

CABINET MEMBER FOR HOUSING AND ENVIRONMENTAL SERVICES

**Venue: Town Hall, Moorgate
Street, Rotherham.**

Date: Monday, 25 April 2005

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. To determine any item which the Chair is of the opinion should be considered as a matter of urgency.
3. Rotherham's Housing Strategy 2004-07 (Pages 1 - 125)
- to note the achievement of a Fit for Purpose Strategy
4. Exclusion of the Press and Public
Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 7 and 8 Part I of Schedule 12A to the Local Government Act 1972 (financial affairs of someone other than the Council/provision of goods/services).
5. Minor Fixings Contract Penalty Clause (Pages 126 - 155)

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	CABINET MEMBER FOR HOUSING AND ENVIRONMENTAL SERVICES
2.	Date:	25 April 2005
3.	Title:	ROTHERHAM'S HOUSING STRATEGY 2004 - 2007 WARDS AFFECTED - ALL
4.	Programme Area:	NEIGHBOURHOODS

5. 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. It has now been assessed by Government Office for Yorkshire and the Humber who have confirmed that it meets the "Fit for Purpose" standard. This achievement will contribute positively to the Council's CPA score at the next assessment.

6. Recommendations

1. **TO NOTE THE ACHIEVEMENT OF A FIT FOR PURPOSE STRATEGY - A FIRST FOR ROTHERHAM.**
 2. **THAT COPIES OF THE STRATEGY ARE CIRCULATED TO ALL COUNCIL MEMBERS, MEMBERS OF THE STRATEGIC HOUSING PARTNERSHIP, ALL PROGRAMME AREAS, ALL MANAGERS WITHIN NEIGHBOURHOODS, ALL MEMBERS OF THE ALMO BOARD AND OTHER STAKEHOLDERS AND INTERESTED PARTIES.**
 3. **THAT THE HOUSING STRATEGY IS PLACED ON THE COUNCIL'S INTERNET AND INTRANET SITES.**
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7. Proposals and Details

Production of a “Fit for Purpose” Housing Strategy must reach the Government’s defined standard by demonstrating that it meets the needs of Rotherham whilst at the same time addressing regional and national priorities.

There are 10 specified criteria that must be met :-

- 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

To achieve “Fit for Purpose” we must achieve the maximum score of 30 in the Government Office for Yorkshire and the Humber’s assessment by scoring 3 for each element. We have now received confirmation that our Strategy has achieved this high standard for the first time.

In addition, three key national regional and local documents form the background to shaping the Housing Strategy :-

- 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 successful bid for ALMO status to achieve our Decent Homes target, have led to the setting of priorities and the development of the Housing Strategy.

8. Finance

Production of the Strategy has been contained within existing budgets. Delivery of the Strategy is based on anticipated revenue and capital resources for the next 3 years and, in projects such as meeting the Decent Homes standard, beyond. Annual reviews of capital programmes and revenue budgets and priorities may result in amendments to plans during the life of the Strategy. The capital contribution through the ALMO forms a significant proportion of the overall budget for Council properties.

9. Risks and Uncertainties

We have worked directly with Government Office for Yorkshire and the Humber 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 or is subject to achieving a 2 star rating to unlock the additional ALMO funding.

We will work closely with Government Office for Yorkshire and the Humber to monitor progress against the Action Plan and undertake periodic reviews of the Action Plan to take account of developments in national, regional and sub-regional policies.

10. Policy and Performance Agenda Implications

Successful delivery of the Housing Strategy is a key contributor to the overall sustainability of Rotherham, in particular :-

Regeneration - Providing sustainable neighbourhoods of quality, choice and aspiration by ensuring high quality neighbourhoods with access to housing across all tenures.

Equalities - By the approach to fair access and choice, ensuring 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.

Sustainability - By tackling 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. 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.

Alignment with other strategies and plans - The Strategy will contribute to the Community Strategy theme to "provide safe and inclusive communities", the Neighbourhood Renewal Strategy and the Corporate Plan priority "Rotherham Safe".

CPA Service Score - This achievement will contribute positively to the Council's CPA score at the next assessment.

Performance Indicators - The Strategy will underpin improved performance against a range of BVPI's in both the public and private housing fields. Specific references are made to these within the Action Plan.

11. Background Papers and Consultation

- Rotherham's Housing Strategy and Action Plan 2004 - 2007
- GOYH letter confirming "Fit for Purpose" assessment - 30th March 2005

Development of the strategy is a key element of the Neighbourhoods Programme Area Performance Plan. It has been developed in consultation with customers and other stakeholders.

Consultation has included :-

- Strategic Housing Partnership - representing all stakeholder groups.
- Housing Strategy Policy Panel - representing Area Housing Panels and Tenants and Residents Associations.
- Government Office for Yorkshire and the Humber.

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ROTHERHAM BOROUGH COUNCIL

HOUSING STRATEGY ACTION PLAN

2004-2007

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

Develop Neighbourhoods						
Ensure investment supports neighbourhood sustainability						
Strategic Theme	Develop Neighbourhoods					
Strategic Objective 1	Ensure investment supports neighbourhood sustainability					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
1.1	<ul style="list-style-type: none"> Develop a local sustainability model and utilise in area based master planning to aid future stock investment decision 	March 05	<ul style="list-style-type: none"> Consultation on model complete (Jan 05) Toolkit available to aid future stock investment decisions (Mar 05) 	<ul style="list-style-type: none"> Housing Capital Programme £3,000 Within own resources 	Landlord Client Manager	<ul style="list-style-type: none"> Best Value Improvement Plan
1.2	<ul style="list-style-type: none"> Complete Decent Homes and environmental works to Area Based Regeneration Schemes 	March 06	<ul style="list-style-type: none"> Decent Homes work complete to 200 dwellings (Mar 06) Environmental works complete to 150 properties (Mar 06) 	<ul style="list-style-type: none"> Housing Capital Programme Birks Holt £1.6m White Bear £3.1m Wharcliffe £1.5m 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly capital programme meetings Area Steering Group Meetings
1.3	<ul style="list-style-type: none"> Complete Eastwood Village Group Repair Scheme 	March 06	<ul style="list-style-type: none"> Reduction in void properties by 10 (Mar 05) Contribute 79 properties to BVPI 62 and 13 to BVPI 64 (Mar 05) Demolition of unsustainable stock (20 units) (Mar 06) Physical improvements in place to all participating dwellings (Mar 06) 	<ul style="list-style-type: none"> Housing Capital Programme £3.2m Contributions from property owners 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly capital programme meetings Resident Steering Group
1.4	<ul style="list-style-type: none"> Complete 9 schemes through the annual programme of small scale environmental works 	March 05	<ul style="list-style-type: none"> Environmental works complete – 9 Schemes completed with 250 residents benefiting (Mar 05) 	<ul style="list-style-type: none"> Housing Capital Programme £200,00 	Housing Strategy Manager	<ul style="list-style-type: none"> Monthly capital programme meetings

Develop Neighbourhoods						
Ensure investment supports neighbourhood sustainability						
Strategic Theme						
Strategic Objective 1						
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
1.5	<ul style="list-style-type: none"> Expand Neighbourhood Warden Service to the North of the Borough 	March 06	<ul style="list-style-type: none"> Community surveys to create a baseline figure and measure by annual surveys (Apr 05) Develop PMF for Neighbourhood Wardens (Apr 05) Target areas where Community Plans have provision of neighbourhood wardens (June 05) Scheme extended to all areas (Mar 06) 5 new wardens employed (Mar 06) 	<ul style="list-style-type: none"> Objective 1 (subject to match funding) Neighbourhood Renewal Fund SRB6 DART Key fund (the level of funding to be bid for has yet to be finalised) 	Neighbourhood Wardens Manager	<ul style="list-style-type: none"> Neighbourhood Warden Advisory Group Community Groups for each area Performance Management Framework
1.6	<ul style="list-style-type: none"> Introduce a Junior Warden Scheme (project to introduce junior school pupils to environmental and liveability issues and instil importance of recycling at an early age) 	March 06	<ul style="list-style-type: none"> Pilot 1 school at Rawmarsh and 1 school at Thrybergh (May 2004) Commence expansion to other areas (Sept 2004) Establish Learning Programme re: environmental, liveability and citizenship issues through a series of events (Mar 05) Ratio of 50% participation per school for 7 to 11 age groups (Mar 06) Increase awareness of waste recycling issues (Mar 06) 	<ul style="list-style-type: none"> Fund raising and local bids to ABC Award (Police Award of up to £2,000) Community Fund - Key Fund up to £5,000 	Neighbourhood Wardens Manager	<ul style="list-style-type: none"> Neighbourhood Warden Advisory Group Individual monitoring of each event

Strategic Theme	Develop Neighbourhoods					
Strategic Objective 1	Ensure investment supports neighbourhood sustainability					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Progress to Date						
<ul style="list-style-type: none"> • Expanded the Rawmarsh Neighbourhood Wardens Scheme – 5 new wardens employed in East Dene, East Herringthorpe and Dinnington. • Small scale environmental works completed though the capital programme 6 projects completed with 345 residents benefiting. • Contributed to the writing of the NRS and the Rotherham Regeneration Plan. 						

Develop Neighbourhoods						
Reduce Crime and Fear of Crime						
Strategic Theme	Develop Neighbourhoods					
Strategic Objective 2	Reduce Crime and Fear of Crime					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
2.1	<ul style="list-style-type: none"> Improve working with Safer Rotherham Partnership 	March 05	<ul style="list-style-type: none"> Attendance at 12 meetings per annum (Mar 05) Chair of Safer Rotherham Partnership to become a member of the Strategic Housing Partnership 	<ul style="list-style-type: none"> Staff resources 	Strategic Housing Partnership Manager	<ul style="list-style-type: none"> Strategic Housing Partnership Safer Rotherham Partnership
2.2	<ul style="list-style-type: none"> Complete security improvements to Wharnccliffe 	March 05	<ul style="list-style-type: none"> 169 properties target hardened with high security doors and windows (Mar 05) 	<ul style="list-style-type: none"> Housing Capital Programme £500,000 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly capital programme meetings Resident Steering Group Safer Rotherham Partnership
2.3	<ul style="list-style-type: none"> Alley Gating pilot project at Eastwood then rolled out to other high crime rate areas 	March 05	<ul style="list-style-type: none"> Reduction in the incidence of burglary by 65% (Mar 05) Increased confidence in the neighbourhood - 80% of residents feel safer in the area and acknowledge an improvement in nuisance behaviour (Mar 05) 	<ul style="list-style-type: none"> Regional Housing Board £250,000 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly capital programme meetings Safer Rotherham Partnership

