on rent loss being 1.33%, and the overall time to let dwellings from 1 April to 2 July 2004 is 23.85 days. Housing Services undertakes to report regularly on this core service issue.

10. **Argument**

Improved performance will reduce the blight of empty properties and increase the capacity of the service to maximize performance.

11. **Risks and Uncertainties**

Failure to relet tenancies in a timely manner will affect the sustainability of communities and increase rent loss, which in turn reduces the ability of the Service to deliver quality housing management services.

12. **Finance**

No additional resources required. Improved performance will increase rental income.



13. **Sustainability**

The actions taken to improve performance including the introduction of Local Letting strategies, which alongside future Choice Based Lettings will enhance sustainability, because people will choose the area and type of property they live in.

14. **Wards Affected**

All

15. **References**

Audit Commission guidance

16. **Presentation**

Void Performance Monitoring Report for the Period 3/05/04 – 02/07/04

17. **Recommendations**

**THAT THE CABINET MEMBER NOTES THE REPORT**

**Void Performance Monitoring for the Period 03.05.04– 2.07.04**

**1. The Number and Type of Voids**

- 1.1 The number of voids on 2 July 2004 decreased by one hundred and three from the start of the period to 281 or 1.20% of the stock. The majority of voids, (209 or 74.38%) are those currently excluded from HES 68; these include properties such as those awaiting renovation and disposal.
- 1.2 The number of voids that meet the criteria to be included within the HES 68 decreased during the period to 72. This equates to 0.31% of the stock.

**2. Performance Against BVPI 68**

- 2.1 The definition for HES 68 is, 'the average re-let times for dwellings let in the financial year'. The time is calculated from the day the authority becomes aware that a property is to become void up to the day a tenant is signed up for a property and receives the keys.
- 2.2 **The overall performance against this indicator is 23.85 days** during the period, an improvement of 0.59 days from the previous month. Three Neighbourhood Housing Offices are operating within the target of 20 days. The steps taken to improve performance during the period are highlighted in section 5.
- 2.3 The performance on allocating open access properties has continued with 30 open access properties being let in the period. The overall performance if all open access properties were removed from the indicator would be 23.28 days.
- 2.4 **The current level of performance, based on the 2003/4 comparative ALMO data would place the authority in the top quartile of All England ALMO's and 4<sup>th</sup> best. Top quartile was anything below 30 days average.**
- 2.5 A new Local Performance Indicator was introduced for 2003/04 - HES14. This indicator measures the average time taken to let a void from when one tenancy terminated until the next one starts, as defined by dates entered onto the voids management system. This indicator excludes all those properties that are excluded from HES.68. Performance based on this indicator is 19.96 days during the period.

**3. Terminations, Lettings and Properties Available to Let**

- 3.1 **Terminations & Lettings** There were 301 terminations in the period of which 153 met the criteria to be included in HES 68 and 382 lettings. The cumulative figures for this year are 443 terminations and 508 lettings. In addition there have been 26 new tenancies created by mutual exchanges since April 2004.

### **3.2 Property Available to Let**

The number of available to let properties at the start of the period is 23.

### **4. Performance against BVPI 69**

**4.1** Definition for HES 69 is the percentage of rent lost through local authority dwellings becoming vacant

**4.2** The amount of rent income lost on voids up to 2 July 2004 has improved from 1.52% at the last report to **1.33%**. This level of performance, based on the 2001/02 comparative data, would continue to place the authority in the upper quartile for Metropolitan Authorities. This indicator has been discontinued as a national indicator and it is proving difficult to collect more up to date data to give a meaningful comparison.

### **5. Actions Taken to Improve Performance in the Period**

#### **HES.68**

Performance in the first quarter deteriorated due largely to problems around specific procurement. However, various local issues were also identified via voids performance clinics that required immediate attention. As a consequence of the latter, this deterioration has now been reversed and performance is almost back to that at the beginning of the year, and the trend makes this year's target of 20 days very achievable. Performance monitoring has been further tightened with individual managers being personally invited to explain performance in addition to the clinics.

- The Furnished Tenancy scheme, and Starter Pack Scheme's commenced on the 1<sup>st</sup> May, 2004. The Furnished Tenancy scheme will create more sustainable tenancies by providing furnished accommodation to those who may not otherwise be able to furnish a home. Similarly the Starter Packs are helping to provide basic amenities to those who would not be able to afford the cost of a new tenancy.
- Revised procedures for dealing with gas and electrical safety checks and pre termination inspections have reduced the time taken return the keys back for re-letting
- A trial has been conducted with alternative suppliers of manufactured joinery; initial findings show improved procurement times, impacting on overall performance.
- A Black and Minority Ethnic community consultation days was held on the 24<sup>th</sup> May, 2004. The days provided feedback on how to make the voids and allocations service more accessible to all.
- The Open Access website and displays have been updated to improve accessibility. The Open Access List was also issued to 150 customers and the Tenants and Residents Associations.

**HES.69**

- Cabinet approval to develop Dalton House as a site for Extra Care Sheltered Housing has helped reduce the number of voids and rent loss included in the indicator

**6. District Performance and Issues**

- 6.1** The teams have been given a target of letting one more property than is terminated each week. The table in Appendix 1 identifies the performance of the district offices during the period.
- 6.2** Due to local letting strategies, the impact of letting long term voids is no longer seen as a significant issue.
- 6.3** Asbestos in certain gas boilers has caused delays due to the policy to replace at all times. This has in part been resolved by revised pre-termination procedures which identify the problem at an earlier stage. The issue will be entirely resolved during the year as the annual gas servicing programme tackles each affected boiler.
- 6.4** Electrical testing and gas check procedures have been further improved since May.
- 6.5** There have been procurement issues with ordering kitchens and doors. Negotiations with suppliers now appear to have resolved this problem but the situation requires a further monitoring to ensure that contractors can maintain the current improved delivery times. A larger supply chain for these goods is being established to ensure uninterrupted service.
- 6.6** There have been some delays caused by procedures to clear hypodermic syringes/needles. Steps are being taken to improve the process by training the caretaking service to remove them, rather than sending them to the (limited) resources of Environmental Services..
- 6.7** The Pathfinder is having an initial affect in the East Herringthorpe area in that the Master plan has yet to be developed and voids which would normally require extensive work are not being capitalised where the sustainability is not known. This means that they are not removed from the indicator while the work is being completed, the level of work is much less and they are harder to let. However, it has been decided that where such properties are not 'clustered' and are traditionally constructed, that work will proceed

**7. Sustainability**

The 'sustainability of tenancies' indicator (HES5) measures the percentage of terminating tenancies in the year that have lasted longer than 12 months. This is on the basis that tenancies which last longer than this can be considered 'successful' and that it is less likely that subsequent terminations will be due to failure to maintain tenancies on the tenants part, or provide appropriate management support on that of

Housing Services. Performance during the 12 months up to the 30<sup>th</sup> June, 2004 was 95.17% which is a continuous improvement. This figure does not include tenancies terminating within 12 months due to transfers, mutual exchanges and deaths. If these were included the figure would be 88.63%

## Appendix 1 – Status of Voids by Area Office as at 02/07/04

| District           | BVPI 68           | League Position | Properties Terminated in Period | Properties Let in Period | Properties Available to Let 02/07/04 | Open Access Properties Signed up in Period |
|--------------------|-------------------|-----------------|---------------------------------|--------------------------|--------------------------------------|--|
| Maltby             | 20.02 days        | 4th             | 35                              | 46                       | 0                                    | 0  |
| Dinnington         | 17.04 days        | 2nd             | 20                              | 18                       | 4                                    | 0  |
| Wath               | 28.96 days        | 8th             | 26                              | 41                       | 2                                    | 10   |
| Swinton            | 28.34 days        | 7th             | 22                              | 19                       | 2                                    | 14   |
| Rawmarsh           | 29.22 days        | 9th             | 26                              | 39                       | 2                                    | 0  |
| Going Local Pilot  | 25.62 days        | 5th             | 57                              | 82                       | 3                                    | 0  |
| East Herringthorpe | 19.54 days        | 3rd             | 31                              | 43                       | 0                                    | 1  |
| Town Centre        | 28.32 days        | 6th             | 57                              | 65                       | 10                                   | 0  |
| Aston              | 9.70 days         | 1st             | 27                              | 29                       | 0                                    | 5  |
| <b>Totals:</b>     | <b>23.85 days</b> |                 | <b>301</b>                      | <b>382</b>               | <b>23</b>                            | <b>30</b>                                  |

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| <b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b> |
|--|

1. **Meeting Cabinet Member for Housing and Environmental Services**

2. **Date of Meeting 19 July 2004**

3. **Title Housing and Environmental Services General Fund Revenue Out-Turn Report 2003/04**

4. **Originating Officer Anne Ellis  
Finance and Accountancy Manager Ext.3241**

5. **Issue**

To inform members of the General Fund Revenue Out-turn position for the financial year ending 31 March 2004.

6. **Summary**

Total spending on General Fund Services in 2003/04 was £10.799m as compared to a budget of £11.019m, an under-spend of some £220,000 or 2%. The overall position is composed of under-spending of £74,000 or 4% and £299,000 or 3% respectively by the Environmental Health and Waste Strategy services and an overspend of £153,000 or 21% on Housing General Fund activities. Detailed appendices are attached showing both budgets and the out-turn position. A carry forward of £250,000 has been made in respect of the Waste Strategy Service to purchase wheeled bins for green waste collections.

7. **Clearance/Consultation**

This report has been agreed by the Programme Area management Team and the Head of Corporate Finance.

8. **Timing**

This report is being presented to the Cabinet Member for Housing and Environmental Services, prior to being forwarded to Corporate Management Team and Cabinet for Approval.

9. **Background**

This report is the last in a series that has provided details of the revenue budget position during the last financial year, 2003/04. The report shows the final position at the year end including recharges for central services and in respect of RBT. The overall out-turn position is broadly consistent with that last reported; however the allocation of recharges to services has resulted in some changes to the projected position.

10. **Argument**

The position in respect of each of the General Fund Services is set out below:

**Environmental Health (Excluding Waste Strategy) Budget £1,732,835 Outturn £1,658,746.** The Out-turn position shows an under-spending of £74,089 or 4%. This under-spend is attributable to savings on salary and procurement costs and increased licensing and grant income (funding was received by animal health from DEFRA in respect of costs associated with the foot and mouth outbreak). The additional income and savings have more than covered pressure on budgets in respect of recharges for central services and the cost of transferring the laboratory service to Sheffield, which is now completed.

**Waste Strategy Budget £8,545,139, Outturn £8,246,436.** Spending on the Waste Strategy was some 3% or £299,000 below budget in 2003/04. This is after the transfer of some £0.1m to fund the purchase bins to support the provision of Green waste collection,

which was agreed during the year. The net under-spending is composed of an over spend of 4% on waste collection due to the non-receipt of an anticipated DEFRA grant for the storage and disposal of white goods. Against this, on the Waste Disposal budget throughput at Recycling centres has significantly reduced as result of the installation of barriers and recycling initiatives which have reduced the volume of waste being sent to landfill. This reduction has therefore had an impact on the cost of haulage and the disposal of waste resulting in an under-spending of some £473,000 or 12%. It should be noted that this is after making provision in the waste minimization fund for 2003/04 contract costs.

In the light of this under-spend, a carry forward of £165,000 is requested to fund the purchase of bins for green waste collections (which will support the delivery of statutory waste recycling and composting targets). By purchasing the bins outright rather than using the Credit Approvals provided with the Local Public Service Agreement (Local PSA) it is estimated that capital payments in future years will be reduced by some £22,000 per year.

**Housing General Fund – Budget £741,018 Outturn £894,106.** The over-spending of £153,088 is attributable to three main areas of activity: Management and administration due to higher than anticipated recharges from RBT. Secondly, Neighbourhood wardens where spending was higher than the grant income claimable resulting in a cost of some £58,000 falling on the Council and, finally, as reported, in respect of Agency and Grant work where an overspending of some £79,000 was attributable to loss of surveyors fees income as work is now undertaken by EDS. budgetary provision was made. Budgets for 2004/05 will be adjusted to reflect these pressures. It should also be noted that the balance of £664,947 on the Asylum Seekers Account has been transferred to a holding account.

**In total**, spending on Housing and Environmental Services was 2% Or £220,000 below the budgeted level of £11.019m, which is broadly in line with the position last reported to Members, although within this total, the position on individual services has changed. Appendices provide details of the spending on Services.

**11. Risks and Uncertainties**

The issues and pressures identified in monitoring budgets in 2003/04 will be reflected in budgets for 2004/05. It should be noted that if the Waste Strategy carry forward request is granted then the net under-spending will become a break-even position.

**12. Finance**

Financial implications have been discussed at sections 10 and 11 above.

**13. Sustainability**

This report highlights the actual performance against approved budget for the last financial year. The ongoing provision of services and performance against budget in the current year, 2004/05 will be monitored during the year in accordance with the timetable issued by the Head of Corporate Finance.