Develop Neighbourhoods						
Reduce Crime and Fear of Crime						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 2						
2.4	<ul style="list-style-type: none"> Complete security improvements to White Bear, Wath 	March 06	<ul style="list-style-type: none"> Erection of walls, railing and fencing to create defensible space (Sept 05) 195 properties target hardened with high security doors and windows (Mar 06) 	<ul style="list-style-type: none"> Housing Capital Programme £1.29m 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly capital programme meetings Resident Steering Group Safer Rotherham Partnership
2.5	<ul style="list-style-type: none"> Complete security improvements to Birks Holt, Maltby 	March 05	<ul style="list-style-type: none"> Erection of fencing to create defensible space for 150 dwellings (Mar 05) 	<ul style="list-style-type: none"> Housing Capital Programme 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly capital programme meetings Resident Steering Group Safer Rotherham Partnership
2.6	<ul style="list-style-type: none"> Improve performance on tackling anti-social behaviour 	March 06	<ul style="list-style-type: none"> Establish cross agency classification of Anti-Social Behaviour (Mar 05) Establish IT recording, customer relationship and case monitoring systems. (Mar 05) Establish ease of access for reporting across agencies. (Sept 05) Increase the use of mediation services across all housing tenure 	<ul style="list-style-type: none"> Housing Revenue Account Neighbourhood Renewal Fund Housing General Fund 	Anti Social Behaviour Manager	<ul style="list-style-type: none"> Safer Rotherham Partnership Performance Management Framework

Develop Neighbourhoods						
Reduce Crime and Fear of Crime						
Strategic Theme	Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager
				from current base line. (Sept 05) <ul style="list-style-type: none"> • Increase number of reports (Sept 05) • Reduce levels of concern by Communities. (Mar 06) • Increase of both preventative and enforcement actions (Mar 05) • Local Performance Indicator HES 3 (%of anti-social behaviour complaints dealt with in target time) met. - 98% in 2004/5, 99% in 2005/6, 100% in 2006/7 		
Progress to Date						
<ul style="list-style-type: none"> • Introduced Secure by Design principles in all housing programmes – 3 area based regeneration schemes and properties in Decent Homes programme received high security doors and windows. • Contributed to the delivery of the 7 targets agreed in Rotherham Borough's Strategy to Reduce crime and disorder 2002-2005 including:- <ul style="list-style-type: none"> - Security works to dwellings following burglary – reduction of repeat burglaries by 7% - Increase number of ASBO's and ABC's • Completed security improvements to Birks Holt – 150 dwellings. 						

Develop Neighbourhoods						
Tackle the inequalities between the most deprived communities and the rest of the borough						
Strategic Theme	Develop Neighbourhoods					
Strategic Objective 3	Tackle the inequalities between the most deprived communities and the rest of the borough					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
3.1	<ul style="list-style-type: none"> Develop and implement the housing elements of the Community Cohesion Action Plan 	March 07	<ul style="list-style-type: none"> Community Cohesion Plan completed (Mar 08) Action Plan approved (Mar 05) Action Plan implemented (Mar 07) 	Community Cohesion Fund	Head of Neighbourhood Development	<ul style="list-style-type: none"> SHP
3.2	<ul style="list-style-type: none"> Identify and clear unwanted sites to be offered for sale for RSL or private development 	Dec 07	<ul style="list-style-type: none"> New housing to meet both affordable and market needs (Mar 07) Private / RSL development at Laughton Common by (Dec 2006) Private / RSL development at Kiveton Park by (Dec 07) Dinnington site assembly for development by (Dec 05) Quality Bus Corridor and associated environmental improvements by (Mar 06) ADF Masterplanning for cleared sites at Canklow by (Mar 05) 	<ul style="list-style-type: none"> Housing Capital Programme Laughton Common £141,000 Kiveton Park £141,000 Dinnington £15,000 Dalton £420,000 Private Developers 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly capital programme meetings Community Partnerships

Develop Neighbourhoods						
Tackle the inequalities between the most deprived communities and the rest of the borough						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
3.3	<ul style="list-style-type: none"> Introduce Landlord Accreditation Scheme 	June 05	<ul style="list-style-type: none"> Pilot scheme introduced in neighbourhood management pilot area and Brinsworth (July 2004) 10 Landlords accredited by (Dec 04) Scheme extended to rest of Borough (Jan 05) 10 landlords completing training by (June 05) Contributes 20% towards meeting BVPI64 	<ul style="list-style-type: none"> Housing General Fund Neighbourhood Management funding £50,000 	Principal Policy and Planning Officer (Private Sector)	<ul style="list-style-type: none"> Private Landlord Forum % spot checks of accredited properties
3.4	<ul style="list-style-type: none"> Target investment from HMRP into the most deprived communities 	March 07	<ul style="list-style-type: none"> Masterplanning completed to 4 ADF areas by (April 05) to inform investment decisions for future spend beyond (April 06) Reduction in non-decent stock in all tenures (Mar 07) Contributes to meeting 50% of BVPIs 62, 70% of BVPI 64 and BVPI 184 (where used to fund demolition) in 2005/6/7 	<ul style="list-style-type: none"> Housing Market Renewal Fund £7.3m 	Team Leader - HMR	Transform South Yorkshire Board

Develop Neighbourhoods						
Tackle the inequalities between the most deprived communities and the rest of the borough						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 3 3.5	<ul style="list-style-type: none"> Implement the Housing Elements of the Neighbourhood Renewal Strategy 	March 07	<ul style="list-style-type: none"> Increased % of people satisfied with their local area as a place to live (Mar 06) and (Mar 07) Increased % of people participating in community and voluntary organisations (Mar 06) and (Mar 07) Reduction in the number of wards in the top 20% deprived wards nationally (Mar 07) Roll out "safer homes" standards in targets areas (Mar 06) Reduce levels of vacant properties compared to the Borough average (Mar 06) and (Mar 07) Achieve 100% decency in social housing by (Mar 2010) Increase in the private sector concentrating on homes occupied by vulnerable groups (Mar 07) 	<ul style="list-style-type: none"> Neighbourhood Renewal Fund 	Rotherham Partnership Manager	<ul style="list-style-type: none"> Rotherham Partnership Board

Develop Neighbourhoods						
Strategic Theme	Tackle the inequalities between the most deprived communities and the rest of the borough					
Strategic Objective 3	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
	<p>Progress to Date</p> <ul style="list-style-type: none"> • Introduced the Private Sector Housing Assistance Policy • Carried out £10m area based housing regeneration initiatives contributing to full capital programmed spend for the year. • Developed a Landlord Accreditation Scheme – draft out to consultation • Carried out a survey of housing needs in BME communities in the Holmes area to inform future Housing Market Renewal master planning. • Targeted Decent Homes Programmes in areas with the highest index of deprivation. BVPI 184 target met with non-decency reduced by 2223 dwellings. • Cleared 124 unsuitable dwellings in both the public and private sector. • Submitted bid for neighbourhood management funding for Landlord Accreditation Scheme. 					

Develop Neighbourhoods						
Develop a community focused, multi-agency approach to neighbourhood management						
Strategic Theme	Develop a community focused, multi-agency approach to neighbourhood management					
Strategic Objective 1	Develop a community focused, multi-agency approach to neighbourhood management					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
4.1	<ul style="list-style-type: none"> Restructure Council Housing Management Services 	March 06	<ul style="list-style-type: none"> Prepare and sign off job descriptions (Sept 04) Successful recruitment to all posts (Mar 05) Evaluate and incorporate lessons from the Going Local Pilot (Dec 04) 	<ul style="list-style-type: none"> Housing Revenue Account 	Head of Neighbourhood Management	<ul style="list-style-type: none"> Corporate Management Team Programme Area Management Team ALMO Board
4.2	<ul style="list-style-type: none"> Undertake a Best Value Review to agree the scope of Neighbourhood Management 	March 05	<ul style="list-style-type: none"> Set up team and conduct review in line with Corporate guidelines (Dec 04) Scope for neighbourhood management developed (Feb 05) Service Improvement Plan developed (Mar 05) 	<ul style="list-style-type: none"> Housing Revenue Account 	Head of Neighbourhood Development	<ul style="list-style-type: none"> Programme Area Management Team
4.3	<ul style="list-style-type: none"> Develop effective mechanisms for neighbourhood plans and community planning process 	March 05	<ul style="list-style-type: none"> Plans refined (Jan 05) Infrastructure and delivery mechanisms in place (Mar 05) 	<ul style="list-style-type: none"> Housing General Fund Housing Revenue Account 	Head of Neighbourhood Development	<ul style="list-style-type: none"> Area Assemblies

Develop Neighbourhoods						
Develop a community focused, multi-agency approach to neighbourhood management						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 1						
4.4	<ul style="list-style-type: none"> Produce 7 Neighbourhood Plans 	March 05	<ul style="list-style-type: none"> Neighbourhood Structure in place to manage the community plans process (Dec 04) Develop 7 Plans (Mar 05) 	<ul style="list-style-type: none"> Housing Revenue Account 	Social Inclusion Manager	<ul style="list-style-type: none"> Area Assemblies ALMO Board
Progress to Date						
<ul style="list-style-type: none"> Introduced a Going Local Neighbourhood Management Initiative. Participated in Eastwood and Springwell Neighbourhood Management pilot Re-established an RSL Forum Establish the Strategic Housing Partnership Produced a Community Empowerment Strategy and a consultation/communication strategy. 						

Ensure Decent Homes						
Achieve the Governments Decent Homes targets for both social and private sector housing						
Strategic Theme	Ensure Decent Homes					
Strategic Objective 5	Achieve the Governments Decent Homes targets for both social and private sector housing					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
5.1	<ul style="list-style-type: none"> Completion of occupation of private sector dwellings at Brinsworth 	March 05	<ul style="list-style-type: none"> 62 properties refurbished and occupied (Mar 05) Contribute 25% to BVPI 64 over life of the project (10% in 2004/05) (Mar 05) 	<ul style="list-style-type: none"> Private sector investment £1.7m 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly Capital Programme meetings Monthly BVPI Cabinet reports
5.2	<ul style="list-style-type: none"> Complete Wharnccliffe Regeneration 	May 06	<ul style="list-style-type: none"> It is anticipated that 110 dwellings will be completed to decent homes standard (Mar 05). All dwellings on programme complete by (May 2005). Between 5 - 10 properties handed over per week. Environmental Works, indicative proposed programme of works (subject to feasibility study) Tenant consultation (March 2005). Feasibility study (April 2005). Finalise design (June 05) 	<ul style="list-style-type: none"> Housing Capital Programme £1.5m 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly Capital Programme meetings Area Steering Group meetings Monthly BVPI Cabinet reports