**14. Wards Affected:** All wards.

**15. References**

General Fund Budget Monitoring Reports dated: 22 August, 29 September, 13 October, 24 November, 15 December, 2 February, 15 March and 19 April 2004.

**16. Presentation**

The Head of Corporate Finance will include the out-turn position for Housing and Environmental Services General Fund Services within the overall Corporate report to Corporate Management Team and Cabinet.



**17. Recommendations**

- 1. THAT MEMBERS RECEIVE THE 2003/04 GENERAL FUND OUT-TURN REPORT.**
- 2. THAT THE REQUEST FOR A CARRY FORWARD OF £165,000 BE APPROVED.**

LES/GUIDNOT

## Revenue Outturn Report

Programme Area: Housing and Environmental Services

Service Unit: Housing General Fund

## Revenue Budget/Outturn Position 2003/2004

|   | £              |
|---|----------------|
| 1 Balances brought forward from 2002/2003 following decision of Cabinet (Underspendings b/fwd '+': Overspendings b/fwd '-') | 0              |
| 2 Add Approved Cash-limited Budget for 2003/2004  | 742,453        |
| 3 Add Supplementary Estimates approved in 2003/2004   | 0              |
| 4 Add/Subtract Virement from/to another Programme Area/Service Unit approved in 2003/2004                                   | -1,435         |
| <b>5 Resources Available 2003/2004 (1+2+3+4)</b>  | <b>741,018</b> |
| 6 Net Actual Outturn 2003/2004 (As reported to Cabinet)   | 894,106        |
| <b>7 Net under (-) / over (+) spend in 2003/2004 (6-5)</b>  | <b>153,088</b> |

## 8 Requests For Carry Forward Into 2003/2004 (Please List Below)

£

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 0

Please note that the balance on the Asylum Seekers Accounts have been transferred to a holding account. The balance as at 31 March 2004 was £664,946.56

## Revenue Outturn Report

Programme Area: Housing and Environmental Services

Service Unit: Environmental Health (Exc. Waste Strategy)

## Revenue Budget/Outturn Position 2003/2004

|   | £                |
|---|------------------|
| 1 Balances brought forward from 2002/2003 following decision of Cabinet (Underspendings b/fwd '+': Overspendings b/fwd '-') | 0                |
| 2 Add Approved Cash-limited Budget for 2003/2004  | 1,748,438        |
| 3 Add Supplementary Estimates approved in 2003/2004   | 0                |
| 4 Add/Subtract Virement from/to another Programme Area/Service Unit approved in 2003/2004                                   | -15,603          |
| <b>5 Resources Available 2003/2004 (1+2+3+4)</b>  | <b>1,732,835</b> |
| 6 Net Actual Outturn 2003/2004 (As reported to Cabinet)   | 1,658,746        |
| <b>7 Net under (-) / over (+) spend in 2003/2004 (6-5)</b>  | <b>-74,089</b>   |

## 8 Requests For Carry Forward Into 2004/2005 (Please List Below)

£

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**0**

## Revenue Outturn Report

Programme Area: Housing and Environmental Services

Service Unit: Waste Strategy

## Revenue Budget/Outturn Position 2003/2004

|   | £                |
|---|------------------|
| 1 Balances brought forward from 2002/2003 following decision of Cabinet (Underspendings b/fwd '+': Overspendings b/fwd '-') | 0                |
| 2 Add Approved Cash-limited Budget for 2003/2004  | 8,549,738        |
| 3 Add Supplementary Estimates approved in 2003/2004   | 0                |
| 4 Add/Subtract Virement from/to another Programme Area/Service Unit approved in 2003/2004                                   | -4,599           |
| <b>5 Resources Available 2003/2004 (1+2+3+4)</b>  | <b>8,545,139</b> |
| 6 Net Actual Outturn 2003/2004 (As reported to Cabinet)   | 8,246,438        |
| <b>7 Net under (-) / over (+) spend in 2003/2004 (6-5)</b>  | <b>-298,701</b>  |

## 8 Requests For Carry Forward Into 2004/2005 (Please List Below)

The purchase of wheeled bins for green waste collections, which are necessary to provide the services required to meet our statutory recycling and composting targets. Financial benefits will accrue from purchasing the green bins outright as this will reduce the level of LPSA 11 Unsupported Credit Approval requirements, thus reducing the amount of capital repayments over the next 10 years by an estimated £22,000 per annum.

£  
165,000

**165,000**

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| <b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b> |
|--|

1. **Meeting CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES**

2. **Date of Meeting 19 July 2003**

3. **Title Housing Revenue Account (HRA) Revenue Out-turn position 2003/04**

4. **Originating Officer** Anne Ellis Finance and Accountancy Manager  
Tel Ext 3421

5. **Issue**

To inform Members of the Housing Revenue Account (HRA) Revenue Out-turn position for the financial year 2003/04.

6. **Summary**

In the last financial year the HRA achieved an operating surplus of £0.543m, as compared to the budget of £0.5m. When this and the HRA proportion of the Housing Services DSO surplus for 2002/03 £0.265m will give the HRA balances at 31 March 2004 of some £2m. Detailed Appendices are attached. .

7. **Clearance/Consultation**

The contents of this report have been discussed with the Programme Area Management Team and Corporate Finance.

8. **Timing**

This report is being presented to the Cabinet Member for Housing and Environmental Services, prior to being forwarded to Corporate Management Team and Cabinet for approval. The HRA accounts will be incorporated within the Council's published annual accounts.

9. **Background**

This is the last in a series of monitoring reports, which have been submitted to members during the past year.

10. **Argument**

HRA income from rent, additional and service charges and other sources (including notional interest) but excluding £0.265m from the DSO surplus in 2002/03 totaled £32.955m whilst spending came to £32.452m giving a surplus of £0.543m on the HRA which was £43,000 over budget and represents a small improvement over the projected position last reported to members. For comparison purposes, in 2002/03 the HRA achieved a surplus of £0.3m.

The final surplus position is £43,000 above the original budget, this is in spite of the loss of rent and related income resulting from sales under the "Right to Buy" scheme. Last year 1,507 properties were sold under the scheme providing some £29.4m in capital receipts, of which £7.3m is available to support the capital programme. In addition to these sales, 99 properties were demolished or disposed of. This reduction in housing stock is estimated to have resulted in the loss of up to £1.6m rent income. In addition to this, following a review by Corporate Finance the notional interest allocated to it in respect of its balances is some £0.145m less than previously reported to Members. This reduction in rent and other income as been offset by increased housing benefit and subsidy receipts, which are £0.8m over the budgeted level.

In addition, as reported during the year, Rothercare charges have been above the budgeted level by some £0.260m although this is offset by increased payments to Social Services in respect of the service. Conversely, both income from charges and payments to Social Services in respect of the Wardens Service in sheltered accommodation have also reduced as

a result of the opt-out granted to clients which has reduced take up of this service.

HRA spending of £32,452m was some £0.913m above budget, the main areas of overspending being the management and administration budget heading which was £0.462m overspent as a result of higher than anticipated RBT recharges and other costs, such as the stock condition survey, which have already been reported to members. Pressure on the housing repairs budget has come from responsive repairs and section 11/82 claims which were not budgeted for with the result that the budget is some £0.215m overspent (although this is consistent with the position last reported to members). Court and compensation costs associated with section 11/82 claims have however, placed pressure on the responsive repairs, voids and 10 year plan budget (£0.295m overspent). Delays in the restructure of Area offices also resulted in an overspending on this budget head. £0.35m Savings in respect of capital financing costs, have however offset some of these pressures.

The £0.543m surplus on the HRA will be added to the current balance on the HRA, which is composed of £1.2m brought forward at the end of 2002/03 and the HRA's share of the 2002/03 Housing Services DSO surplus £0.265m to give a balance of £2m or 3.1% of the gross turnover of the HRA (income plus expenditure).

Appendix 2, which will be circulated separately contains the HRA section of the Council's Accounts for 2002/03 and related notes. These have been prepared on a resource accounting basis to include a cost of capital charge, which is intended to reflect the value of the assets used by the HRA in the cost of services. In the accounts, as this charge is reversed out leaving the actual capital financing costs paid to give the net costs of services the final balance on the account is not affected.

#### **11. Risks and Uncertainties**

The projected level of balances does not include the HRA share of the BWD surplus for 2003/04 (£0.1m), which if, Cabinet, agrees will be transferred to the HRA in the current financial year. This would increase balances to some £2.1m.

In 2003/04, the number of properties sold under the "Right to Buy" scheme was significantly higher than in previous years, should this trend continue in the current financial year this will impose considerable stress on income budgets, as although sales generate additional capital receipts, rent income is reduced. Furthermore as sales tend to be of the larger and better properties (3 bedroom houses for example), it is not always possible to reduce expenditure in line with the rate of sales.

In 2003/04 Section 11/82 disrepair claims placed pressure on both repairs and administration budgets, in closing the 2003/04 accounts provision has been made for costs associated with cases initiated in 2003/04 which are expected to complete in 2004/05 in addition it is anticipated that in the current financial year this will be offset by the costs awarded to the Council in cases.

#### **12. Finance**

The financial implications are considered at sections 10 and 11 above.

#### **13. Sustainability**

The Local Government and Housing Act 1989, places a duty on authorities to budget to avoid an end of year deficit on the HRA. In 2002/03, a surplus was achieved, which as stated will be added to balances. In 2003/04, the Budget includes provision for a surplus of £0.5m.

14. **Wards Affected:** All Wards

15. **References**

HRA Monitoring Reports dated: Budget Monitoring Reports dated: 22 August, 29 September, 13 October, 24 November, 15 December, 2 February, 15 March and 19 April 2004.

16. **Presentation**

This report and the accounts at appendix 2 will be submitted to Cabinet prior to consideration by Council.

17. **Recommendations**

**THAT THE REPORT BE ACCEPTED**

| ROTHERHAM METROPOLITAN BOROUGH COUNCIL              |   | Housing Revenue Account                        |                     |                                   |                                    | Housing Revenue Account Appendix   |  |
|---|---|--|---------------------|-----------------------------------|------------------------------------|--|--|
| Programme Area:                                     |   | Housing & Environmental Services               |                     |                                   |                                    |  |  |
| Service Unit:                                       |   | Housing Revenue Account                        |                     |                                   |                                    |  |  |
| Budget Projections 2003/04                          |   | Main Areas of Potential Over / Under Spendings |                     |                                   |                                    |  |  |
| Projected End of Year Position Based on the Period: |   | 1st April 2003 to End of Mar 2004 (Period 12)  |                     |                                   |                                    |  |  |
| Service Division                                    | Expenditure / Income Head and Description of Over / Under Spend | Current Budget £                               | Projected Outturn £ | Potential Variation to Year-End £ | Percentage Variation to Year-End % | Comments and Action Proposed   |  |
| Quality Assurance                                   | Employees   | 86,680   | 99,239              | 12,559                            | 14.49%                             | Overspend on employees costs   |  |
| Housing Strategy                                    | Supplies & Services   | 92,673   | 94,805              | 2,132                             | 2.30%                              | Slight overspend   |  |
| Tenant Involvement Unit                             | Employees   | 181,941  | 146,207             | -35,734                           | -19.64%                            | Salaries lower than budgeted due to the level of vacancies   |  |
| Housing Needs                                       | Employees   | 150,965  | 128,043             | -22,922                           | -15.18%                            | Salaries lower than budgeted   |  |
| Responsive Repairs, Voids & 10 Yr Plan              | Employees   | 662,048  | 957,083             | 295,035                           | 44.56%                             | Section 11/82 compensation claims and legal costs not budgeted for   |  |
| Home Energy Advice                                  | Employees   | 39,319   | 40,724              | 1,405                             | 3.57%                              | Overspend on salaries due to vacancy factor  |  |
| Programmed Works                                    | Employees   | 305,623  | 263,580             | -42,043                           | -13.76%                            | Salaries lower than budgeted   |  |
| Housing Revenue Account Management & Administration | Employees/Supplies & Services/Capital                           | 8,798,849                                      | 9,260,945           | 462,096                           | 5.25%                              | Overspend on salaries, procurements and capital charges. Also includes the cost of the Stock Condition Survey and consultants. |  |
| BRU Management                                      | Employees   | 47,004   | 47,426              | 422                               | 0.90%                              | Salaries lower than budgeted   |  |
| Allocations & Advice                                | Employees   | 272,853  | 214,768             | -58,085                           | -21.29%                            | Overspend on salaries due to vacancy factor  |  |
| Medical Mobility & Community Care                   | Employees   | 69,456   | 80,984              | 11,528                            | 16.60%                             | and temporary regradings   |  |
| Homelessness  |   | 93,597   | 110,454             | 16,857                            | 18.01%                             | Overspend due to increased use of agency staff   |  |
| Housing Regeneration                                | Employees   | 226,443  | 211,229             | -15,214                           | -6.72%                             | Employees costs over budget due to early retirement costs  |  |
| Agency Grants & Enforcements                        | Employees   | 134,405  | 105,841             | -28,564                           | -21.25%                            | Salaries lower than budgeted   |  |
| Housing Strategy Management                         |   | 139,257  | 123,380             | -15,877                           | -11.40%                            | Premises expenses underspent due to delay in office move and savings on consultants  |  |
| District Heating                                    | Premises  | 663,365  | 663,700             | 335                               | 0.05%                              | Overspend on fuel costs due to delay in conversions  |  |