Ensure Decent Homes						
Achieve the Governments Decent Homes targets for both social and private sector housing						
Strategic Theme	Ensure Decent Homes					
Strategic Objective 5	Achieve the Governments Decent Homes targets for both social and private sector housing					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
5.3	<ul style="list-style-type: none"> Complete White Bear Regeneration 	March 06	<ul style="list-style-type: none"> Completion date (May 06) Scheme completed contributing to 147 units to BVPI 184 target (Mar 06) Environmental improvements complete to all dwellings (Mar 06) 	<ul style="list-style-type: none"> Housing Capital Programme £3.1m 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly Capital Programme meetings Area Steering Group meetings Monthly BVPI Cabinet reports
5.4	<ul style="list-style-type: none"> Market test the responsive repairs service in a strategic partnership arrangement 	Sept 05	<ul style="list-style-type: none"> Market testing strategy approved (Sept 04) Packages of work identified (Mar 05) Tender prepared and published (Sept 05) 	<ul style="list-style-type: none"> Housing Revenue Account 	Special Projects Manager	<ul style="list-style-type: none"> Programme Area Management Team Audit Commission
5.5	<ul style="list-style-type: none"> Demolition of unsustainable private sector stock 	March 07	<ul style="list-style-type: none"> Contributes to BVPI 62 (16% in 2004/05, 25% in 2005/06 and 25% in 2006/07) 	<ul style="list-style-type: none"> Housing Capital Programme £80,000 	Housing Regeneration Manager	<ul style="list-style-type: none"> Monthly Capital Programme meetings Monthly BVPI Cabinet reports
5.6	<ul style="list-style-type: none"> RSLs meet decency in all stock 	March 10	<ul style="list-style-type: none"> All RSL's to meet annual targets set in their individual business plans 100% of RSL property meets decency standard 	<ul style="list-style-type: none"> RSL Investment 	Housing Strategy Manager	<ul style="list-style-type: none"> Housing Corporation HIP monitoring returns

Ensure Decent Homes						
Achieve the Governments Decent Homes targets for both social and private sector housing						
Strategic Theme	Strategic Objective	Action	Completion Date	Measure/Milestone	Resources	Task Manager
5.7	5	<ul style="list-style-type: none"> Implement a programme to bring all Council properties up to decent homes standards by 2010 	March 10	<ul style="list-style-type: none"> Procurement strategy produced and implemented – (Feb 05) Programme for procurement – (Feb 05) Start OJEU process for delivery of decent homes contracts – (Feb 05) Investment plan produced – (Feb 05) Rotherham Standard scope of works identified and implemented after consultation - (March 05) Tender returns – (Aug 05) Appoint contractors – (Nov 05) ALMO works start on site – (Feb 06) All homes made decent (Dec 2010) 	<ul style="list-style-type: none"> Major Repairs Allowance (£9.4m in 2004/05) ALMO funding bid submitted for additional £233m on stream from Jan 06 (pending successful set up of ALMO) Investment strategy for delivery of all council homes to be made decent by 2010. 	Head of Neighbourhood Management
					<ul style="list-style-type: none"> Decent Homes Partnership ALMO Board Full Council ODPM/GOYH BVPI 184 	

Ensure Decent Homes						
Achieve the Governments Decent Homes targets for both social and private sector housing						
Strategic Theme	Ensure Decent Homes					
Strategic Objective 5	Achieve the Governments Decent Homes targets for both social and private sector housing					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
5.8	<ul style="list-style-type: none"> Completion of Eastwood Regeneration and Group Repair Scheme 	May 06	<ul style="list-style-type: none"> 82 properties completed (Mar 05) 16 properties completed (Jul 05) Demolition of 8 properties (Mar 06) Environmental works completed (May 06) 	<ul style="list-style-type: none"> Housing Capital Programme £2.6m. 	Housing Regeneration Manager	<ul style="list-style-type: none"> BVPI 62 Eastwood Steering Group
5.9	<ul style="list-style-type: none"> Introduction of Property Appreciation Loans (South and west Yorkshire) 	March 08	<ul style="list-style-type: none"> Sheffield to act as banker and co-ordinate the approach (Oct 04) Partner Authorities to agree outputs (Apr 05) Development and delivery of the scheme in conjunction with ART Homes Ltd. Regeneration Trust (Mar 08) 	<ul style="list-style-type: none"> £2m. for South and West Yorkshire from RHB 	Housing Regeneration Manager	<ul style="list-style-type: none"> Regional Housing Board
5.10	<ul style="list-style-type: none"> Private sector demolition programme 	March 08	<ul style="list-style-type: none"> Programme subject to completion and approval of HMRP masterplans (Jun 05) Annual outputs up to 2008 determined (Sept 05) 	<ul style="list-style-type: none"> HMRP 	Team Leader HMR	<ul style="list-style-type: none"> Transform South Yorkshire Board

Ensure Decent Homes						
Achieve the Governments Decent Homes targets for both social and private sector housing						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 5						
5.11	<ul style="list-style-type: none"> Equity Release Scheme 	March 08	<ul style="list-style-type: none"> Programme subject to completion and approval of HMRP masterplans (Jun 05) Details of Equity Release Scheme agreed (Jun 05) Annual outputs up to 2008 determined (Sept 05) 	<ul style="list-style-type: none"> HMRP 	Team Leader HMR	<ul style="list-style-type: none"> Transform South Yorkshire Board
Progress to Date						
<ul style="list-style-type: none"> Agreed ALMO as the most appropriate option for the future of council housing stock Option Appraisal signed off by Government Office Stock Condition Survey of private sector completed identifying 78% non decent council stock (see section 4.2 of Strategy) Stock Condition survey of private sector completed identifying 72% potentially non-decent by 2010 (see section 4.2 of Strategy) Landlord forum increased to 44 members Met BVPI 184 target with a reduction in non decency in non decency of 2,223 dwellings. Demolition of private sector stock contributed 7% of BVPI 62 total Demolition of 67 unsuitable public sector dwellings Refurbished of private sector dwellings at Brinsworth contributing 40 dwellings to BVPI 62 and 49 dwellings to BVPI 64. 						

Ensure Decent Homes						
Strategic Theme	Establish an ALMO to deliver Decent Homes and other high quality services					
Strategic Objective 6	Establish an ALMO to deliver Decent Homes and other high quality services					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
6.1	<ul style="list-style-type: none"> Carry out consultation with all stakeholders and conduct test of opinion of tenants 	March 05	<ul style="list-style-type: none"> Consultation completed (Feb 05) 100% survey of tenants (Feb 05) Over 50% of tenants support ALMO (Mar 05) 	<ul style="list-style-type: none"> Housing Revenue Account 	Landlord Client Manager	<ul style="list-style-type: none"> Project Board ALMO Board Council Housing Futures Group ODPM/GOYH SHP
6.2	Establish ALMO Management Board	March 05	<ul style="list-style-type: none"> 5 Tenant, 5 Council and 5 Independent Board Members appointed (Feb 05) 	<ul style="list-style-type: none"> Housing Revenue Account 	Landlord Client Manager	<ul style="list-style-type: none"> Project Board ALMO Board ODPM/GOYH SHP
6.3	<ul style="list-style-type: none"> Submit Section 27 application 	March 05	<ul style="list-style-type: none"> Application submitted (Jan 05) Approved February 2005 (Feb 05) ALMO Go Live (Mar 05) 	<ul style="list-style-type: none"> Housing Revenue Account 	Landlord Client Manager	<ul style="list-style-type: none"> Project Board ALMO Board ODPM/GOYH SHP
6.4	<ul style="list-style-type: none"> Agree contract management agreement between Council and ALMO 	March 05	<ul style="list-style-type: none"> Contract and management agreement in place by (31st Mar 05) 	<ul style="list-style-type: none"> Housing Revenue Account 	Head of Neighbourhood Management	<ul style="list-style-type: none"> Project Board ALMO Board ODPM/GOYH SHP

Ensure Decent Homes						
Establish an ALMO to deliver Decent Homes and other high quality services						
Strategic Theme	Ensure Decent Homes					
Strategic Objective 6	Establish an ALMO to deliver Decent Homes and other high quality services					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
6.5	Develop service improvement plan	March 06	<ul style="list-style-type: none"> Plan complete and approved (July 04) Review plan following Indicative ALMO Inspection (Nov 04) All key processes and service procedures are tackled through BPR (Mar 05) Using Best Value Principles/KLOE's BPR rolled out (Mar 06) 	<ul style="list-style-type: none"> Housing Revenue Account £86,923 	Service Improvement Manager	<ul style="list-style-type: none"> Cabinet Member Project Board Programme Area Management Team
6.6	<ul style="list-style-type: none"> Produce ALMO Delivery and Business Plans 	March 06	<ul style="list-style-type: none"> First year plan completed (31st Mar 05) Plans reviewed annually (Mar 06) 	<ul style="list-style-type: none"> Housing Revenue Account 	Head of Neighbourhood Management	<ul style="list-style-type: none"> Project Board ALMO Board ODPM/GOYH SHP
6.7	<ul style="list-style-type: none"> ALMO takes over management of housing stock 	March 05	<ul style="list-style-type: none"> ALMO goes live (April 05) 	<ul style="list-style-type: none"> Housing Revenue Account 	Head of Neighbourhood Management	<ul style="list-style-type: none"> ALMO Board ODPM/GOYH Full Council
6.8	<ul style="list-style-type: none"> ALMO inspection to achieve 2 star rating 	Dec 05	<ul style="list-style-type: none"> Communication to staff and stake holders on areas of service improvement. (Nov 04) Preparing staff and stake holders for inspection (Apr 05) Strategic and Enabling 	<ul style="list-style-type: none"> Housing Revenue Account (Included in 6.5) 	Head of Neighbourhood Management	<ul style="list-style-type: none"> ALMO Board ODPM/GOYH Full Council Audit Commission

Ensure Decent Homes						
Establish an ALMO to deliver Decent Homes and other high quality services						
Strategic Theme	Ensure Decent Homes					
Strategic Objective 6	Establish an ALMO to deliver Decent Homes and other high quality services					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
6.9	<ul style="list-style-type: none"> Draw down additional funding 	Jan 06	<ul style="list-style-type: none"> Service Improvement Plan in place (April 05) Inspection carried out (November 2005) 2 star rating achieved (December 2005) 	<ul style="list-style-type: none"> Housing Revenue Account ALMO funding (approved for additional £218m) - spending profile agreed as in figure 7 of the strategy 	Head of Neighbourhood Management	<ul style="list-style-type: none"> ALMO Board ODPM/GOYH Full Council
Progress to Date						
<ul style="list-style-type: none"> Carried out and completed Housing Option Appraisal Option Appraisal submitted and signed off by GOYH Bid made for a place on round 4 of the ALMO Programme Multi stakeholder project board established to oversee the development of the ALMO Best value review of Housing Management service carried out and completed Produced a service improvement plan and a timetable for implementation of the ALMO Significant improvement in housing LPSA indicators with three of the four meeting their targets. 						

Ensure Decent Homes						
Improve thermal comfort and energy efficiency levels across all tenures of housing						
Strategic Theme	Ensure Decent Homes					
Strategic Objective 7	Improve thermal comfort and energy efficiency levels across all tenures of housing					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
7.1	<ul style="list-style-type: none"> To install free cavity wall insulation to private dwellings via Health Through Warmth programme 	March 05	<ul style="list-style-type: none"> Completion of project - 25 dwellings (Mar 08) Warm from private sector 733 cavity wall insulated, 500 lofts insulated and 120 condensing boilers. This represents 100% take up of this years budgets (Mar 05) Council dwellings – 900 cavity wall insulated over 2500 Gas Condensing (Mar 05) Cavity wall insulation's 100% complete for this year (Mar 05) 	<ul style="list-style-type: none"> Energy Efficiency Commitment £15,000 	Senior Home Energy Advice Officer	<ul style="list-style-type: none"> Npower to monitor as sponsor organisation
7.2	<ul style="list-style-type: none"> Complete Housing Energy Saving Scheme as part of Decent Homes programme 	March 05	<ul style="list-style-type: none"> BVPI 63 target met (SAP 59) and contributes to BVPI 184 target of 11.28% (Mar 05) 	<ul style="list-style-type: none"> Capital Programme £100,000 	Domestic Heating Programmes Monitoring Officer	<ul style="list-style-type: none"> Monthly capital programme meetings Decent Homes Partnership Board

Ensure Decent Homes						
Improve thermal comfort and energy efficiency levels across all tenures of housing						
Strategic Theme	Improve thermal comfort and energy efficiency levels across all tenures of housing					
Strategic Objective 7	Improve thermal comfort and energy efficiency levels across all tenures of housing					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
7.3	<ul style="list-style-type: none"> Establish links with Clear Skies and secure funding for solar water heating and EST for community energy and photo voltaic 	March 05	<ul style="list-style-type: none"> Successful grant applications (Jan 05) 8 bungalows with solar water heating (Mar 05) Montgomery Hall community centre energy from photo voltaic (Mar 05) 	<ul style="list-style-type: none"> EEC £100,000 EST £8,000 Clear Skies 	Senior Home Energy Advice Officer	<ul style="list-style-type: none"> EST
7.4	<ul style="list-style-type: none"> Introduction of Energy Saving Company to lower average fuel cost 	March 05	<ul style="list-style-type: none"> Lower average fuel cost Equitable energy supply Scheme to cover all new tenants by (Nov 04) and all tenants by (July 05) 	<ul style="list-style-type: none"> Income generated for reinvestment in additional energy efficiency measures (circa. £80,000 per year) 	Senior Home Energy Advice Officer	<ul style="list-style-type: none"> Northern Consortium of Housing Authorities Scottish Power Monthly Capital Programme meetings
7.5	<ul style="list-style-type: none"> Introduce energy efficiency awareness raising and freephone helpline for front line staff and monitor use. 	March 06	<ul style="list-style-type: none"> Pilot area - Dinnington area PCT introduced 2004 and extend across the Borough by 2006 50 referrals (Mar 05) Role out of training to all front line health and PCT nurses to identify those in fuel poverty i.e. those property's that show poor heating or lack of insulation 	<ul style="list-style-type: none"> Warm Front Government funding Npower 75% funding 10% from levy 	Senior Home Energy Advice Officer	<ul style="list-style-type: none"> Number of calls received

Ensure Decent Homes						
Improve thermal comfort and energy efficiency levels across all tenures of housing						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 7			<ul style="list-style-type: none"> causing damp and poor health (Mar 05) Increase in take up of Warm Front and Save N Warm Schemes by 5% per annum (Mar 06) 1000 referrals which deliver increase in take up of energy efficiency (Mar 10) Expect increase take up of Warm Front and Save N Warm Schemes by 5% per annum (Mar 06) Continue to market the scheme to clients to further encourage take up (Mar 06) 100% achieved (Mar 06) Save n Warm discount scheme – 200 cavity walls insulated, 60 lofts insulated, 5 heating upgrades. (Mar 05) 			

Ensure Decent Homes						
Improve thermal comfort and energy efficiency levels across all tenures of housing						
Strategic Theme	Improve thermal comfort and energy efficiency levels across all tenures of housing					
Strategic Objective 7	Improve thermal comfort and energy efficiency levels across all tenures of housing					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
7.6	<ul style="list-style-type: none"> Warm Front team to achieve same or better annual take up figures 	March 07	<ul style="list-style-type: none"> Improvement in average SAP rating 1 pinot per annum (Mar 06) Annual targets :- 490 cavity walls insulated (Mar 07) 679 lofts insulated (Mar 07) 94 condensing boilers installed (Mar 07) 	<ul style="list-style-type: none"> Energy Efficiency Commitment utility match funding £150 for lofts and £75 for boilers £20,000 for staff 	Senior Home Energy Advice Officer	<ul style="list-style-type: none"> Scheme take up monthly information monitored by Warm Front Team
7.7	<ul style="list-style-type: none"> Continue with SYEEAC team to promote "Save 'N' Warm" scheme through EST targets 	March 07	<ul style="list-style-type: none"> 605 cavity walls (Mar 05) 240 Lofts (Mar 05) Heating 42 (Mar 05) Increase by 5% per annum (Mar 06) and (Mar 07) 	<ul style="list-style-type: none"> Government funded £25m nationally 	Senior Home Energy Advice Officer	<ul style="list-style-type: none"> Monitor scheme take up at monthly meetings of SYEEAC Partners
7.8	<ul style="list-style-type: none"> Meet EST targets 	March 07	<ul style="list-style-type: none"> Improve home energy awareness and average SAP rating, Annual targets (Mar 07) 	<ul style="list-style-type: none"> Energy Efficiency Commitment £100 per dwelling £200 each boiler and £10 scheme levy 	Senior Home Energy Advice Officer	<ul style="list-style-type: none"> Monitor scheme take up at monthly meetings of SYEEAC Partners Npower as sponsor organisation

Ensure Decent Homes						
Improve thermal comfort and energy efficiency levels across all tenures of housing						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 7						
7.9	<ul style="list-style-type: none"> Convert further District Heating schemes to Combined Heat and Power 	March 07	<ul style="list-style-type: none"> 1 scheme completed (Mar 05) 3 schemes completed (Mar 07) 	<ul style="list-style-type: none"> £3,000,000 grant from EST 	Senior Home Energy Advice Officer	<ul style="list-style-type: none"> Heat metering of individual properties
Progress to Date						
<ul style="list-style-type: none"> Affordable Warmth Strategy introduced Average SAP rating increased to 64 in private sector and BVPI 63 target of 58 met Health through warmth programme introduced with Age Concern Council dwellings – 900 cavity wall insulated over 2500 Gas condensing boilers installed. Warm front/private sector – 733 cavity wall insulated 500 lofts insulated 120 condensing boilers. Save n Warm discount scheme – 200 cavity walls insulated 60 lofts insulated 5 heating upgrades EST targets exceeded – HEES 2400 presentations 14 training 8 home visits 50 Commenced pilot scheme conversion of a solid fuel district heating scheme to combined heat and power (CHP). 						

Ensure Decent Homes						
Ensure effective links between Decent Homes and Transform South Yorkshire						
Strategic Theme	Ensure Decent Homes					
Strategic Objective 8	Ensure effective links between Decent Homes and Transform South Yorkshire					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
8.1	<ul style="list-style-type: none"> Produce 4 ADF master plans and Housing Investment Strategies for the two programmes 	March 06	<ul style="list-style-type: none"> ADF master planning documentation completed enabling future investment strategies to be developed (Mar 05) Submission of agreed Housing Investment Strategies (Mar 05) Plans for activity beyond 2006 submitted to ODPM and funding approved (Mar 05) Demolition of unsustainable stock (Mar 06) Reduction in long term voids (Mar 06) BVPI 184 targets met (Mar 05) All social housing decent by 2010 (Mar 10) 	<ul style="list-style-type: none"> £ 650,000 HMRF Housing Revenue Account Major Repairs Allowance ALMO Funding Private Investment 	Team Leader - HMR	<ul style="list-style-type: none"> Transform South Yorkshire SHP Decent Homes Board Rotherham Regeneration Board Housing Futures Group
Progress to Date						
<ul style="list-style-type: none"> Awareness raising of the Transform Strategy and the Decent Homes Partnership. Submission of Pathfinder Prospectus to ODPM. Submission of ALMO bid to GOYH. 						

Renew the Housing Market						
Improve the character and diversity of Neighbourhoods						
Strategic Theme	Renew the Housing Market					
Strategic Objective 9	Improve the character and diversity of Neighbourhoods					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
9.1	<ul style="list-style-type: none"> Develop and Implement the Empty Homes Strategy 	March 06	<ul style="list-style-type: none"> Strategy submitted to SHP and Approved (Mar 06) Improved performance against BVPI 64 of 20% (Mar 06) 	<ul style="list-style-type: none"> HIP HMRP 	Principal Policy and Planning Officer (Private Sector)	<ul style="list-style-type: none"> Transform South Yorkshire Board SHP
9.2	<ul style="list-style-type: none"> Carry out sustainability assessment to all neighbourhoods in Rotherham 	March 05	<ul style="list-style-type: none"> Neighbourhood profiles completed for ADF areas by (Mar 05) Decent Homes investment plan completed (Dec 04) 	<ul style="list-style-type: none"> Corporate Neighbourhood Statistical team HMRP £38,000 	Team Leader – HMR Landlord Client Manager	<ul style="list-style-type: none"> SHP Decent Homes Board
9.3	<ul style="list-style-type: none"> Implement Affordable Housing Policy through Local Planning Guidance 	March 06	<ul style="list-style-type: none"> All new housing developments come under new guidance - target of 57 units in (Mar 06) and 89 units in (Mar 06) 	<ul style="list-style-type: none"> Forward Planning & HMR officers Contributions through Section 106 agreements RSL partners 	Head of Neighbourhood Development	<ul style="list-style-type: none"> Planning Board SHP
9.4	<ul style="list-style-type: none"> Utilise Spatial Planning & Urban Potential studies to inform master planning and development decision making 	March 05	<ul style="list-style-type: none"> Feed into the LDF development (Mar 05) Appointment of dedicated HMRP Planning Officer (Mar 05) 	<ul style="list-style-type: none"> HMRP Planning Authority 	Head of Forward Planning	<ul style="list-style-type: none"> Transform SY