| Service Division                     | Expenditure / Income Head and Description of Over / Under Spend | Current Budget<br>£ | Projected Outturn<br>£ | Potential Variation to Year-End<br>£ | Percentage Variation to Year-End<br>% | Comments and Action Proposed  |
|--------------------------------------|---|---------------------|------------------------|--------------------------------------|---------------------------------------|---|
| Lighting of Staircases               | Premises  | 43,200              | 51,704                 | 8,504                                | 19.69%                                | Recharge from General Fund  |
| Lifts                                |   | 6,544               | 11,850                 | 5,306                                | 81.08%                                | Maintenance overspend   |
| Community Caretakers                 |   | 259,039             | 263,410                | 4,371                                | 1.69%                                 | Recharge from General Fund  |
| Cleaning of Communal Dwellings       |   | 38,559              | 35,693                 | -2,866                               | -7.43%                                | Recharge from General Fund  |
| Wardens                              |   | 2,422,225           | 1,846,705              | -575,520                             | -23.76%                               | Underspend on the management of sheltered properties                  |
| Other Communal Services              | Supplies & Services   | 10,894              | 2,864                  | -8,030                               | -73.71%                               | Underspend on TV licences for communal buildings                      |
| Maintenance of Aged Person's Gardens | Employees   | 18,000              | 30,248                 | 12,248                               | 68.04%                                | Overspend due to scheme continuing beyond October 2003                |
| Canklow Neighbourhood Office         | General   | 4,992               | -3,958                 | -8,950                               | -179.29%                              | Underspend due to non-occupancy                                       |
| Council House Sales Expenses         |   | -46                 | 0                      | 46                                   | N/A                                   |   |
| Ground and Property Rents            |   | 300                 | 2,805                  | 2,505                                | 835.00%                               |   |
| Dwelling Insurances                  |   | 193,097             | 202,141                | 9,044                                | 4.68%                                 | Increase in insurance premiums  |
| Tenants Contents Insurance Scheme    |   | 0                   | -11,012                | -11,012                              | N/A                                   | Underspend on salaries  |
| Rothercare                           |   | 679,664             | 940,434                | 260,770                              | 38.37%                                | Increased income from charges to be passed to Social Services         |
| Supporting People                    |   | 0                   | 2,216                  | 2,216                                | N/A                                   | Grant to cover the administration of SP works within the HRA          |
| Housing Repairs                      |   | 12,938,722          | 13,153,273             | 214,551                              | 1.66%                                 | Overspend anticipated on section 11/82 work and on responsive repairs |
| District Offices                     | Employees   | 2,464,976           | 2,722,480              | 257,504                              | 10.45%                                | Salaries higher than budgeted   |
| Rent Recovery                        | Employees   | 95,526              | 106,857                | 11,331                               | 11.86%                                | Salaries higher than budgeted   |
| Anti Social Behaviour                | Employees   | 72,655              | 98,916                 | 26,261                               | 36.14%                                | Salaries higher than budgeted   |
| Housing Management                   | Employees   | 126,175             | 146,824                | 20,649                               | 16.37%                                | Overspend on training expenses and Agency staff                       |
| Bad Debt Provision                   |   | 200,000             | 300,000                | 100,000                              | N/A                                   |   |

| ROTHERHAM METROPOLITAN BOROUGH COUNCIL  |   | Housing Revenue Account   |                        |   |   |   |
|---|---|---|------------------------|---|---|---|
| Programme Area:<br>Service Unit:  |   | Housing & Environmental Services<br>Housing Revenue Account                                     |                        |   |   |   |
| Budget Projections 2003/04<br>Projected End of Year Position Based on the Period: |   | Main Areas of Potential Over / Under Spendings<br>1st April 2003 to End of Mar 2004 (Period 12) |                        |   |   |   |
| Service Division  | Expenditure / Income Head<br>and Description of Over /<br>Under Spend | Current Budget<br>£   | Projected Outturn<br>£ | Potential Variation to<br>Year-End<br>£ | Percentage<br>Variation to<br>Year-End<br>% | Comments and Action Proposed  |
| Other Income  |   | 537,000   | 826,184                | -289,184                                | 53.85%                                      |   |
| Government Subsidies  |   | 8,271,000   | 9,035,708              | -764,708                                | 9.25%                                       |   |
| Housing Rents   |   | 23,231,000  | 23,397,786             | -166,786                                | 0.72%                                       | Additional income from Rothercare which will be passed to Social Services |
| <b>Total Expenditure</b>  |   | <b>31,539,000</b>   | <b>32,451,858</b>      | <b>912,858</b>                          |   |   |
| <b>Total Income</b>   |   | <b>-</b>  | <b>33,259,678</b>      | <b>1,220,678</b>                        |   |   |
| <b>Surplus</b>  |   | <b>-</b>  | <b>807,820</b>         | <b>307,820</b>                          |   |   |
| <b>Total Potential Variation for Year:</b>  |   |   |                        | <b>307,820</b>                          |   |   |
| <b>2003/04 'Target' Budget</b>  |   |   |                        | <b>500,000</b>                          |   |   |
| <b>2003/04 Probable Outturn</b>   |   |   |                        | <b>807,820</b>                          |   |   |

|  |
|--|
| <b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b> |
|--|

1 Cabinet Member Housing

2 Meeting – 19<sup>th</sup> July 2004

3 **The Extra Care Housing Strategy**

4 **Originating Officers:**

|                 |                                       |
|-----------------|---------------------------------------|
| David Abbott    | Housing Manager                       |
| David Hamilton  | Head of Adult Services                |
| Dominic Blaydon | Strategic Housing Partnership Manager |

5 **Issue**

This report summarises Rotherham's Extra Care Housing Strategy. It sets out the aims and objectives of the strategy, the key issues that need to be addressed and the future delivery of services.

6 **Summary**

The Extra Care Housing Strategy is a joint strategy between Social Services, Housing Services and the Primary Care Trust. It sets out the vision for the future delivery of high-support sheltered accommodation in Rotherham.

Extra Care housing is a new concept, bringing together care, support and housing services onto one site so that older people can remain independent for as long as possible.

7 **Clearance/Consultation**

The Extra Care Housing Strategy has been developed by a multi-agency implementation group. This group includes representation from Social Services, Housing Services, The Primary Care Trust and Registered Social Landlords. The strategy has been endorsed by the Strategic Housing Partnership, the housing spoke of the Rotherham Partnership.

The strategy runs alongside Housing Services review of local authority sheltered accommodation. It will deliver the high support tier of supported housing identified within this review.

The strategy also forms part of Social Services Modernisation Strategy, which sets out a vision for the development of older people's residential care over the next three years. The Extra Care Housing Strategy has been endorsed by the Head of Adult Services and the Executive Director of Social Services.

Extensive consultation has been carried out with a range of stakeholders to ascertain the need for Extra Care Housing in Rotherham. There have been a series of service user consultation exercises that have informed the strategy.

|  |                    |
|--|--------------------|
| Survey of local authority sheltered accommodation tenants        | Sept 02            |
| Public consultation on Adult Services Modernisation Strategy     | Jan 04 – April 04  |
| Reports to the Supporting People Inclusive Forum                 | Sept 02 – April 03 |
| Supporting People review of central area sheltered accommodation | April 03 – Sept 03 |
| Housing Services Review of sheltered accommodation               | April 04 – July 04 |

The outcome of the consultation process has provided clear evidence of the need to develop new methods of delivering supported housing to older people.

The strategy will be taken through the member scrutiny process for both Housing and Social Services. The proposed timetable for this is set out below;

|                                     |                        |
|-------------------------------------|------------------------|
| Social & Community Support Scrutiny | 16 <sup>th</sup> July  |
| Cabinet Member Housing              | 19 <sup>th</sup> July  |
| Environment Scrutiny                | 29 <sup>th</sup> July  |
| Cabinet                             | 4 <sup>th</sup> August |

## 8 **Timing**

The Strategy is scheduled to coincide with the Department of Health's Extra Care Housing Fund approval process. This fund makes available capital grants for the development of Extra Care Housing. Rotherham is intending to submit grant applications this year for two core and cluster schemes, similar to that currently being developed at Dalton House.

The Strategy is also scheduled to run alongside changes to the local authority sheltered housing provision and the modernisation of older people's residential care.

## 9 **Background**

Extra Care Housing is a form of sheltered housing, which provides intensive levels of care and support to people who are finding it difficult to live independently. Residents will usually be frail and particularly vulnerable. They will usually be at risk of reception into residential or hospital care.

Such schemes aim to deliver a safe secure living environment to vulnerable older people who want a higher level of autonomy. The schemes combine on-site care and support, individual tenancies and high quality build design.

The delivery of Extra Care Housing requires good partnership working between Housing, Health and Social Services. Each of these needs to be involved in making sure that people are properly assessed and that their services are fully integrated.

The Extra Care Housing Strategy sets out the strategic direction for the development of Extra Care Housing in Rotherham within a proposed time frame of 2004-2007.

The main aims of the strategy are to;

- Identify the needs that will be met by the strategy
- Ensure that older people can maintain their independence and live in their own home for as long as possible
- Improve the quality of life of older people in Rotherham
- Explore viability of different models of provision
- Ensure that new developments meet the needs and aspirations of future generations
- Support the strategic objectives of partner organisations

There is a lot of national emphasis on the development of this type of supported housing provision. However, there are a number of different approaches to Extra Care Housing. It is important at the outset to look at what we want to deliver and which people we are targeting services at. There are a range of issues that the Extra Care Housing Strategy considers when looking at the preferred model of provision in Rotherham. These include;

- Changes in the demographics of the elderly population
- The current shape of sheltered housing in Rotherham
- How to meet the needs of both frail and more active older people
- How to ensure that we have a good combination of rented and owner occupied provision
- The aspirations of the current elderly community and of future generations.
- Whether ECH schemes should be exclusively available to older people.
- Ensuring access for the BME community
- How to ensure safety and security, without restricting autonomy
- How to ensure that ECH Schemes are integrated into the wider community

## 10 **Argument**

The Extra care Housing Strategy sets out the key issues, the broader strategic context and identifies different models of delivery. Strategic direction has been influenced by the following key issues;

### ***Who are we going to deliver services to?***

Extra Care Housing development will initially be targeted at the frail elderly. Currently there is no specialist supported housing provision for this client group and the restructuring of local authority residential care is reliant on Extra Care housing schemes being able to accommodate some people who are at risk of reception into residential or hospital care.

Once we have specialist provision for our frail elderly population, we will as part of our next phase of development, consider ways in which we can create mixed communities

### ***What model to adopt?***

We will initially be focusing on Core and Cluster schemes, with two bed bungalows as the main type of accommodation. This was the preferred model identified during the Adult Services Modernisation Strategy consultation process. The physical separation of accommodation from the Resource Centre will ensure that schemes move away from a residential care culture. This is particularly important because the focus on frail elderly can lead to a more institutionalised approach to support and care.

We recognise that the Village concept provides a better mix of needs and we have been impressed by the villages which are already in place. We would like to develop this type of scheme in the future.

### ***Private Sector Development***

It is important that we ensure that this strategy delivers a choice of tenure to older people. Housing Market Renewal should lead to greater levels of home ownership in Rotherham. The Extra Care Housing Strategy needs to respond to this and make provision for frail older people want to continue to own their own home. Redevelopment of local authority sheltered provision will provide affordable social rented provision. As part of our work on Housing Market Renewal Pathfinder we will assess the demand for Extra Care Housing schemes for home owners.

## **11 Risks and Uncertainties**

The mains risks are;

- Securing the necessary capital and revenue for scheme development
- Ensuring that the build design is fit for purpose
- Ensuring that the right mix of care and support is delivered on site
- That schemes will not achieve their objective of maintaining people in their own homes for longer
- That Extra Care will not link into other mainstream services effectively

The Extra Care Housing Strategy recommends the development of a Sheltered Housing Partnership. This will be co-ordinated by the Strategic Housing Partnership and will oversee the implementation of the ECH Strategy. The Partnership will include representation from Social Services, Housing Services, The Primary Care Trust, Supporting People, Registered Social Landlords and Property Developers. By monitoring progress, the Sheltered Housing Partnership should be able to minimise potential risks.

**12 Finance**

Capital funding has already been obtained for the Dalton House Extra Care Housing project. This includes a £1.6 million Housing Corporation grant, and land donations from Hallam Housing and the local authority.

Capital bids are planned this year for further Housing Corporation funding and to the Department of Health Extra Care Housing Fund. The revenue costs for the core and cluster schemes will initially be met by Social Services. However, in the longer term, revenue costs will be jointly met by Social Services and the Supporting People programme.