Renew the Housing Market						
Improve the character and diversity of Neighbourhoods						
Strategic Theme	Renew the Housing Market					
Strategic Objective 9	Improve the character and diversity of Neighbourhoods					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
9.5	<ul style="list-style-type: none"> Produce planning and development briefs 	March 06	<ul style="list-style-type: none"> First 2 briefs completed (Mar 06) 	<ul style="list-style-type: none"> HMRP £40,000 	Team Leader HMR	<ul style="list-style-type: none"> Transform SY
9.6	<ul style="list-style-type: none"> Develop South Yorkshire Design Guide 	March 07	<ul style="list-style-type: none"> Rotherham HMR Design Officer post filled (Mar 05) Design Guide published (Mar 06) Development standards raised incorporating Lifetime Homes and Eco-housing standards (Mar 07) 	<ul style="list-style-type: none"> HMRP cross cutting budget 	Team Leader HMR	<ul style="list-style-type: none"> Transform SY Decent Homes Board Housing Futures Group
9.7	<ul style="list-style-type: none"> Remodel/Demolish Unsustainable Stock 	March 11	<ul style="list-style-type: none"> First 2 projects commenced in (Mar 06). This will result in the redevelopment of unsustainable sheltered housing schemes 	<ul style="list-style-type: none"> HMRP £4.3m & ALMO funding 	Team Leader HMR	

Strategic Theme	Renew the Housing Market					
Strategic Objective 9	Improve the character and diversity of Neighbourhoods					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Progress to Date						
<ul style="list-style-type: none"> • Influenced new housing developments to meet local housing needs • 131 affordable units provided and planning permission granted for 103 units • Conducted Housing Needs survey • Carried out a review of the affordable housing policy and revised policy approved • Demolition of stock in Canklow, Kiveton Park, Dinnington and Eastwood village • Urban potential study completed • Spatial planning study underway 						

Renew the Housing Market						
Provide high quality iconic housing in the Borough						
Strategic Theme	Renew the Housing Market					
Strategic Objective 10	Provide high quality iconic housing in the Borough					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
10.1	<ul style="list-style-type: none"> Develop a mechanism that offers developers support to raise development standards 	March 06	<ul style="list-style-type: none"> Framework established identifying standards and levels of financial support (Mar 05) First development to receive additional funding support (Mar 06) 	<ul style="list-style-type: none"> HMRF cross cutting budget 	Team Leader HMR	<ul style="list-style-type: none"> Transform South Yorkshire Board
10.2	<ul style="list-style-type: none"> Promote sustainable building practice, innovation and off site manufacture 	March 07	<ul style="list-style-type: none"> Hold promotion event at SY Developers Forum (Mar 05) Complete Town Centre feasibility studies to determine case for sustainable building (Mar 07) 	<ul style="list-style-type: none"> HMRF £500,000 (within £8.5M. for town Centre) 	Head of Neighbourhood Development	<ul style="list-style-type: none"> SHP
10.3	<ul style="list-style-type: none"> Complete Eco Housing Scheme 	March 07	<ul style="list-style-type: none"> Complete detailed development proposals for Eco housing scheme (Dec 04) Opening launch event (Jul 05) Provision of 14 units with SAP rating above 110 with corresponding reduction in the number of fuel poor households (Mar 07) 	<ul style="list-style-type: none"> Regional Housing Board Funding £640,000 	Team Leader HMR	<ul style="list-style-type: none"> SHP SYHARP

Strategic Theme	Renew the Housing Market				
Strategic Objective 10	Provide high quality iconic housing in the Borough				
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager Monitoring Arrangements
	Progress to Date				
	<ul style="list-style-type: none"> • Secured funding for ECO Housing Scheme – Transformational project • A Bid for transform South Yorkshire resources has been made to complete design guide • New affordable housing policy adopted under local supplementary planning guidance • Contributed to Waverley master planning consultation 				

Renew the Housing Market						
Strategic Theme	Create a new urban community in the Town Centre					
Strategic Objective 11	Create a new urban community in the Town Centre					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
11.1	<ul style="list-style-type: none"> Aspirations housing study 	March 05	<ul style="list-style-type: none"> Findings of report approved by ODPM and conditions of capital grant met (Mar 05) 	<ul style="list-style-type: none"> HMRF £8.5m 	Team Leader HMR	<ul style="list-style-type: none"> Transform South Yorkshire Board
11.2	<ul style="list-style-type: none"> Feasibility work to housing demonstration area 	March 05	<ul style="list-style-type: none"> Technical reports and studies completed on all 4 sites (Mar 05) 	<ul style="list-style-type: none"> HMRF £500,000 Private Sector 	Team Leader HMR	<ul style="list-style-type: none"> Transform South Yorkshire Board
11.3	<ul style="list-style-type: none"> Design coding to Westgate area of Town Centre 	March 05	<ul style="list-style-type: none"> Engagement of consultants (Dec 04) Detailed planning submission submitted to the Planning Authority (Feb 04) Design principles agreed for the area (Mar 05) 	<ul style="list-style-type: none"> ODPM £75,000 HMRF £75,000 	Head of Forward Planning	<ul style="list-style-type: none"> ODPM Rotherham Town Team
11.4	<ul style="list-style-type: none"> Town Centre master planning complete 	March 05	<ul style="list-style-type: none"> Masterplan published by Town Team (Sept 04) Implementation plan developed (Mar 05) 	<ul style="list-style-type: none"> Renaissance SY £300,000 	Executive Director of EDS	<ul style="list-style-type: none"> Town Team
11.5	<ul style="list-style-type: none"> Develop a living over the shop programme 	March 06	<ul style="list-style-type: none"> First pilot scheme completed - number of units to be determined (Mar 06) 	<ul style="list-style-type: none"> HMRF £720,000 & Private sector funding 	Team Leader HMR	<ul style="list-style-type: none"> Town Team & Transform SY

Renew the Housing Market						
Create a new urban community in the Town Centre						
Strategic Theme						
Strategic Objective 11						
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
11.6	<ul style="list-style-type: none"> Establish Town Centre delivery vehicle 	March 05	<ul style="list-style-type: none"> Complete delivery vehicle study (Dec 04) Delivery/joint venture agreement entered into (Mar 05) 	<ul style="list-style-type: none"> HMRF £40,000 	Team Leader HMR	<ul style="list-style-type: none"> Transform SY & Council Cabinet
11.7	<ul style="list-style-type: none"> Procurement of capital works in housing demonstration area 	March 05	<ul style="list-style-type: none"> Expressions of interest received (Jan 05) Tender documentation complete (March 2005) Selection of developer (March 2005) 	<ul style="list-style-type: none"> HMRF 	Team Leader HMR	<ul style="list-style-type: none"> Transform South Yorkshire Board
11.8	<ul style="list-style-type: none"> Gain control of strategic sites for housing development by land acquisition 	March 08	<ul style="list-style-type: none"> First land assembly for redevelopment (Mar 08) 	<ul style="list-style-type: none"> HMRF £475,000 & Private Sector 	Team Leader HMR	<ul style="list-style-type: none"> Town Team & Transform SY
11.9	<ul style="list-style-type: none"> Complete capital works to demonstration area 	March 07	<ul style="list-style-type: none"> Increase number of households living in the town centre by 84 within 3 developments (Mar 07) 	<ul style="list-style-type: none"> HMRF £6.5m. & Private Sector 	Team Leader HMR	<ul style="list-style-type: none"> Transform South Yorkshire Board
Progress to Date						
<ul style="list-style-type: none"> Consultation with Town Team to develop strategic thinking on population of town centre Successful bid for Housing Market renewal funding Establishment of a town centre housing project team Public consultation on Town Charter 						

Renew the Housing Market						
Increase the range and diversity of accommodation						
Strategic Theme	Renew the Housing Market					
Strategic Objective 12	Increase the range and diversity of accommodation					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
12.1	<ul style="list-style-type: none"> Develop shared equity housing schemes 	March 06	<ul style="list-style-type: none"> First 20 shared equity properties developed (Mar 06) 	<ul style="list-style-type: none"> Private Sector HMRP Section 106 agreements 	Team Leader - HMR	<ul style="list-style-type: none"> SHP
12.2	<ul style="list-style-type: none"> Increase the number of new build 'high income' housing 	March 10	<ul style="list-style-type: none"> Incorporated into future development briefs (Mar 05) Completion of Housing Demonstration area in Town Centre (Mar 07) Numbers to be identified by masterplanning exercises in 4 ADFs (Mar 07) 	<ul style="list-style-type: none"> Private sector HMRP 	Team Leader - HMR	<ul style="list-style-type: none"> SHP
12.3	<ul style="list-style-type: none"> Improve understanding of rural housing issues in Rotherham 	March 07	<ul style="list-style-type: none"> Inform sub-regional Housing Strategy (Mar 05) Undertake masterplanning in rural areas (Mar 07) Appointment of Rural Planning Officer (Mar 06) 	<ul style="list-style-type: none"> HIP Planning Authority HMRP 	Head of Neighbourhood Development	<ul style="list-style-type: none"> SHP
Progress to Date						
<ul style="list-style-type: none"> Developed a framework for Master plans and area development frameworks New affordable housing policy adopted under local supplementary planning guidance Completed a supported housing scheme for young parents and pregnant teenagers – provision of 10 units Rejuvenated former derelict private sector housing in Brinsworth – 40 units refurbished for sale and rent 						

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 13	Prevention of Homelessness					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
13.1	<ul style="list-style-type: none"> Overnight homeless accommodation units introduced to reduce use of B/B to zero. 	March 07	<ul style="list-style-type: none"> 3 units of overnight accommodation to be developed by June 2005 Reduced use of bed and breakfast accommodation BVPI 183 target 0.29 days in Mar 05, 0.14 day in Mar 06, Zero in Mar 07 100% achievement in respect of Government target of reducing usage in respect of families with children and pregnant mothers in bed and breakfast (Mar 07) Development and completion of 14 units dispersed housing scheme at Elliott Court for single homeless with Action Housing and Hallam Housing Society (Mar 07) Overnight units of accommodation established (Mar 07) 	<ul style="list-style-type: none"> Bed and Breakfast funding £8,000 Action Housing Supporting People Hallam Housing Staff Resources 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Cabinet Report P1E forms CIPFA returns ODPM quarterly monitoring reports

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Prevention of Homelessness					
Strategic Objective 13	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
13.2	<ul style="list-style-type: none"> Develop 5 year marketing plan 	March 05	<ul style="list-style-type: none"> Reduction in level of homelessness presentation of 5% per annum (Mar 05) Service directory developed identifying services and housing provision (Dec 04) Complete development and distribution of homelessness service literature and posters (Dec 04) Tenants focus group for homelessness issues established (Mar 05) Continued increase in level of presentations experienced throughout the year. (Mar 05) Prevention programme rolled out to 4 more schools (Mar 08) Homelessness Training undertaken by 10 members of staff during February, March and (April 2005) Home visiting for all homelessness 	<ul style="list-style-type: none"> Staffing resources Budget £1,000 £2,000 £1,000 Venues £1,000 Development and implementation of Outreach Services with 10 agencies July 2005 Ricochet funding 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Cabinet Report P1E forms CIPFA returns ODPM quarterly monitoring reports Annual review of directory Annual review of literature BI-monthly meetings 6 month review of outcome of outreach services Quarterly Reports PDR's 6 month review of PDR's One to one supervision be team leader