**13 Sustainability**

The Extra Care housing Strategy pays particular attention to the development of sustainable schemes. The strategy is committed to delivering capital programmes that meet the needs of future generations of older people. That is one of the reasons why the core and cluster schemes include a large proportion of 2-bed bungalow accommodation. Also, although the strategy is positive about the large village concept, it's long term sustainability is still to be demonstrated. The strategy is committed to carry out further work on the development of an Older persons Village to establish whether one would be sustainable in Rotherham.

**14 Wards Affected**

All wards

**15 References**

Extra Care Housing Strategy

**16 Presentation**

The Extra Care Housing Strategy presents exciting and innovative proposals on the development of a new concept in supported housing. If successful it will mean that older people can remain in their own homes for longer. It will reduce the number of people living in residential or hospital care and it will improve the quality of life of older people in Rotherham.

The Strategy will provide people with more housing choice as they grow old. It will help partner organisation achieve their strategic objectives and it will deliver integrated care, support and housing services.

17 **Recommendations**

It is proposed that the Extra Care Housing Strategy is approved.



# Extra Care Housing Strategy 2004 – 2007

Building A Better  
Quality of Life  
For the People of Rotherham



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**1.1. Executive Summary**

- 1.2. This strategy sets out the strategic direction for the development of Extra Care Housing in Rotherham within a proposed time frame of 2004-2007. It supports the strategic objectives of the Rotherham Metropolitan Borough Council and the Rotherham Primary Care Trust.
- 1.3. An Extra Care Housing Implementation Group has been established to oversee development of the strategy. Membership includes representation from the local authority and partner organisations, including Health, Housing, Social Services and Registered Social Landlords.
- 1.4. The main aims of the strategy are to;
- Clarify what Extra Care Housing is.
  - Identify the needs that will be met by the strategy
  - Ensure that older people can maintain their independence and live in their own home for as long as possible
  - Improve the quality of life of older people in Rotherham
  - Develop different models of provision which, provide greater choice, meet a variety of needs and offer a viable alternative to residential and nursing care.
  - Develop community based housing and support services which enable people and their carers to remain within their own community for as long as is possible.
  - Ensure that new developments meet the needs and aspirations of future generations
- 1.5. This strategy brings together work that has been carried out by the Council on restructuring local authority sheltered accommodation and modernising residential provision for older people.
- 1.6. We already have a lot of sheltered housing in Rotherham. We need to look at this and make sure that it is meeting the needs of our current elderly population. We also need to make sure that future developments meet the needs of the next generation of older people.
- 1.7. Whilst developing this strategy we have decided that we will;
- Focus on delivering services to the frail elderly
  - Develop at least 75 units of Extra Care Housing during the lifetime of this strategy
  - Start by developing small Core & Cluster schemes on current sheltered sites
  - Measure the success of these schemes before doing anything else
  - Set aside some accommodation for BME elders
  - Set aside some accommodation for people leaving hospital or residential care
  - Examine the possibility of developing owner occupied schemes
  - Carry out research on the development of an Older People's village

## 2.1. Consultation Process

2.2. Extensive consultation has been carried out with a range of stakeholders to ascertain the need for Extra Care Housing in Rotherham. There have been a series of service user consultation exercises that have informed this strategy.

- Survey of local authority sheltered accommodation tenants September 2002
- Public consultation on Adult Services Modernisation Strategy Jan 04 – April 04
- Reports to the Supporting People Inclusive Forum Sept 02 – April 03
- Supporting People review of central area sheltered accommodation April 03 – Sept 03
- Housing Services Review of sheltered accommodation April 04 – July 04

2.3. The outcome of the consultation process has provided clear evidence of the need to develop new methods of delivering supported housing to older people.

2.4. As part of the development of a number of key strategies, service users and a range of stakeholders have been consulted on the development of supported housing. The consultation mechanisms used include:

- The development of Focus Groups.
- Public consultation events
- Questionnaires
- Newsletters
- Staff development forums
- Independent sector care forums
- Visits to Extra Care Housing developments with service users, focus group members and elected members.

2.5. The work on this strategy has been overseen by the Extra Care Housing (ECH) multi-agency steering group, which includes representation from Social Services, Housing Services, Supporting People, and Registered Social Landlords.

## 3.1. What is Extra Care Housing?

3.2. Extra Care Housing is a form of sheltered housing, which provides intensive levels of care and support to people who are finding it difficult to live independently. Residents will usually be frail and particularly vulnerable. They will usually be at risk of reception into residential or hospital care.

3.3. Such schemes aim to deliver a safe secure living environment to vulnerable older people who want a higher level of autonomy. The schemes combine on-site care and support, individual tenancies and high quality build design.

3.4. The delivery of Extra Care Housing requires good partnership working between Housing, Health and Social Services. Each of these needs to be involved in making sure that people are properly assessed and that their services are fully integrated.

**4.1. National Framework**

- 4.2. Social and health care policy has moved away from a problem based dependency culture, towards an enabling, promoting independence culture, where support and care is provided at home or close to home, as opposed to institutional or residential based care.
- 4.3. Recent Government policy including Better Government for Older People, the NHS Plan, and NSF for Older People emphasises the involvement of people in service developments and the elimination of age discrimination.
- 4.4. The Government's 'Strategic Framework for Housing for Older People' promotes the interdependence between housing, social care and health in delivering services for an increasingly ageing population.
- 4.5. There is also greater emphasis on Whole Systems Strategies, which place housing and support services for people within a broader based health and social care context. These strategies emphasize new and more focused interventions, jointly with partners. The emphasis from a housing and social care perspective will mean a shift away from a buildings focus to a people centered service. Some of this thinking is developed in the document "Building Capacity and
- 4.6. Partnership in Care: An Agreement Between the Statutory and the Independent Social Care, Health Care and Housing Sectors" (Department of Health, October 2001) and reflected in Rotherham's Supporting People Shadow Strategy. This agreement provides a framework for joint working which contributes to effective joint commissioning and service provision.
- 4.7. 'Citizenship and Services in Older Age: The Strategic Role of Very Sheltered Housing' (Housing 21, 2000) presents findings from a research study on Extra Care Housing within the framework of rethinking patterns of services for people. The report focuses on older people as citizens. The importance of partnership working, combined with an integrated approach to strategy and service development, which cross traditional agency and departmental lines is expounded. A service delivery model which places Extra Care Housing as an enabling service is proposed and developed.
- 4.8. Residential and some community based services have been mapped onto this framework. This indicates that Extra Care Housing fits into the enabling quadrant and promotes independence, in contrast to residential care which is seen as promoting dependency and some sheltered housing which may not offer sufficient support.
- 4.9. The report of the Royal Commission into Long Term Care (1999) was noted for its recommendations concerning the costs of those who found themselves cared for on a long term basis in nursing or residential care. However, the report findings were much wider than this. The supporting research from the Commission provided a range of examples of alternative patterns of care including Extra Care Housing and commended them as alternatives to existing provision.

- 4.10. A report from the Social Services Inspectorate – Improving Older People’s Services: An overview of performance in November 2003 states that national capacity should develop 6,900 more Extra Care Housing places by 2006. Current plans reported in the Delivery and Improvement Statement demonstrated that despite regional variations the required numbers of Extra Care Housing places should be achieved comfortably.
- 4.11. The outcome of inspections found that some councils had already invested significantly in Extra Care Housing. This contributed to reduced use of long term care. Councils recognised that substantial lead in times required a commitment to a planned approach. Some aspects of the Supporting People programme were, therefore, likely to deliver changed outcomes, although other aspects were already making an impact.

### **5.1. Key considerations in the development of Extra Care Housing**

- 5.2. Clearly there is a lot of national emphasis on the development of this type of supported housing provision. However, there are a number of different approaches to Extra Care Housing. It is important at the outset to look at what we want to deliver and which people we are targeting services at. There are a range of issues that need to be considered when looking at the preferred model of provision in Rotherham. These include;
- Changes in the demographics of the elderly population
  - The current shape of sheltered housing in Rotherham
  - How to meet the needs of both frail and more active older people
  - How to ensure that we have a good combination of rented and owner occupied provision
  - The aspirations of the current elderly community and of future generations.
  - Whether Extra Care Housing schemes should be exclusively available to older people.
  - Ensuring access for specific groups, in particular older people from the BME community
  - How to ensure safety and security, without restricting autonomy
  - How to ensure that Extra Care Housing Schemes are integrated into the wider community
  - The provision of communal facilities which enhance social contact and provide opportunities for the wider community to access specific services.

### **5.3. *Changes in the demographics of the elderly population***

- 5.4. The Modernisation Strategy for Adult Services has considered the demographic changes within the elderly population of Rotherham. A number of key issues have come to the fore. There is a growing population of people over 65 years. Currently 15% of the population is aged over 65 and this is set to rise by over 10% in the next 10 years. 10% of older people live alone and 9% have a long term illness.
- 5.5. The growing elderly population and the increase in numbers of people who have long term illnesses will put services under pressure if we do not respond now. There is a need to realign services so that they fit with these demographic changes.

5.6. ***How to meet the needs of both frail and more active older people  
The current shape of sheltered housing in Rotherham***

5.7. There is a large amount of sheltered accommodation in Rotherham, the majority of which is owned by the Council. The Supporting People programme, Social Services and Housing Services have all undergone reviews of their areas of responsibility and it is agreed across all partner organisations that the local authority requires substantial restructuring.

5.8. Local authority sheltered services will be redeveloped so that they deliver support, which is more responsive to need. Support services will not just be restricted to people in a sheltered scheme and there will be proper needs assessments carried out before services are delivered.

5.9. Extra Care Housing will constitute part of the overall provision of sheltered accommodation in Rotherham. We already have in place a comprehensive network of sheltered accommodation provision for people with low to medium needs and there are plans for modernising this provision.

5.10. ***Aspirations of the current elderly community and of future generations***

5.11. The demands and aspirations of people are changing rapidly. There is a greater degree of economic activity so a greater likelihood that people will be paying for support services in the future. This means that they will want high quality, flexible services and greater choice.

5.12. As owner occupation grows in the housing market there will be a greater reluctance to move into rented sheltered accommodation or residential care. This type of move can erode capital so there is likely to be a growing demand for sheltered housing for owner occupiers.

5.13. Moving home is a stressful experience for older people. When older people do decide to move there is often a strong preference to remain in the locality close to familiar transport, support and care networks. It is therefore important that the strategy ensures that Extra Care Housing is available to people within their local area.

5.14. Recent consumer research highlights the need for services that help people to maintain independence in their own homes. This was reflected locally in the outcome of the Best Value Review on Residential and Nursing Care. The local preference is to remain at home rather than enter residential care. Although it is important that people still retain a degree of choice, when deciding where they want to live, it is likely that, if Extra Care Housing is successful in delivering services to the frail elderly population, this will be the most popular choice of support/ care in the future.

5.15. ***Ensure that there is a combination of rented and owner occupied provision.  
Whether schemes should be exclusively available to older people.  
Accessibility for Black & Ethnic Minority Groups.***

5.16. Extra Care Housing provisions will have to reflect the changes currently underway in the housing market. The Housing Strategy is committed to increasing levels of owner occupation and the Housing Market Renewal Pathfinder is aiming to increase the amount of aspirational

housing in the borough. Extra Care Housing development should reflect this trend and include the provision of a mixture of tenures.

- 5.17. Currently the lack of supported accommodation for the frail elderly means that initial development will focus exclusively on this client group. However, future phases of development must ensure that accommodation strategies relating to older people are not discriminating against client groups with similar needs.
- 5.18. The Local Authority needs to consider issues relating to equal access to supported housing provision. We must ensure that there is an availability of racially and culturally appropriate services. Failure to address these issues could lead to a lack of supported accommodation for ethnic minority groups. This issue was highlighted in the Supporting People Shadow Strategy. Currently very few BME elders access sheltered accommodation. This may be partly the result of cultural differences but it is also likely that access is inhibited by the way the service is structured.
- 5.19. *Ensure safety and security, without restricting autonomy  
Ensure that Extra Care Housing Schemes are integrated into the wider community  
Provide communal facilities which enhance social contact and provide opportunities for the wider community to access specific services.***
- 5.20. One major reason for older people adopting to move into residential care is fear of crime and increased sense of vulnerability. The Extra Care Housing Strategy has to deliver accommodation which feels secure, in a community which feels safe. That is why all new developments will be built to "Secure by Design" standards.
- 5.21. To ensure that Extra Care Housing schemes are not perceived as being isolated from the local community we will be developing on-site communal facilities and local services which are open to the general public. This will, if properly managed, help create a mixed community atmosphere, ensure a presence on site during the day and reduce feelings of isolation for residents.

## **6.1. Local Strategic Context**

- 6.2. The Extra Care Housing Strategy must address the strategic objectives of partner organisations. There are a number of related strategies which have been used to inform the strategic direction of this form of supported housing.

## **6.3. *Modernisation Strategy for Adult Social Services***

- 6.4. This strategy sets out local authority plans for delivery of residential care for older people. Its main focus is to maintain independence and promote a community based approach to care services. A central tenet of this strategy is the support and maintenance of individuals in their own home. It is recognised within the strategy that the delivery of community based services provides value for money whilst enhancing the quality of life of the individual concerned.
- 6.5. The strategy sets out the need to replace the reliance on Local Authority residential care provision with a balance and range of services aimed at maintaining people's independence.