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Prevention of Homelessness					
Strategic Objective 13	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
13.3	<ul style="list-style-type: none"> Implement new homelessness PI's 	March 05	<ul style="list-style-type: none"> applications implementation (April 2005) Prevention and Support Officer personal case management reduction target 20% homelessness application investigations (Mar 08) Prevention Filtering Service implemented for all presentations, effective (April 05) Re-training of Neighbourhood staff on advice and assistance, (June 2005) 	<ul style="list-style-type: none"> £12,000 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Performance Management Framework Monthly report to unit manager Quarterly report to Cabinet Member Cabinet Report Supervision meetings -
			<ul style="list-style-type: none"> LPI 67 / BVPI183 / BVPI 202 / BVPI203 - all achieve upper quartile performance (Mar 05) 100% achievement of homelessness decisions within statutory guidelines (Mar 05) Compliance with new 	<ul style="list-style-type: none"> ODPM Grant £31,000 Training on Homelessness Prevention completed by April 2005 Audit and performance 		

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Prevention of Homelessness					
Strategic Objective 13	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
			<ul style="list-style-type: none"> indicators achieved (Mar 05) Service promotional material developed and distributed (Mar 05) Development and implementation of new BVPI's for 2005/2006 on prevention services, (awaiting confirmation of details) (Mar 05) Development and implementation of local pi's to measure effectiveness of advisory services (Mar 05) Reduction of homelessness presentations by 20% (Mar 05) 	<ul style="list-style-type: none"> management systems for each PI established and operational by April 2005 Audit and performance management systems for each PI established and operational by April 2005 Prevention and Support Officer personal case management reduction target 20% on homelessness application investigations 		weekly
13.4	<ul style="list-style-type: none"> Develop resettlement of offenders strategy 	March 05	<ul style="list-style-type: none"> Joint protocols and risk management procedures in place (Mar 05) Regional Re-settlement Group established (Mar 05) 	<ul style="list-style-type: none"> Video Link set up and annual running costs £6,000 Attendance and participation of monthly 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Cabinet Report

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Prevention of Homelessness					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
13.5	<ul style="list-style-type: none"> Evaluate existing homelessness services and develop fast track homelessness system 	March 06	<ul style="list-style-type: none"> Video Link operational with Doncaster Prisons, protocols for use established and operational (Mar 05) Undertake Multi Agency Learning and Development Workshop (March 2005) 	<ul style="list-style-type: none"> meetings ongoing Annual running costs £6,000 2005/2006 Establish baseline position and framework for development of protocols and procedures August 2005 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report P1E forms CIPFA returns ODPM quarterly monitoring reports Annual review Monthly monitoring report to unit manager Training programme and attendance

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 13				<ul style="list-style-type: none"> Referral systems with Neighbourhood Offices/Statutory /Non Statutory and Voluntary Agencies March 2005 Training of all staff on filtering processes April 2005 Training on advice and assistance April/May 2005 Community resource information from Neighbourhood Officers June 2005 		<ul style="list-style-type: none"> of training records Monthly report to unit manager on level of presentations 6 monthly review of services available
13.6	<ul style="list-style-type: none"> Implement Personal Housing Plan pilot 	Sept 05	<ul style="list-style-type: none"> Reduction in level of homelessness presentation of 10% per annum (Mar 05) Pilot undertaken (Dec 04) 	<ul style="list-style-type: none"> Staffing resources Budget £500 Production of new 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report Supervision meetings - weekly

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 13	Prevention of Homelessness					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
13.7	<ul style="list-style-type: none"> Evaluate mediation pilot 	March 05	<ul style="list-style-type: none"> Refinement of procedures following evaluation (April 2005) Extension of personal housing plans to all individuals leaving residential/social care settings (June 2005) Undertaken road shows with stakeholders and service users – complete (Sept 05) 	<ul style="list-style-type: none"> documentation Printing costs £1,000 Road show to participating agencies £2,000 Staff time 		<ul style="list-style-type: none"> Monthly progress report to unit manager
	<ul style="list-style-type: none"> Evaluate mediation pilot 		<ul style="list-style-type: none"> Reduction in level of homelessness presentation by 5% (Mar 05) Mediation pilot undertaken 100% (Mar 05) Evaluation of Mediation Service complete (Mar 05) Mediation Service protocols and policy re-aligned (July 04) Mediation Service mainstreamed within Prevention and Support service (Sept 05) 	<ul style="list-style-type: none"> Contact with Sheffield Mediation Budget £1,000 Re-launch and promotional materials Service Costs £10,000 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report Supervision meetings – weekly Homelessness Strategy Group Monthly monitoring report to unit manager

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Prevention of Homelessness					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
13.8	<ul style="list-style-type: none"> Review of Out of Hours homelessness service 	March 05	<ul style="list-style-type: none"> Reduction in out of hours homelessness referrals by 1 case per week (Mar 05) 	<ul style="list-style-type: none"> Staffing resources 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report Homelessness Strategy Group
13.9	<ul style="list-style-type: none"> Improve partnership working and co-ordination with Rotherham Homelessness project in respect direct access provision 	March 06	<ul style="list-style-type: none"> Successful implementation of direct access and day service provision (Mar 06) Provision of a direct access facility provided by private sector (Mar 06) RHP have secure premises of White Swan (Mar 06) Building works underway to equip the direct access provision for individuals (Mar 06) Premises to become operational during 2005/2006 (Mar 06) 	<ul style="list-style-type: none"> Staffing support to Rotherham Homelessness Project Drop in service will be provided from the prevention and support team Independent resources secured for work to-date Grant aid required for revenue support possible requirement form Local Authority £30,000 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report on access to direct services Update reports at monthly multi agency meeting Update reports at monthly multi agency meeting

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Prevention of Homelessness					
Strategic Objective 13	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
13.10	<ul style="list-style-type: none"> Re-negotiate existing lease and increase provision with Women's Refuge 	March 05	<ul style="list-style-type: none"> Lease extension for further 5 years (Mar 05) Development of New Women's Refuge completion (Mar 05) Move on accommodation from Women's refuge established (Mar 05) Secured financial resources to re-develop Women's refuge (Mar 05) 	<ul style="list-style-type: none"> Staffing resources Market rent payment ADP funding Yearly Grant £19,000 	Community Services Manager	<ul style="list-style-type: none"> Cabinet Report Women's Refuge Management Meetings Women's
13.11	<ul style="list-style-type: none"> Additional emergency homelessness units 	March 05	<ul style="list-style-type: none"> Establish and develop further additional 3 units of emergency accommodation (Mar 05) Developed and operational 7 units of dispersed housing accommodation for use whilst homeless applications under investigation (Mar 05) 	<ul style="list-style-type: none"> 7 units of accommodation £24,000 £12,000 £29,000 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Budget £29,000 Monthly monitoring report to unit manager

Provide Fair Access and Choice						
Prevention of Homelessness						
Strategic Theme	Prevention of Homelessness					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
13.12	<ul style="list-style-type: none"> Review strategies associated with homelessness to priorities objectives 	Oct 05	<ul style="list-style-type: none"> Homelessness strategy and action plan updated to reflect changing local and requirements (Oct 05) 	<ul style="list-style-type: none"> Staffing resources Homelessness Strategy Group Multi-agency working to provide services Roadshows and working groups 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report Homelessness Strategy Group Quarterly monitoring report
13.13	<ul style="list-style-type: none"> Reduce customer time-span in temporary accommodation 	March 06	<ul style="list-style-type: none"> Reduction of to average of 2 months (Mar 06) Nominations agreements re-negotiated with RSL's (Mar 05) Daily contact with neighbourhood offices in respect of available voids (Apr 05) Monthly re-registration with accepted homeless customers (Mar 05) RSL Liaison Group operational (Sept 05) Target of minimum 25 re-lets to homeless applicants per week (established February 2005) 	<ul style="list-style-type: none"> Staffing resources Access to voids in borough Service Level agreement in place with registered social landlords Choice Based letting – priority cards Daily contact with RSL's Staff time Staff time Bi monthly meetings Void availability 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report P1E forms CIPFA return ODPM quarterly monitoring reports Monthly monitoring report to unit manager

Provide Fair Access and Choice						
Securing suitable, quality housing						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 14	Securing suitable, quality housing					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
14.1	<ul style="list-style-type: none"> Furnished accommodation scheme operational 	March 06	<ul style="list-style-type: none"> 100 units available from (May 2004) and a further 100 units by (March 2006) Accommodation Strategy adopted (Mar 05) Market tested furnished suppliers complete (Mar 05) Research and benchmarking undertaken on Furnished Accommodation Services complete (Sept 05) 	<ul style="list-style-type: none"> LPSA pump priming £40,000 grant £200,000 unsupported credit approval 	Furnished Accommodation Team Leader	<ul style="list-style-type: none"> Monthly BVPI's and LPI's Quarterly LPSA monitoring reports
14.2	<ul style="list-style-type: none"> Increase Homelessness dispersed furnished units 	March 05	<ul style="list-style-type: none"> Increase from 20 to 32 units (Mar 05) Reduction in use of bed and breakfast accommodation (Mar 05) Tenancy Support Service developed and operational through supporting people programme (Mar 05) 	<ul style="list-style-type: none"> Budget £29,000 Supporting People Funding £14,000 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring reports Homelessness Strategy Group Monthly Supervision Quarterly Supporting People monitoring returns

Provide Fair Access and Choice						
Securing suitable, quality housing						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
14.3	<ul style="list-style-type: none"> Choice based letting scheme introduced 	March 05	<ul style="list-style-type: none"> Scheme adopted and operational (Mar 05) Strategy adopted (Mar 05) Consultation arrangements undertaken (Mar 05) Customer working group established (Mar 06) Policies and procedures under review following consultation (Mar 05) arrangements 50% complete on track for completion and adoption for (March 2005) Development of a Property Shop (Mar 05) 50% increase in level of nominations received (March 2005) Reduction in tenancy terminations and property refusals (Mar 05) 10% reduction in first year of operation (Mar 06) 	<ul style="list-style-type: none"> HRA ESCO (Energy Services Company) Advertising materials Web site OHMS version 34 operational Staffing resources Capital and Revenue costs Year 1 £124,633 Year 2 revenue £79,646 Annual income form ESCO £38,937 To be costed awaiting details form Surveyor IT monitoring systems 	Community Services Manager	<ul style="list-style-type: none"> Cabinet Report Quarterly monitoring report Weekly progress meetings