A core element of this strategy is the development of Extra care Housing as a complimentary service alongside a full range of community and residential based service provision.

- 6.6. The research and consultation process associated with this strategy identified demographic changes in the elderly population. It recognised that the prevalence of dementia is likely to increase in the Borough because there are a growing number of older people. The Modernisation Strategy also recognised that the range of service provision has tended towards traditional models of care, with an over reliance on residential care. It identified pressure on existing resources, a lack of community based options for people being discharged from hospital and a gap in services to BME groups. .
- 6.7. It recommends a programme of residential care restructuring, which supports the need to develop Extra Care Housing. During consultation on the Modernisation Strategy, stakeholders, service users and carers were asked about the proposed development of Extra Care Housing in Rotherham. The response was overwhelmingly in favour of the development of Extra Care Housing, with a specific preference for the Core & Cluster model.
- 6.8. *Supporting People Shadow Strategy***
- 6.9. The Supporting People Shadow Strategy highlighted the impact of the growth of the elderly population, in particular the growth in numbers of people over 85 years. The strategy strongly recommends immediate development of Extra Care supported housing schemes. Service reviews have also highlighted the need for sheltered accommodation services which deliver integrated care and support packages and needs assessments for people entering sheltered schemes.
- 6.10. A Supporting People supply mapping exercise and recent service reviews of sheltered accommodation identify a need for the delivery of supported living schemes to the Black and Minority Ethnic community. These proposals start to address the lack of availability of supported accommodation to the Black and Minority Ethnic community.
- 6.11. *Community Strategy***
- 6.12. There are two key themes within the Community Strategy which are relevant to Extra Care housing.
- Improving the health and social well being of all
  - Developing safe and inclusive communities
- 6.13. On improving health and social well being we will target support to older people so that they can maintain their independence and contribute to the social and economic life of the borough. The strategy will increase the type, range and flexibility of services. It will promote access to activities that will promote independent living and it will help create environments conducive to improved health.
- 6.14. On Safe and Inclusive Communities, the Extra Care Housing Strategy will promote community cohesion and improve the security, safety and quality of housing. It will help increase the number of people satisfied with their local area and it will increase the number

of people who participate in the local community. We will create environments where people feel safe to live.

**6.15. Rotherham Metropolitan Borough Council Strategic Action Plan - Targeting for Diversity**

6.16. This Social Services strategy examines social care services to Black and Minority Ethnic communities. It identifies a series of issues, which will need to be addressed by partner organisations if equal access to supported housing provision is to be achieved. These are;

- The availability of racially and culturally appropriate services
- Monitoring of take up by ethnic minorities
- Awareness of staff of the needs of the ethnic minority communities
- The representation of ethnic minorities in staff groups

These issues transfer to supported housing, and if not addressed can lead to:

- The lack of supported accommodation for ethnic minority groups
- Under-use of existing supported housing schemes by ethnic minorities
- Lack of awareness amongst providers of the needs of ethnic minority communities
- Poor representation of black staff employed within supported housing schemes
- Lack of supported accommodation schemes for refugees

6.17. The ECH Implementation Group has recommended that at least 8 units from the proposed schemes be set aside for Black and Minority Ethnic groups. This would begin to address the imbalance that exists in current sheltered housing provision.

**6.18. Corporate Plan**

6.19. The Council's Corporate Plan 2003-2006, identifies priorities relating to economic, social and environmental issues. The Council's corporate priorities are to develop the Borough so that it becomes;

- A place which cares
- A place to live
- A place for enjoyment
- A place with active and involved communities
- A place for everyone
- A safe place

- 6.20. The Council will achieve this by investing in the economy and investing in people.
- 6.21. To ensure that the Council meets its strategic objectives it has produced a capital planning framework, up to 2006/07, which will help meet these objectives. The Council's Housing Capital Programme is incorporated within the Corporate Capital Strategy.
- 6.22. The themes and priorities identified in the Extra Care Housing Strategy are influenced by the above priorities.

**6.23. *Forward Together***  
***The Integrated Community Care Plan and Health Improvement Plan***

- 6.24. This strategy sets out the main aims and objectives relating to reducing health and social care inequalities for the people of Rotherham. These include:
- The reduction of avoidable illness, disease and injury.
  - The promotion of good health in the community.
  - Enabling people to live as full and normal a life as possible.
  - To help people live independently.
- 6.25. This plan brings together the strategic objectives of social services and health. The most relevant objectives of the strategy are to enable people to live as full and normal a life as possible and to help people to live independently.
- 6.26. We will assist the Primary Care Trust and Social Services in achieving these objectives through the development of Extra Care Housing. One of our aims will be to reduce the number of unnecessary hospital admissions for older people. We will ensure that the dignity, privacy and individuality of older people are respected and we will deliver fully integrated care and support services. We will safeguard and promote older people's independence after illness by setting aside specific Extra Care Housing units for people being discharged from hospital. We will prevent unnecessary admissions and facilitate early discharge from hospital by providing on-site care, support and, when necessary, health care for people at risk of admission. We will also prevent inappropriate admissions to long term residential care and make sure that local services actively promote good mental health for older people. Finally we will ensure that Extra Care Housing delivers access to appropriate equipment and adaptations.

**6.27. *The RMBC Housing Strategy***

- 6.28. The Housing Strategy, currently being considered in draft form by the Council, is committed to will developing an Older People's Accommodation Strategy. This will incorporate the Extra Care Housing Strategy, the in-house review of sheltered accommodation and Supporting People service review recommendations. The main aims of the strategy will be to; maintain independence, promote quality of life, reduce residential/hospital admissions and develop a structure of sheltered accommodation which will meet the aspirations of future generations. The strategy will include a single assessment and allocation process for Extra Care Housing and Sheltered Accommodation. It specifically identifies the development of three core and

cluster Extra Care housing schemes to be developed over the next three years, providing more than 75 units of extra-sheltered housing.

**6.29. *Housing Market Renewal Pathfinder***

- 6.30. This government programme provides funding on a regional level to boost local housing markets and stimulate economic activity. In Rotherham the Pathfinder will release £17.5 million over the next two years.
- 6.31. We are playing a pro-active role in the development of the South Yorkshire Housing Market Renewal Pathfinder, working alongside colleagues from neighbouring authorities. The focus is on private sector development in Rotherham's 5 Area Development Frameworks (ADFs). A significant proportion of the Pathfinder funding, for the first two years, has been set aside for development of the town centre.
- 6.32. The Centre for Urban and Regional Studies (CURS) at the University of Birmingham helped determine the boundary for the pathfinder by studying the housing market across South Yorkshire. CURS have determined that 73% of housing within Rotherham's pathfinder boundary is 'at risk' of market failure. What is also evident is that in some instances very small pockets of housing are suffering from low demand and these are often adjacent to significantly stronger housing markets.
- 6.33. Extra Care Housing development has to take account of the work of the Housing Market Renewal Pathfinder. The move toward higher levels of home ownership has to be reflected in this strategy.

**7.1. *Key issues from local consumer research***

- 7.2. There are key issues from local consumer research which have been considered as part of this strategy. Service users want a greater degree of choice about how their housing and support services are delivered. They want greater access to responsive and flexible services. Service users want a safe environment, one which incorporates personal space, privacy and security.
- 7.3. Service users want help in developing and maintaining social activities and informal support networks. They want a better quality of life.
- 7.4. It is likely that future generations of older people will move into sheltered housing later in life, at a time when dependency levels are higher. Periods of chronic illness and high dependency will remain the same but will occur at an older age.

**8.1. *Key drivers for development***

- 8.2. The quality and the structure of Extra Care Housing development is often influenced by external strategic drivers. Where Extra Care Housing has been developed as part of a strategy to move people out of residential care, there is often an emphasis on delivering services to people with high levels of dependency. However, where Extra Care Housing has evolved from a desire to expand and improve the quality of sheltered housing, there is likely

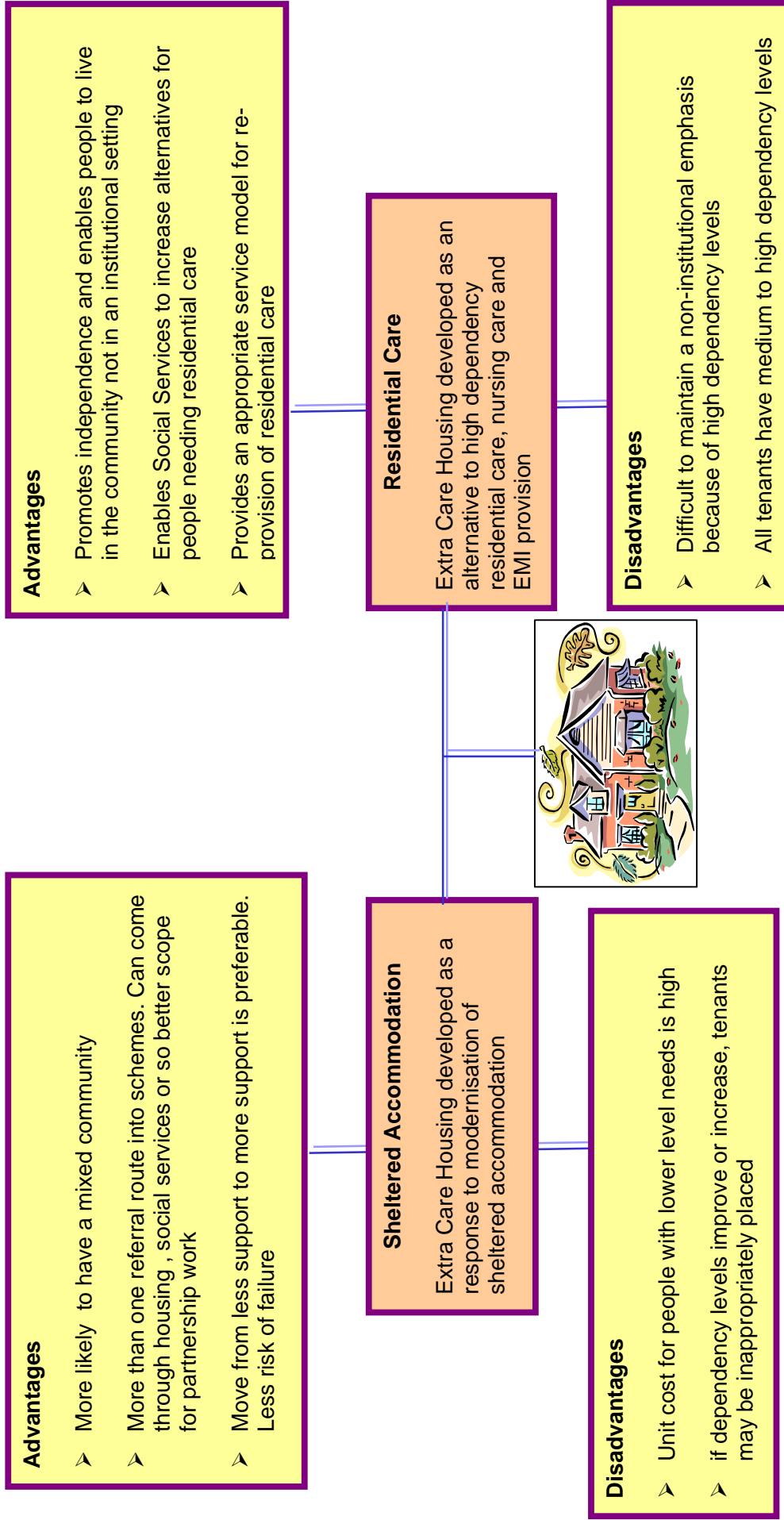
to be a more balanced community with only a proportion of people requiring levels of care commensurate with residential care.

8.3. Figure 1 provides a diagrammatic representation of the differences between these two approaches. It is possible that one model may be more suitable for development in one area than another. This will depend on demographic pressures and demands, availability of funding and the strategic priorities of partner organisations.

8.4. In Rotherham, the strategic direction of Extra Care Housing is being influenced by both residential and sheltered housing restructuring. Social Services is undergoing a radical restructuring of its residential provision for older people and one of the main objectives is to maintain people in their own homes. Housing services are reviewing local authority sheltered accommodation with a view to making it more relevant to today's elderly community. It is important that we are able to gain from the advantages that both approaches bring and avoid potential pitfalls.

\*\*\*\*\*

Figure 1 – Impact of different drivers on Extra Care Housing development



**9.1. Models of Extra Care Housing**

9.2. In developing this strategy, the Council has looked at different schemes already in existence across the country.

**9.3. Internal Schemes**

9.4. Internal schemes are single building schemes, which incorporate one/two bedroom flats and offer independent living with on-site care, support and catering services. These schemes usually target the frail elderly, because the build design delivers high levels of security and immediate access to care and support. However, these schemes can replicate some of the disadvantages of residential care. It is difficult to incorporate a mixture of tenures. Levels of independence are affected by the proximity of services and it is more difficult to avoid a residential care culture in this type of scheme.

**9.5. Core & Cluster**

9.6. Core & Cluster schemes are single site schemes, where the accommodation is separated from care service provision and catering. These schemes usually contain 25 – 40 one/two bedroom flats and a Resource Centre. The Resource Centre houses support and care staff, catering facilities and all communal areas. Some schemes have open access arrangements, delivering services to people outside the scheme. These schemes can be mixed, incorporating different tenures and levels of need. There are difficulties with build design, ensuring that people with mobility problems can maintain independence but these are resolvable if care is taken at the design stage.

9.7. The main disadvantage with the Core & Cluster model is that it tends to target frail elderly. The size of schemes and lack of economy of scale mean that the unit costs are higher so it is not cost effective to expand eligibility to low needs groups.

9.8. Local market analysis of tenants' preferences has been undertaken by Housing Officers to determine the way in which core and cluster developments should be developed in Rotherham. Currently Rotherham experiences high levels of voids in specific sheltered schemes. The schemes with highest void levels are those which have bed-sit accommodation. Vacancy factors in some schemes can be up to 41%

9.9. Based on the outcome of the market analysis undertaken with tenants, and in line with objectives set out by the Department of Health on Extra Care Housing for Older People (*An Introduction for Commissioners*) published in December 2003 it is considered that as part of the development of the core and cluster provision that the most viable option for the people of Rotherham is the development of core and cluster complexes with bungalows rather than a complex of flats. This is an innovative approach to Extra Care Housing development there are a number of benefits associated with this objective which are as follows. Most Core and Cluster schemes still use flats as the main type of accommodation. The advantages of using bungalow accommodation are that it is more likely to;

- Increase demand and therefore reduce the number of empty properties
- Meet the aspirations of future generations of older people

- Create an environment where independence is encouraged
- Mirror the lifestyle of new residents
- Reduce age discrimination in the housing market
- Provide accommodation that enables older people to use their own resources
- Provide a greater degree of choice

9.10. The use of bungalow accommodation on core and cluster schemes can present potential problems for people with mobility problems or for those who need intensive support. It is therefore essential that partner organisations such as Health and Social Services are able to influence the development of such schemes at the design stage. By adopting “Lifetime Homes” and “Secure by Design” standards, where possible, this type of provision can support people with higher levels of need.

9.11. The provision of individual bungalows can also be enhanced by the installation of technical solutions which help older people to feel safe and secure at home.

### **9.12. *The Village Concept***

9.13. A number of large older people’s villages have been developed, delivering up to 200 units of supported accommodation for people with a variety of needs. The great advantage with these schemes is that older people can remain in the same accommodation from the moment they require support services. As their needs increase, so does the support and care that is delivered, without the need to move to more appropriate accommodation. Also, the size of these schemes tends to reduce the unit cost of care and support.

9.14. However, although these schemes do allow for a mixture of need and tenure, they can reduce the mix of the local community by creating an exclusive older people’s communities. The long term impact of creating this type of community is not yet known.

9.15. The best known village developments are the Joseph Rowntree development on the outskirts of York and more recently the Extra Care Charitable Trust scheme in Warrington.

9.16. Hartrigg Oaks provides an environment where tenants can lead full and active lives, safe in the knowledge that care support is close at hand. The communal facilities, include a restaurant and coffee shop, art/crafts room, music room, library and spa pool.

9.17. The scheme caters for changing levels of dependency and delivers an environment, which is secure and safe. Tenants know where care will be provided and by whom, and how it will be funded. They are relieved of the responsibility of looking after the maintenance of their homes and gardens when they are no longer able to do so for themselves. There is an emphasis on security, including a CCTV system around the site. One feature designed to combat the characterisation of Hartrigg Oaks as a monogenerational ghetto is the provision of a nursery within the complex.

9.18. The Extracare Charitable Trust has arrived at a model that also places great emphasis upon lifestyle and opportunities for learning and growth in old age, alongside a flexible approach to care provision. Their roots are in the re-provision of NHS long-stay homes for people, providing them with substantial experience of higher end dependency. Their first Extracare scheme, Broadway Gardens in Wolverhampton, was the first element in the



Local Authority's total re-provision of its residential care homes with a very sheltered model. There is a strong emphasis on flexible care develop, recreational and educational facilities. The larger scale development at Stoke has also allowed Extracare Charitable Trust to respond to the challenge of rising levels of owner—occupation by providing a proportion of units for sale. Both rented and owner-occupied units are priced to be affordable to a broad cross-section of people, including those supported by the Benefit system.

### **10.1. Analysis**

10.2. The strategy has set out the key issues, which have to be considered when developing Extra Care Housing. It has set out the strategic context and identified different models of delivery. Strategic direction has been influenced by the following key issues;

### **10.3. *Who are we going to deliver services to?***

10.4. Our first phase of Extra Care housing development we will be targeting the frail elderly. Currently there is no specialist supported housing provision for this client group and the restructuring of local authority residential care is reliant on Extra Care housing schemes being able to accommodate some people who are at risk of reception into residential or hospital care.

10.5. There will continue to be a high level of supported housing provision for older people with low level support needs. Because of the high unit cost of Extra Care, it would not be cost effective to open such schemes out to people with low level needs, especially when there is alternative provision available.

10.6. Once we have specialist provision for our frail elderly population, we will as part of our next phase of development, consider ways in which we can create mixed communities

### **10.7. *What model to adopt?***

10.8. We will initially be focusing on Core and Cluster schemes, with two bed bungalows as the main type of accommodation. This was the preferred model identified as part of the Modernisation Strategy consultation process. The physical separation of accommodation from the Resource Centre will ensure that schemes move away from a residential care culture. This is particularly important because the focus on frail elderly can lead to an atmosphere of dependency.

10.9. The potential problems which can come with this separation will be overcome by introducing "secure by design" principles and "Lifetime Homes" standards where possible.

10.10. We do however recognise that the Village concept provides a better mix of needs and we have been impressed by the villages which are already in place. We would like to develop this type of scheme in the future.

**10.11. Private Sector Development**

10.12. It is important that we ensure that this strategy delivers a choice of tenure to older people. Housing Market Renewal should lead to greater levels of home ownership in Rotherham. The Extra Care Housing Strategy needs to respond to this and make provision for frail older people who want to continue to own their own home. Redevelopment of local authority sheltered provision will provide affordable social rented provision. As part of our work on Housing Market Renewal Pathfinder we will assess the demand for Extra Care Housing schemes for home owners.

**10.13. Partnership Approach**

10.14. The Council has identified two local authority sheltered sites, which represent opportunities for the development of Extra Care Housing. These sites have been selected in conjunction with Rotherham PCT, Housing Associations, Housing Services, Supporting People and Social Services. Letters of support for these developments were submitted by all partner organisations at the time of the last Extra Care Housing Fund application.

10.15. All partners have made some investment in terms of capital, revenue or development time so are more likely to maintain a long-term commitment.

**11.1. Development Programme 2004 - 2007**

11.2. This development programme sets out the programme of implementation of the Extra Care Housing for Rotherham over the next 3 years.

**11.3. Development of Core and Cluster schemes**

11.4. We will reconfigure three local authority sheltered housing schemes so that they deliver Extra Care Housing to frail older people. The schemes will be based on a Core and Cluster model. Each scheme will service one of the new Social Services localities.

11.5. The schemes will mainly consist of 2-bed bungalows, but there will be flats available within the Resource Centres for people who require intensive support. Each scheme will have a Resource Centre, which will incorporate catering facilities, communal areas and specialist services. The schemes will have 24 hour support and care services available on site.

11.6. The schemes will target people who are at risk of reception into residential or hospital care. A proportion of the flats will be set aside for people who have just been discharged from hospital or who are particularly vulnerable. We will work closely with the Health Service to establish appropriate services for this group.

11.7. We will also set aside a proportion of the accommodation for BME elders. We will ensure that all care and support services are culturally sensitive and we will consult with BME community groups whilst designing and building schemes.

**11.8. Private sector Development**

11.9. We will promote the development of at least one private sector Core and Cluster Extra Care scheme by assessing demand for this type of provision. The development of private schemes, which deliver supported living services to owner occupiers, will not only provide greater choice but also support the objectives of the Housing Market Renewal Pathfinder. The Pathfinder's main aims are to increase levels of home ownership in Rotherham, increase house values and to use housing development as an economic driver. This type of Extra Care Housing development will help achieve these objectives.

11.10. If there is a demand for this type of provision, we will ensure that at least one private sector, owner occupied scheme is developed within the life time of this strategy, using the Housing Market Renewal Pathfinder to stimulate development.

**11.11. Development of Older People's Village**

11.12. Whilst developing this strategy we have seen some good examples of how this concept can be put into practice. However, the long term viability of these schemes has not yet been proven. It is unclear whether the concept will transfer to Rotherham or whether such developments will assist partner organisations in achieving their strategic objectives.

11.13. We will carry out market research into the viability of a larger Older People's Village and we will consider their broader strategic impact of such a scheme. We will also liaise with neighbouring Councils to explore the possibility of developing an Older People's Village, which services the sub-region. If we identify a clear need for this type of provision and potential partnership arrangements with neighbouring Councils, we will review the Extra Care Housing Strategy and include specific recommendations on this type of development. For now though, we have no plans to develop an Older People's Village within the lifetime of this strategy.

**11.14. Sheltered Housing Strategic Partnership**

11.15. We will set up a Sheltered Housing Strategic Partnership. This will be a multi-agency group that oversees the development of Extra Care Housing and the restructuring of local authority sheltered housing. This group will act as a task group for the Strategic Housing Partnership, the housing spoke of the Local Strategic Partnership. The group will ensure that partner organisations are involved in strategic development, implementation and building design. It will ensure that services are fully integrated. Meetings will be coordinated and chaired by the Local Strategic Partnership.

**11.16. Setting up assessment and allocation structures**

11.17. Housing and Social Services will develop a specialist team responsible for allocation of local authority sheltered housing (including Extra Care) and needs assessments. This team will be linked directly to the care and support services on site. It will develop a needs assessment and allocation framework. This will ensure that, people are being placed appropriately, demand is managed and void levels are kept to a minimum.

- 11.18. The team will co-ordinate and carry out all assessments for those living in or intending to move into a scheme. It will be responsible for void management and allocation. The team will be jointly managed by Social Services and Housing and will report to the Sheltered Housing Strategic Partnership.

**11.19. Project Management**

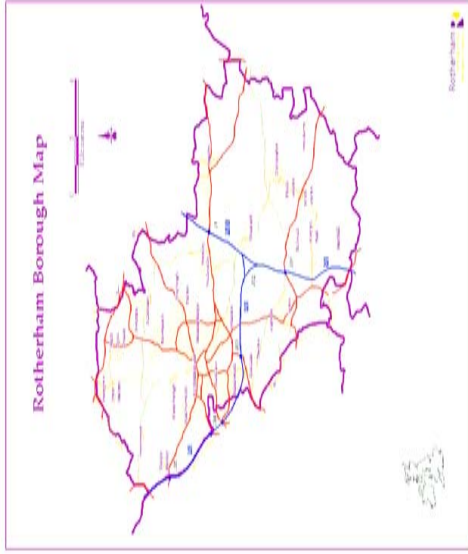
- 11.20. The development of Extra Care Housing and the restructuring of sheltered accommodation in Rotherham are going to be major tasks during the next two years. We will be recruiting a dedicated project manager with responsibility for implementing the Extra Care Housing Strategy. This post will be jointly funded between Social services, Housing Services and the Supporting People programme. The project manager will ensure effective partnership work and oversee implementation of the strategy. The post will be located in the Supporting People team and jointly managed between Supporting People and Housing Services.

**12.1. HOW WILL WE RESOURCE THESE PRIORITIES?**

- 12.2. The Council recognises that the Extra Care Housing Strategy needs to be ambitious to make a significant impact on the housing conditions and circumstances of the older people of Rotherham. At the same time we recognise that, for the strategy to be implemented, the vision must be underpinned by sound financial planning.
- 12.3. Financial planning has been based on realistic and prudent assumptions about the availability of future resources, including an assessment of the Council's own resources. The Extra Care Housing Strategy supports and informs the Council's Capital Strategy and the annual capital and revenue programmes.
- 12.4. Housing Corporation Grant has already been allocated for the development of one of the Core and Cluster schemes. This grant is accompanied with a land and grant contribution from Housing Services and a revenue contribution from Social Services. Subject to approval of the grant contribution from Housing Services, the funding for this first scheme is already secured.
- 12.5. The Housing Corporation has stated that they will only invest in developments where people need support that is consistent with the local Supporting People Strategy. The range and criteria for these funding arrangements can be found in the Housing Corporations Strategy for Housing Older People in England (HC April 2003). The Supporting People Shadow Strategy does identify a need for Extra Care Housing in Rotherham so it should be possible to access further Housing Corporation grants.
- 12.6. The Department of Health, Extra Care Housing Fund provides additional resources totaling £87 million over the next two years (£29 million in 2004/05 and £58 million in 2005/06). The Department of Health has advised that proposals from interested parties should include the provision of Extra Care Housing through the remodeling of existing sheltered housing schemes, projects that involve a broad range of partners and those that include investment from private funding. Projects will be evaluated and the findings used to stimulate further development and inform future investment in this area of service development.