Provide Fair Access and Choice						
Securing suitable, quality housing						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 14			<ul style="list-style-type: none"> Improvement in HES 5 local performance indicator (98% in Mar 05, 98.2% in Mar 06 and 98.4% in Mar 07) 			
14.4	<ul style="list-style-type: none"> Complete ODPM Cross Service Supporting People review 	June 05	<ul style="list-style-type: none"> Review complete by (June 2005) 	<ul style="list-style-type: none"> Staffing resources 	Social Services Project Manager	<ul style="list-style-type: none"> Supporting People Review Service Improvement Action Plan
14.5	<ul style="list-style-type: none"> Cost benefit analysis of Home Improvement Agency as an extension of the Agency Service 	March 05	<ul style="list-style-type: none"> Properties repaired via external funding Increased performance on BVPI 62 of 8% (Mar 05) Delays experienced in the development of HIA, service to be operational (April 2005) 	<ul style="list-style-type: none"> HIA Grant £45,000 Capital Programme from 2005/06 Match funding contribution of Revenue funding £20,000 per year 	Adaptations and Improvement Team Leader	<ul style="list-style-type: none"> Cabinet report Supporting People Contract - Review and QAF HIA Steering Group bi-monthly meetings and reporting mechanisms

Provide Fair Access and Choice						
Securing suitable, quality housing						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 14	Securing suitable, quality housing					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
14.6	<ul style="list-style-type: none"> Develop and implement Lifetime Homes Strategy 	March 06	<ul style="list-style-type: none"> Principles embedded within Decent Homes programme (Mar 06) Alignment with Affordable Housing policy (Mar 06) 	<ul style="list-style-type: none"> Capital Programme Staff time Multi agency working group 	Decent Homes Manager	<ul style="list-style-type: none"> Cabinet report Decent Homes Programme and project monitoring group Monthly update reports
14.7	<ul style="list-style-type: none"> Conduct Special Needs Housing Survey 	March 05	<ul style="list-style-type: none"> Negotiations to take place with interested consultant (February 2005) Work Commenced (Mar 05) 	<ul style="list-style-type: none"> Capital programme £70,000 Extension of time period to undertake work 	Community Services Manager	<ul style="list-style-type: none"> Cabinet report HIP returns
14.8	<ul style="list-style-type: none"> Single Assessment process for Extra Care Housing development introduced 	March 06	<ul style="list-style-type: none"> 30% of Assessment development work complete (Mar 06) 	<ul style="list-style-type: none"> Staffing resources 	Assessment Team Leader Assessment Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report NSF quarterly action plan Quarterly monitoring report

Provide Fair Access and Choice						
Securing suitable, quality housing						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
14.9	<ul style="list-style-type: none"> Implementation of Sheltered Housing Review 	March 05	<ul style="list-style-type: none"> Rationalisation of existing sheltered accommodation (Mar 05) De-designation of sheltered units (Mar 05) Identification of complexes suitable for Extra Care Housing (Mar 05) Allocations based on needs assessment (Mar 05) Redevelopment of unsustainable sites (Mar 05) De-designation of low demand sheltered housing to facilitate re-housing of younger and smaller households operational (Mar 05) 50% of work completed (Mar 05) 	<ul style="list-style-type: none"> HRA Capital Programme L.A. land Housing Corporation Transform South Yorkshire £152,000 Staffing resources Staff resources HIP Supporting People RSL reserves RMBC land assets 	Housing Manager Supporting People Manager Head of Service - Social Services Service Development Team Leader	<ul style="list-style-type: none"> Cabinet report Extra Care working group Older People's Housing Strategy Action Plan Void monitoring Quarterly monitoring of de-designations

Provide Fair Access and Choice						
Securing suitable, quality housing						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
14.10	<ul style="list-style-type: none"> Implementation of Outreach Information Services 	March 06	<ul style="list-style-type: none"> Outreach services to community and voluntary agencies introduced Outreach services in place with 6 agencies (Mar 06) 	<ul style="list-style-type: none"> £1,000 	Housing Advice Team Leader	<ul style="list-style-type: none"> Monthly Supervision Quarterly monitoring report ODPM quarterly monitoring reports
14.11	<ul style="list-style-type: none"> Nomination agreements with private landlords 	March 06	<ul style="list-style-type: none"> Meeting agreed with Private Landlord Forum – to take place (February 2005) Develop Private Landlord Access Guide (May 2005) Protocol in place (October 2005) 	<ul style="list-style-type: none"> £2,000 Staffing resources 	Housing Advice Team Leader Prevention and Support Team Leader Prevention and Support Team Leader Prevention and Support Team Leader	<ul style="list-style-type: none"> Monthly Supervision Quarterly monitoring report P1E forms CIPFA return ODPM quarterly monitoring reports Monthly report to unit manager
Progress to Date						
<ul style="list-style-type: none"> Pro-active role in supporting people programme through Core strategy and Commissioning Groups Contribution to supporting people reviews and priority setting for commissioning and de-commissioning of services. Review of central warden service and young people's provision 						

Provide Fair Access and Choice						
Supporting individual needs and hard to reach groups						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 15	Supporting individual needs and hard to reach groups					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
15.1	<ul style="list-style-type: none"> Adoption of Older Peoples Housing Strategy 	July 05	<ul style="list-style-type: none"> Strategy drafting – re-negotiated date (July 2005) Sheltered Housing Review underway Corporate Older People's Strategy (July 05) 	<ul style="list-style-type: none"> Staffing resources Strategy budget £1,000 Re-alignment of sheltered housing 	Community Services Manager	<ul style="list-style-type: none"> Older People's Planning Group Strategy Action Plan Cabinet report Monthly Housing Strategy progress report
15.2	<ul style="list-style-type: none"> Independent Housing Advice Service introduced 	June 05	<ul style="list-style-type: none"> Operational by October 2004 Re-location to Property Shop – (June 2005) Development and distribution of promotional material (April – 2005) Achieve 10% reduction in level of evictions based on 2004/2005 eviction levels (Mar 05) Achieve 20% reduction in level of repeat applications for re-housing based on 2004/2005 re-application rates (Mar 06) 	<ul style="list-style-type: none"> Set up costs contained within Property Shop budget for Choice Based Lettings scheme £7000 	Housing Advice Team Leader Community	<ul style="list-style-type: none"> Cabinet Report Quarterly monitoring report PI report to unit manager 1st March 2005 Monthly progress report to unit manager

Provide Fair Access and Choice						
Supporting individual needs and hard to reach groups						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 15	Supporting individual needs and hard to reach groups					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
			<ul style="list-style-type: none"> Achieve 20% reduction in tenancy terminations and property refusals based on 2004/2005 levels (Mar 08) Increase in the level of Domestic Violence cases maintaining tenancies by 10% based on 2004/2005 level of presentations to Prevention and Support team (Mar 06) E-access to housing advice available by (June 2005) 			
15.3	<ul style="list-style-type: none"> Adapted property database established 	June 05	<ul style="list-style-type: none"> Home Improvement Team Leader has been on long term sickness leave, lack of capacity to cover area of work Work to be completed by (June 2005) 	<ul style="list-style-type: none"> Staffing resources 	Adaptation and Home Improvement Team Leader	<ul style="list-style-type: none"> Monthly Supervision Quarterly monitoring report

Provide Fair Access and Choice						
Supporting individual needs and hard to reach groups						
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
Strategic Objective 15						
15.4	<ul style="list-style-type: none"> Expansion of Prison Video Link service 	March 05	<ul style="list-style-type: none"> Improved multi-agency working and referral arrangements Improved access to housing options for customers (July 05) Available to 90% of Doncaster prison cases(July 05) Video link operational Further development and promotion of Video Link with prison inmates (May 2005) Expansion of Video Link to other service providers minimum of three by (July 2005) 	<ul style="list-style-type: none"> Staffing resources Capital Programme £6,000 Staffing resources 	Housing Options Team Leader	<ul style="list-style-type: none"> Cabinet Report Homelessness Quarterly monitoring report Monthly Supervision
15.5	<ul style="list-style-type: none"> Development and implementation of BME Housing Strategy 	March 05	<ul style="list-style-type: none"> Culturally sensitive services developed to reflect needs of customers in the borough (Dec 04) Consultation Conference (Dec 04) Production of strategy (Mar 05) Appointment of Equalities and Diversity Officer (Dec 04) 	<ul style="list-style-type: none"> Housing Investment Programme - £10,000 to develop HRA 	Equality and Diversity Officer	<ul style="list-style-type: none"> Core Statistical return Cabinet Report Quarterly monitoring report

Provide Fair Access and Choice						
Supporting individual needs and hard to reach groups						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 15	Supporting individual needs and hard to reach groups					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
15.6	<ul style="list-style-type: none"> Development and implementations of Housing elements of Community Cohesion Strategy 	March 06	<ul style="list-style-type: none"> Introduction of positive action training scheme (Mar 05) Improvement in BVPI 74 and 75 (Mar 05) Anti-social behaviour strategy complete (Mar 05) Service Level Agreements in place to provide multi-tenure service (Mar 05) Reduction in crime levels and anti social behaviour (Mar 06) Improved integration of multi-cultural communities (Mar 06) Implement victim support strategy (Mar 06) 24 hour witness hotline (Mar 05) Extend safer homes pilot to whole borough (Mar 06) Introduce dispersed alarm scheme (Mar 06) BVPIs and LPIs to 	<ul style="list-style-type: none"> Single Capital Pot £25,000 Neighbourhood Renewal Fund £70,000 Housing General Fund £120,000 HRA 	Head of Neighbourhood Services	<ul style="list-style-type: none"> Community Cohesion Action Plan Cabinet Report Quarterly monitoring report

Provide Fair Access and Choice						
Supporting individual needs and hard to reach groups						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 15	Supporting individual needs and hard to reach groups					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
15.7	<ul style="list-style-type: none"> Identification and agreement of standards and specification with BME communities for new build housing that is culturally sensitive 	March 05	<ul style="list-style-type: none"> Increased take up of service provision from BME communities (Mar 05) 	<ul style="list-style-type: none"> Staffing resources 	Policy Officer	<ul style="list-style-type: none"> Number of new dwellings built through planning gain Cabinet Report Annual report
15.8	<ul style="list-style-type: none"> Cross service review of Community Based Services 	June 05	<ul style="list-style-type: none"> Project Plan compliant with target dates, target completion (June 05) 	<ul style="list-style-type: none"> Staffing resources 		<ul style="list-style-type: none"> Social Service Review Report Social Service Review Report
15.9	<ul style="list-style-type: none"> Evaluate disabled adaptation take up with BME communities 	Nov 05	<ul style="list-style-type: none"> Report on level and type of adaptations undertaken each year by ethnic origin identified by (July 05) Identify level of increased take up of service provision from BME communities over last 5 years (Oct 05) 	<ul style="list-style-type: none"> Staffing resources 		<ul style="list-style-type: none"> Cabinet report Equality and Diversity Action Plan Action Plan Monthly reporting on Action Plan to Unit Manager Cabinet report