- 12.7. The Council is intending to submit a bid to the Department of Health, Extra Care Housing Fund for capital funding for two more Core and Cluster schemes. These bids are due for submission in September 2004. If successful, this will ensure that the three Core and Cluster schemes are in place well within the lifetime of this strategy.
- 12.8. The main contributors to the revenue costs of Extra Care Housing will be Social Services and the Supporting People programme. We are aware that generating revenue from the Supporting People programme is currently problematic. The Supporting People grant is likely to contract over the next two years and the contract arrangements within the Supporting People programme are such that there is a delay in generating resources from the service review programme.
- 12.9. This problem with Supporting People revenue costs has inhibited the development of Extra Care Housing in many local authorities. In order to overcome this we are committed to using resources from the Adult Services Modernisation Strategy to kick start development. We will phase in Supporting People revenue support over the next 5 years.
- 12.10. Social Services and Housing Services have agreed to joint fund a project manager post from mainstream funding for 18 months.
- 12.11. The Adult Services Modernisation Strategy will generate additional investment into the development of Extra Care Housing. Extra Care Housing is one of the priorities for development under this strategy, which considers the future of Social Services residential provision.
- 12.12.** We will investigate the potential for pooling budgets with the Health Service as part of a Section 31 partnership agreement (The Health Act 1999) have been developed to give NHS bodies and Local Authorities flexibility to work together. This can include joining up existing services or developing new and co-ordinated services to meet future needs. These partnership arrangements allow each partner to make a contribution to the budget whilst retaining statutory responsibility for their own services, thus, allowing them to delegate functions to other partners. The aims and outcome for the partnership would be required to set out in an agreement and the level of contribution made by each partner agreed before the budget is approved. The development of Extra Care Housing provision is most likely to involve a number of partners providing social care, health care and housing related support services on a flexible basis, so it is important budgets are pooled where possible.

Appendix 1a  
**ROTHERHAM METROPOLITAN BOROUGH COUNCIL**  
**SOCIAL SERVICES PROGRAMME AREA**  
**Overall Summary of the Rotherham Borough**



Population in the P.C.T Area

| Areas         | 65+           | 75+           | 85+          | Total         |
|---------------|---------------|---------------|--------------|---------------|
| Wentworth     | 6,783         | 6,214         | 1,355        | 14,352        |
| Rotherham     | 4,359         | 4,874         | 1,233        | 10,466        |
| Rother Valley | 6,259         | 5,362         | 1,109        | 12,730        |
| <b>Total</b>  | <b>17,401</b> | <b>16,450</b> | <b>3,697</b> | <b>37,548</b> |

Older Peoples Properties

Local Authority

| Organisation                        | Wentworth | Rotherham | Rother Valley |
|-------------------------------------|-----------|-----------|---------------|
| R.M.B.C. Housing (Warden/Sheltered) | 3044      | 2395      | 2231          |

Independent Sector

| Organisation      | Wentworth  | Rotherham  | Rother Valley |
|-------------------|------------|------------|---------------|
| Anchor            | 90         | 52         | 1             |
| Habinteg          |            | 10         |               |
| Hallam            | 110        | 25         |               |
| Housing 21        | 64         |            | 55            |
| Johnnie Johnson   | 64         | 109        | 90            |
| New Leaf          |            | 87         |               |
| Sanctuary Housing | 6          |            |               |
| S.Y.H.A.          | 71         | 5          | 16            |
| Other             |            |            |               |
| <b>Total</b>      | <b>405</b> | <b>288</b> | <b>206</b>    |

Independent Sector Homes in the P.C.T Area

| Areas         | Total No. of Beds |
|---------------|-------------------|
| Wentworth     |                   |
| Rotherham     |                   |
| Rother Valley |                   |
| <b>Total</b>  |                   |

Elderly People Living Alone in the P.C.T Area

| Areas         | 65+           | Living Alone  | Long Term Limiting Illness |
|---------------|---------------|---------------|----------------------------|
| Wentworth     | 14,352        | 5,554         | 9,106                      |
| Rotherham     | 10,456        | 4,541         | 6,455                      |
| Rother Valley | 12,730        | 4,140         | 6,273                      |
| <b>Total</b>  | <b>37,538</b> | <b>14,235</b> | <b>21,834</b>              |

Luncheon Clubs

| Area          | Independent | Local Authority |
|---------------|-------------|-----------------|
| Wentworth     | 11          | 3               |
| Rotherham     | 17          | 4               |
| Rother Valley | 6           | 8               |
| <b>Total</b>  | <b>34</b>   | <b>15</b>       |

\*4 clubs are still in development at present.

Millennium Day Centre Serving All P.C.T. Areas

| Total No. of Places Available Per Week |            |
|--|------------|
| <b>Total</b>                           | <b>280</b> |

Local Authority Homes in the P.C.T. Area

| Areas         | Total No. of Beds | No. of Day Care Places Per Week |
|---------------|-------------------|---------------------------------|
| Wentworth     | 106               | 182                             |
| Rotherham     | 96                | 96                              |
| Rother Valley | 90                | 125                             |
| <b>Total</b>  | <b>282</b>        | <b>403</b>                      |

Estimated Numbers of Older People with Mental Health Problems

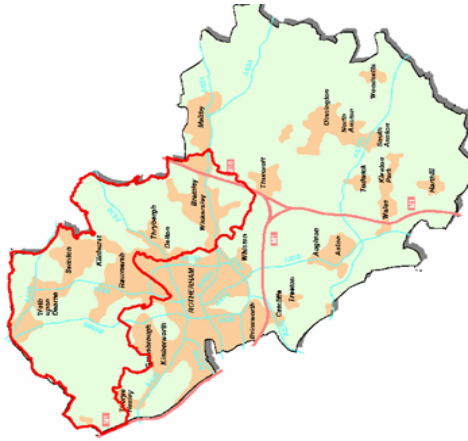
| Areas         | 65+        |
|---------------|------------|
| Wentworth     | 300        |
| Rotherham     | 262        |
| Rother Valley | 319        |
| <b>Total</b>  | <b>881</b> |

Age Concern Day Centres in the P.C.T. Area

| Areas         | Total No. of Places Available |
|---------------|-------------------------------|
| Wentworth     |                               |
| Rotherham     |                               |
| Rother Valley |                               |
| <b>Total</b>  |                               |

**ROTHERHAM METROPOLITAN BOROUGH COUNCIL  
SOCIAL SERVICES PROGRAMME AREA**

Wentworth Area – Bramley, Brampton, Dalton, Rawmarsh East/West, Swinton, Rawmarsh, Thorpe Hesley, Wath



**Population in the P.C.T. Area**

|              |               |
|--------------|---------------|
| 65+          | 6,783         |
| 75+          | 6,214         |
| 85+          | 1,355         |
| <b>Total</b> | <b>14,352</b> |

**Older Peoples Properties**

**Local Authority**

|                                      |                  |
|--------------------------------------|------------------|
| <b>Organisation</b>                  | <b>Wentworth</b> |
| R.M.B.C. Housing (Warden/ Sheltered) | 3044             |

**Independent Sector**

|                     |                  |
|---------------------|------------------|
| <b>Organisation</b> | <b>Wentworth</b> |
| Anchor              | 90               |
| Hallam              | 110              |
| Housing 21          | 64               |
| Johnnie Johnson     | 64               |
| Sanctuary Housing   | 6                |
| Other               | 71               |
| <b>Total</b>        | <b>405</b>       |

**Luncheon Clubs**

|                             |   |
|-----------------------------|---|
| Independent Local Authority | 3 |
|-----------------------------|---|

**Elderly People Living Alone in the P.C.T. Area**

| Areas         | 65+          | Living Alone | Long Term Limiting Illness |
|---------------|--------------|--------------|----------------------------|
| Bramley       | 2,45         | 81           | 1,217                      |
| Brampton      | 1,12         | 57           | 842                        |
| Dalton        | 1,96         | 82           | 1,194                      |
| Rawmarsh East | 1,23         | 55           | 1,774                      |
| Rawmarsh West | 1,82         | 74           | 1,136                      |
| Swinton       | 1,92         | 68           | 1,114                      |
| Thorpe Hesley | 1,80         | 60           | 834                        |
| Wath          | 2,02         | 74           | 995                        |
| <b>Total</b>  | <b>14,35</b> | <b>5,55</b>  | <b>9106</b>                |

**Minority Ethnic Communities**

No significant data is available for this P.C.T. area.

**Estimated Numbers of Older People with Mental Health Problems**

|     |     |
|-----|-----|
| 65+ | 300 |
|-----|-----|

\*approximate 2% of population 65+.

**Local Authority Homes in the P.C.T. Area**

| Local Authority Homes | Total No. of Beds | No. of Day Care Places Per Week |
|-----------------------|-------------------|---------------------------------|
| Charnwood             | 31                | 56                              |
| Churchfields          | 36                | 28                              |
| Listerdale            | 39                | 98                              |
| <b>Total</b>          | <b>106</b>        | <b>182</b>                      |

**Independent Sector Homes in the P.C.T. Area**

| Independent Sector Providers | Total No. of Beds |
|------------------------------|-------------------|
| Abbeydale                    | 20                |
| Abbeyhill                    | 60                |
| Alexandra                    | 47                |
| Broadacres Clinic            | 60                |
| Byron Lodge                  | 60                |
| Cambion House                | 38                |
| Cliff House                  | 35                |
| Emvayale House               | 14                |
| Hillview                     | 3                 |
| Sandygate                    | 54                |
| Swinton Lodge                | 63                |
| Meadow View                  | 48                |
| Wentworth Hall               | 23                |
| West Melton Lodge            | 32                |
| <b>Total</b>                 | <b>557</b>        |

**Independent Sector Providers Bordering the P.C.T. Area**

| Local Authority Homes   | Total No. of Beds   | No. of Day Care Places Per Week |
|-------------------------|---|---------------------------------|
| <b>Bolton-on-Dearne</b> | Bolton Hall, Dearne Valley  |                                 |
| <b>Mexborough</b>       | Flower Park, Highgrove Manor, Highgrove, Manvers Lodge, Manvers View, Roman Court, Swallow Wood |                                 |
| <b>Wombwell</b>         | Confers, Parklands, Parkside, Valley Park   |                                 |

**Age Concern Day Centres in the P.C.T. Area**

| Age Concern Day Centre                            | Days Available         |
|---|------------------------|
| Heather Court                                     | Friday                 |
| Oaklea Retreat, West Melton                       | Wednesday and Thursday |
| Ryecroft Methodist                                | Monday and Thursday    |
| St. Johns Court                                   | Tuesday                |
| Swinton   | Tuesday and Friday     |
| Willow Court, Wath                                | Wednesday              |
| <b>Total Number of Places in this P.C.T. Area</b> | <b>135</b>             |

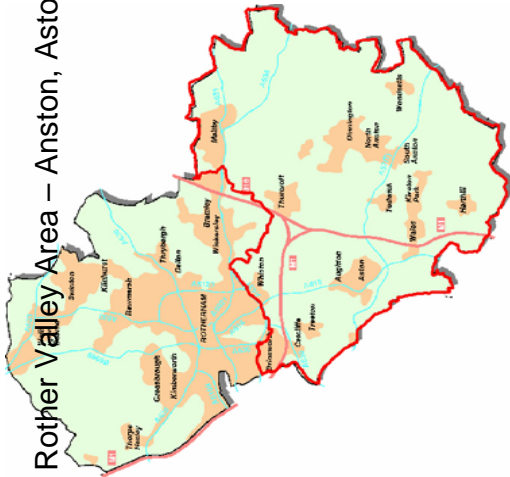
**Services Providers in the P.C.T. Area**

| Service Provider | Service                              |
|------------------|--------------------------------------|
| B.N.A            | Home care and night visiting service |

**Service Providers Throughout the P.C.T. Area**

| Borough Wide Service Providers     | Service  |
|------------------------------------|--|
| Age Concern                        | Community meals service                                      |
| Age Concern                        | Handy Person Scheme  |
| All Pakistani Women's Association  | Asian information group                                      |
| Archway                            | Volunteer visiting/befriending service                       |
| Crossroads                         | Day sitting service  |
| Health Service and Local Authority | Community rehabilitation teams                               |
| Health Service and Local Authority | E.M.I. day care service                                      |
| Local Authority                    | Domiliary care   |
| Local Authority                    | Day and night sitting services                               |
| Local Authority                    | Day and respite care for ethnic minorit                      |
| Local Authority                    | Meals on Wheels  |
| Local Authority                    | Sitting services for people with demen                       |
| Local Authority                    | Library services – support/information                       |
| R.G.H. Trust                       | Bathing service  |
| Various                            | Technology – includes IT2Eat and exit the role of Rothercare |
| Voluntary                          | Yemeni advocacy project – advice/infc                        |
| Yorkshire Trust                    | Carers Forum   |

Appendix 1c  
 ROTHERHAM METROPOLITAN BOROUGH COUNCIL  
 SOCIAL SERVICES PROGRAMME AREA



Rother Valley Area – Anston, Aston, Brinsworth, Kiveton Park, Maltby, St. John's, Thurncroft

Age Concern Day Centres in the P.C.T. Area

| Age Concern Day Centre                            | Days Available             | Plac Availc |
|---|----------------------------|-------------|
| Anston Parish Hall                                | Monday and Friday          | 1t          |
| Catcliffe Memorial Hall                           | Friday                     | 1t          |
| Central Methodist, Aston                          | Tuesday                    | 1t          |
| Edward Dunn                                       | Tuesday, Wednesday, Friday | 2t          |
| Festival Hall                                     | Thursday                   | 1t          |
| <b>Total Number of Places in this P.C.T. Area</b> |                            | <b>142</b>  |

Services Providers in the P.C.T. Area

| Service Provider | Service                              |
|------------------|--------------------------------------|
| B.N.A            | Home care and night visiting service |

Service Providers Throughout the Borough

| Borough Wide Service Providers     | Service   |
|------------------------------------|---|
| Age Concern                        | Community meals service   |
| Age Concern                        | Handy Person Scheme   |
| All Pakistani Women's Association  | Asian information group   |
| Archway                            | Volunteer visiting/befriending service                            |
| Crossroads                         | Day sitting service   |
| Health Service and Local Authority | Community rehabilitation teams                                    |
| Health Service and Local Authority | EMI day care service  |
| Local Authority                    | Domiciliary care  |
| Local Authority                    | Day and night sitting services                                    |
| Local Authority                    | Day and respite care for ethnic minorities                        |
| Local Authority                    | Meals on Wheels   |
| Local Authority                    | Sitting services for people with dementia                         |
| Local Authority                    | Library services – support/information                            |
| R.G.H. Trust                       | Bathing service   |
| Various                            | Technology – includes IT2Eat and extending the role of Rothercare |
| Voluntary                          | Yemeni advocacy project – advice/information                      |
| Yorkshire Trust                    | Carers Forum  |

Population in the P.C.T. Area

|              |               |
|--------------|---------------|
| 65+          | 6,259         |
| 75+          | 5,362         |
| 85+          | 1,109         |
| <b>Total</b> | <b>12,730</b> |

Older Peoples Properties

| Local Authority                     | Rotherham |
|-------------------------------------|-----------|
| R.M.B.C. Housing (Warden/Sheltered) | 2231      |

Independent Sector

| Organisation    | Rotherham  |
|-----------------|------------|
| Anchor          | 1          |
| Housing 21      | 55         |
| Johnnie Johnson | 90         |
| SYHA            | 44         |
| Other           | 16         |
| <b>Total</b>    | <b>206</b> |

Luncheon Clubs

|                 |   |
|-----------------|---|
| Independent     | 8 |
| Local Authority |   |

Elderly People Living Alone in the P.C.T. Area

| Areas        | 65+          | Living Alone | Long Term Limiting Illness |
|--------------|--------------|--------------|----------------------------|
| Anston       | 1,76         | 430          | 676                        |
| Aston        | 1,74         | 632          | 1,050                      |
| Brinsworth   | 1,67         | 513          | 808                        |
| Kiveton Park | 1,74         | 533          | 782                        |
| Maltby       | 2,36         | 794          | 1,216                      |
| St. Johns    | 1,31         | 600          | 809                        |
| Thurncroft   | 2,06         | 638          | 932                        |
| <b>Total</b> | <b>12,74</b> | <b>4,140</b> | <b>6,273</b>               |

Minority Ethnic Communities

No significant data is available for this P.C.T. area.

Estimated Numbers of Older People with Mental Health Problems

|     |     |
|-----|-----|
| 65+ | 319 |
|-----|-----|

\*approximate 2% of population 65+.



Appendix 1d  
ROTHERHAM METROPOLITAN BOROUGH COUNCIL  
SOCIAL SERVICES PROGRAMME AREA

Rotherham Area – Boston, Broom, Central, Greasbrough, Herringthorpe, Kimberworth, Park (Clifton Area)



Population in the P.C.T. Area

|              |               |
|--------------|---------------|
| 65+          | 4,359         |
| 75+          | 4,874         |
| 85+          | 1,233         |
| <b>Total</b> | <b>10,456</b> |

Estimated Numbers of Older People with Mental Health Problems

|     |     |
|-----|-----|
| 65+ | 262 |
|-----|-----|

\*approximate 2% of population 65+.

Older Peoples Properties

| Local Authority Organisation        | Rotherham |
|-------------------------------------|-----------|
| R.M.B.C. Housing (Warden/Sheltered) | 2395      |

| Organisation    | Rotherham  |
|-----------------|------------|
| Anchor          | 52         |
| Habinteg        | 10         |
| Hallam          | 25         |
| Johnnie Johnson | 109        |
| New Leaf        | 87         |
| Other           | 5          |
| <b>Total</b>    | <b>288</b> |

Elderly People Living Alone in the P.C.T. Area

| Areas          | 65+           | Living Alone | Long Term Limiting Illness |
|----------------|---------------|--------------|----------------------------|
| Boston         | 1,698         | 666          | 1,033                      |
| Broom          | 1,974         | 623          | 788                        |
| Central        | 1,252         | 546          | 778                        |
| Greasbrough    | 1,716         | 876          | 1,040                      |
| Herringthorpe  | 1,208         | 800          | 1,192                      |
| Kimberworth    | 1,341         | 550          | 764                        |
| Park (Clifton) | 1,254         | 480          | 860                        |
| <b>Total</b>   | <b>10,451</b> | <b>4,541</b> | <b>6,455</b>               |

Minority Ethnic Communities

Approximately 1,987 people from this section of the population live in the Central, Park and Boston wards. Overall, whilst the population of Rotherham residents over years is 19.79% only 4.1% are over 60 years within ethnic minority groups. The majority live within the above wards.

Age Concern Day Care Centre in the P.C.T. Area

| Age Concern Day Centre                            | Days Available         | Places Available           |
|---|------------------------|----------------------------|
| St. Ann's Road                                    | Every day              | 12 Mon –Fri and 10 Sat/Sun |
| St. Thomas' Hall                                  | Wednesday and Thursday | 15                         |
| <b>Total Number of Places in This P.C.T. Area</b> |                        | <b>110</b>                 |

Services Provided in P.C.T. area

| Service Provider              | Service  |
|-------------------------------|--|
| Asian Information Group       | Men's group at Unity Centre providing advice/informatic        |
| Asian Information Group       | Men's group at Ferham/ Masborough providing advice/information |
| Careforce                     | Home care service  |
| Rotherham Ethnic Elders Group | Ethnic minority day care and respite                           |

Services provided throughout the Borough

| Borough Wide Service Providers     | Service   |
|------------------------------------|---|
| Age Concern                        | Community meals service   |
| Age Concern                        | Handy Person Scheme   |
| All Pakistani Women's Association  | Asian information group   |
| Archway                            | Volunteer visiting/befriending service                            |
| Crossroads                         | Day sitting service   |
| Health Service and Local Authority | Community rehabilitation teams                                    |
| Health Service and Local Authority | EMI day care service  |
| Local Authority                    | Domiciliary care  |
| Local Authority                    | Day and night sitting services                                    |
| Local Authority                    | Day and respite care for ethnic minorities                        |
| Local Authority                    | Meals on Wheels   |
| Local Authority                    | Sitting services for people with dementia                         |
| Local Authority                    | Library services – support/information                            |
| R.G.H. Trust                       | Bathing service   |
| Various                            | Technology – includes IT2Eat and extending the role of Rothercare |
| Voluntary                          | Yemeni advocacy project – advice/information                      |
| Yorkshire Trust                    | Carers Forum  |

## Appendix 2

1. **Adult Services Modernisation Strategy**
2. **“Regulation for Supported Housing and Care Homes”, Department of Health (August 2002)**
3. **Better Government for Older People (1999)**
4. **“The NHS Plan”, Department of Health (July 2000)**
5. **“The National Service Framework for Older People”, Department of Health (March 2001)**
6. **“Quality and Choice for Older People’s Housing – A Strategic Framework”, Department of Health and DETR (January 2001)**
7. **“Building Capacity and Partnership in Care: An Agreement Between the Statutory and the Independent Social Care, Health Care and Housing Sectors”, Department of Health (October 2001)**
8. **“Supporting People Shadow Strategy Annual Plan”, Rotherham Supporting People Team, Rotherham Metropolitan Borough Council Social Services (2003)**
9. **“Citizenship and Services in Older Age: The Strategic Role of Very Sheltered Housing”, Housing 21 (2000)**
10. **“With Respect to Old Age HMSO”, Royal Commission into Long Term Care (1999)**
11. **“Rotherham’s Community Strategy 2002-2007”, Rotherham Partnership (2002)**
12. **“Strategy for Older People”, Rotherham Metropolitan Borough Council, Social Services Programme Area (September 2001)**
13. **“Corporate Plan”, Rotherham Metropolitan Borough Council, Chief Executives Office (2001)**
14. **“Forward Together - The Integrated Community Care Plan and Health Improvement Programme for Rotherham 1999-2003”, Rotherham Metropolitan Borough Council and Rotherham Health Authority (1999)**
15. **“Extra Care Housing for Older People: An Introduction for Commissioners”, Department of Health (February 2003)**

16. **“Access and Systems Capacity Grant to Social Services Authorities”, Press Release from the Department of Health (2 July 2003)**
17. **“Strategy for Housing Older People in England”, The Housing Corporation (April 2003)**
18. **“Extra care housing for older people – an introduction for commissioners” (December 2003)**



## APPENDIX 3

## DESCRIPTION OF CURRENT PROJECTS

### Project 1 – Dalton House

This is currently a Local Authority sheltered housing scheme. Dalton House sheltered complex is situated off Wickersley Road in the Central locality. It is positioned amongst extensive landscaped gardens in a highly desirable part of the town. The site is situated within easy access to shops, GP surgery, hairdressers and bus routes.

The accommodation is unpopular because there is no longer a requirement for bedsits and small flats. There is no demand for the accommodation from the waiting list and at the moment 11 of the 26 units are vacant. This represents a vacancy rate of 42%.

Adjacent to Dalton House there is a Housing Association sheltered scheme managed by Hallam Housing which is due for demolition.

The Local Authority wishes to develop both sites as a single Extra Care Housing development. This would provide approximately 30 ECH units with an integrated resource centre.

Rotherham Housing Department has carried out a feasibility study on Dalton House as part of their review of Local Authority sheltered accommodation. They have concluded that the scheme is not viable in its current state. There is an over supply of Local Authority sheltered accommodation and the need to develop services for people with higher care and support needs, whilst maintaining their independence. The review considered the remodelling of the current provision but concluded that new build would deliver Best Value.

Subsequently, the Housing Department have set aside the site as capital contribution towards the ECH strategy. This led to the development of a working party, which has been considering alternative uses for this site.

The working party have recommended that the Hallam and Local Authority site should be developed as an ECH scheme which will deliver 25 two bedroom bungalows and an additional 5 one bedroom flats situated over a resource centre. The 5 one bedroom flats will be targeted at people with a high level of care and support needs. All units will be fully adapted in line with Life Long Homes objectives and will incorporate a sophisticated community alarm system.

The resource centre will incorporate:

- Restaurant/Coffee Bar.
- Activity areas including computer suite and library.
- Treatment room for visiting health care professionals
- Office accommodation for carers/admin staff/site manager

A detailed plan for the development of this site is attached as Appendix 2

Support staff will be based at the resource centre and will provide dedicated support to tenants on the site in accordance with their needs together with delivering support to the wider community. Details of staffing arrangements can be found in Appendix 3.

### **Project 2 – Queensacre**

Queensacre is an existing sheltered scheme located within an established residential area approximately 500 yards from the centre of Swinton and within easy access of local shops, sports hall, school, health centre, library and local bus routes. Swinton is situated in the North of the Rotherham Borough.

The site is situated within the South Yorkshire Market Renewal Pathfinder Area.

The Local Authority wishes to develop this site as a single Extra Care Housing development. This would provide approximately 21 ECH units with an attached resource centre.

Rotherham Housing Department have carried out a feasibility study on Queensacre as part of their review of Local Authority sheltered accommodation. They have concluded that the scheme should be set aside as capital contribution towards the ECH strategy.

The working party has recommended that the site should be developed as an ECH scheme, which will deliver 16 two-bedroom bungalows and an additional 5 one-bedroom flats situated over a resource centre. The 5 one bedroom flats will be targeted at people with a high level of care and support needs. All units will be fully adapted in line with Life Long Homes objectives and will incorporate a sophisticated community alarm system.

The resource centre will incorporate:

- Restaurant/Coffee Bar.
- Activity areas including computer suite and library.
- Treatment room for visiting health care professionals
- Office accommodation for carers/admin staff/site manager

A detailed plan for the development of this site is attached as Appendix 5

Support staff will be based at the resource centre and will provide dedicated support to tenants on the site in accordance with their needs.

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