Provide Fair Access and Choice						
Supporting individual needs and hard to reach groups						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 15	Supporting individual needs and hard to reach groups					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
15.10	<ul style="list-style-type: none"> Develop, agree and implement Homelessness Prevention Strategy 	March 06	<ul style="list-style-type: none"> 3 year projection report of take up of services by BME communities (Nov 05) Development of promotional material on adaptations service (September 2005) Reduction in homelessness presentations and duties accepted (Mar 06) Continued reduction in rough sleeping levels (Mar 06) Undertaken rough sleepers count 2004 – nil return (Mar 04) Undertake rough sleepers count (Mar 05) 	<ul style="list-style-type: none"> Staffing resources Preventative approach relevant housing and advice available regarding Registered Social Landlord and Private rented Multi-agency approach engaging with Outreach Services for hard to reach groups £3,000 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Monthly BVPI's and LPI's Homelessness Strategy Action Plan Quarterly Cabinet Member Report Core Statistical return Quarterly monitoring report Monthly monitor of rough sleeping levels Weekly bed and breakfast monitoring report to Yorkshire and

Provide Fair Access and Choice						
Supporting individual needs and hard to reach groups						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 15	Supporting individual needs and hard to reach groups					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
15.11	<ul style="list-style-type: none"> Create following consultation with BME communities provision of 3 furnished dispersed accommodation for households fleeing domestic violence 	March 06	<ul style="list-style-type: none"> 3 units of accommodation for use by BME individuals to be brought on stream by (Sept 05) Consult with Community BME groups on suitability and location of units (July 05) Increase in the level of Domestic Violence cases maintaining tenancies by 10% based on 2004/2005 level of presentations to Prevention and Support team (Mar 08) 	<ul style="list-style-type: none"> Budget £29,000 Staff resources 	Furnished Accommodation Team Leader	<p>Humber Government Office</p> <ul style="list-style-type: none"> Monthly reports to Unit Manager Annual report Quarterly monitoring report Homelessness Strategy Group Monthly report for Supervision with Unit Manager Quarterly monitoring report Homelessness Strategy Group Quarterly reports to Cabinet Member Monthly Domestic Violence monitoring returns

Provide Fair Access and Choice							
Supporting individual needs and hard to reach groups							
Strategic Theme	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements	
Strategic Objective 15	15.12	<ul style="list-style-type: none"> Development of handi-person scheme to aid independent living 	<ul style="list-style-type: none"> March 06 	<ul style="list-style-type: none"> Reduction in falls in the home through prevention measures by 5% (Mar 06) Reduction in delayed hospital discharges by 5% (Mar 06) Increased level of minor adaptations by 5% (Mar 06) 5% increase in the level of homes in the private sector occupied by vulnerable people with improved home security (Mar 06) 2% increase in homes occupied by vulnerable people receiving improvements in stock condition as consequence of work by Home Improvement Agency (Mar 06) 	<ul style="list-style-type: none"> HIA Grant £45,000 (for year 1 and annual bids thereafter) £20,000 match funding for HIA 	Adaptations and Home Improvement Team Leader	<ul style="list-style-type: none"> Cabinet report Supporting People Contract - Review and QAF NSF Falls Prevention Action Plan Quarterly Cabinet report Monthly progress report to Unit Manager HIA Steering Group
Progress to Date							
<ul style="list-style-type: none"> Housing needs survey completed 							

Provide Fair Access and Choice						
Improving accessibility and choice for those with lower incomes						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 16	Improving accessibility and choice for those with lower incomes					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
16.1	<ul style="list-style-type: none"> • Equality Impact Assessment on :- ➢ Local Lettings Policy ➢ Furnished Accommodation Scheme ➢ Choice Based Lettings Housing Advisory Service 	March 05	<ul style="list-style-type: none"> • Customer satisfaction surveys in place (Mar 05) • Reduction in tenancy terminations and property refusals (Mar 05) • Increased take up of service provision form BME communities (Mar 05) • Reduction in repeat housing applications (Mar 05) • Level of lettings through Choice Based Letting Scheme (Mar 05) 	<ul style="list-style-type: none"> • Staffing resources 	Performance and Quality Officer (Diversity)	<ul style="list-style-type: none"> • Monthly BVPI's and LPI's • Quarterly monitoring report
16.2	<ul style="list-style-type: none"> • Promotion of Move In Packs with RSL's, statutory and non statutory agencies 	March 05	<ul style="list-style-type: none"> • Increased take up levels of Move in Packs by 20% (Mar 05) • Development and implementation of moving in packs across tenures to aid sustainability of tenancies – 70 established (Mar 05) • Implementation of 100 	<ul style="list-style-type: none"> • Budget £29,000 • Income from repayment of packs • Staff resources • £1,000 	Furnished Accommodation Team Leader	<ul style="list-style-type: none"> • Quarterly monitoring report • Homelessness Strategy Group • Monthly Supervision • Monthly Supervision • Quarterly monitoring

Provide Fair Access and Choice						
Improving accessibility and choice for those with lower incomes						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 16	Improving accessibility and choice for those with lower incomes					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
16.3	<ul style="list-style-type: none"> Improvements to Fast track housing agreements with grant funded agencies providing temporary accommodation for homeless individual / households 	June 05	<ul style="list-style-type: none"> moving in packs across tenures to aid sustainability of tenancies 2005/2006 (Mar 06) Rough Sleepers count (Mar 05) Reduction in usage of Bed and Breakfast - BVPI 183 for children and families – achieved (Mar 05) Fast track referral forms developed – (June 2005) 	<ul style="list-style-type: none"> Rush House £22,030 Robond £25,000 Women's Refuge £19,000 	Prevention and Support Team Leader	<ul style="list-style-type: none"> Quarterly monitoring report Homelessness Strategy Group Weekly monitoring returns for Yorkshire and Humber Government Office Weekly and Monthly report for Unit Manager
16.4	<ul style="list-style-type: none"> Explore feasibility of common housing register 	March 06	<ul style="list-style-type: none"> Agreement with RSL's and Private Landlords on common access mechanisms for customers seeking housing (Mar 06) 	<ul style="list-style-type: none"> Staffing resources Budget £1,000 	Housing Options Co-ordinator	<ul style="list-style-type: none"> Cabinet report

Provide Fair Access and Choice						
Improving accessibility and choice for those with lower incomes						
Strategic Theme	Provide Fair Access and Choice					
Strategic Objective 16	Improving accessibility and choice for those with lower incomes					
Action No.	Action	Completion Date	Measure/Milestone	Resources	Task Manager	Monitoring Arrangements
16.5	<ul style="list-style-type: none"> Evaluate effectiveness of Affordability Strategy 	March 06	<ul style="list-style-type: none"> Level of affordable homes developed and accessed through Councils waiting list per year – target of 57 units Mar 05 and 89 units in Mar 06 	<ul style="list-style-type: none"> Staffing resources 	Strategy Manager	<ul style="list-style-type: none"> Cabinet report
16.6	<ul style="list-style-type: none"> Research and development of Disability Housing Strategy 	March 06	<ul style="list-style-type: none"> Co-ordination of services to enable individuals to live independently in their homes and community (Mar 06) 	<ul style="list-style-type: none"> Staffing resources Budget £1,000 	Assessment Team Leader	<ul style="list-style-type: none"> Cabinet report

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

This document sets out Rotherham's strategy and plans for delivering decent homes in decent neighbourhoods and for meeting housing needs, especially those of vulnerable people.

It has been influenced by the Government's agenda for building and maintaining sustainable communities. Therefore, our clear intention is to develop a strategy that addresses local needs whilst contributing to regional and national priorities.

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. Today we have in place:

- A Housing Strategy that sets out a multi-agency vision for the future
- A Strategic Housing Partnership with all major stakeholders
- 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
- A positive response to issues raised in the Comprehensive Performance Assessment

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.

PHOTO

Councillor Sue Ellis
Cabinet Member
Neighbourhoods

PHOTO

Tom Cray
Executive Director
Neighbourhoods

2. EXECUTIVE SUMMARY

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

Improving the quality of our neighbourhoods is a key objective of the Housing Strategy. Investment in housing can help reduce deprivation and tackle a range of quality of life issues within neighbourhoods. The Housing Service has begun to take a lead in developing neighbourhood management approaches, to bring about much greater co-ordination of services and investment streams.

The establishment of an Arms Length Management Organisation (ALMO) provides an opportunity to develop a Neighbourhood Management Company to enhance the quality of services.

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 this process to kick start the local economy and maintain population levels.

Our Housing Strategy considers the key challenges that face the Council and its partners over the next three years and beyond. It identifies significant achievements in the development of housing and explains 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 (HMRP) 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
- Provide high quality, iconic 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 and hard to reach groups
- Improving accessibility and choice for those with lower incomes

3. STRATEGIC CONTEXT

The Housing Strategy is set within a national, regional and local framework. It's development has taken into consideration the aims and objectives of other key strategies. Figure 1, shows how they fit together.

3.1 National Framework

Government targets require all social housing to meet decency 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. It does this through a national programme of nine Housing Market Renewal Pathfinder (HMRP) areas as part of the Sustainable Communities Plan. South Yorkshire has been selected as one of these areas.

A number of national policy documents relate directly to housing market renewal. These include the Sustainable Communities Plan: Building for our Future¹, the National Strategy for Neighbourhood Renewal² and the Urban White Paper - Our Towns and Cities: the Future³.

"The Urban White Paper: Our Towns and Cities: The Future", sets out the Government's vision of "Urban Renaissance" which will benefit everyone by making towns and cities vibrant and successful places where people will chose to live. The HMRP will develop new housing in the town centre. This will meet high design standards and be set in a quality urban environment. This will enhance the quality of life of both residents and visitors to the town centre.

3.2 Regional Strategic Framework

Advancing Together⁴, the Strategic Framework for Yorkshire and the Humber presents an agreed vision for the region, to which regional strategies align. These include - Regional Planning Guidance⁵, Regional Economic Strategy⁶ and The Regional Housing Strategy⁷. All of these influence our approach to the local housing strategy.

The main priorities of the Regional Housing Strategy are;

1. **Regeneration and Neighbourhood renewal.** Clearance, re-modelling and modernisation of current housing stock will enhance the quality, popularity and sustainability of deprived neighbourhoods.
2. **Provision of sufficient new homes, creating mixed-income and sustainable communities.** A key vision within the strategy is to plan for sufficient new housing across Rotherham and deliver affordable housing provision for local people.

3. **Improving homes to meet decent standards and people's aspirations.** The strategy aims to meet and sustain the decent homes target in all social housing. There will be an increasing focus on bringing all private sector homes up to a decent standard, with priority to vulnerable groups.
4. **Fair access to quality housing for all groups.** The strategy aims to improve housing opportunities for all groups that experience disadvantage in accessing quality housing.

These regional objectives will be addressed through Rotherham's major housing related programmes.

The Housing Market Renewal Pathfinder⁸ will kick start development of new housing in areas of deprivation. It will increase choice within the housing market, improve quality and act as a key driver for regenerating the local economy.

The development of the Rotherham ALMO and its Decent Homes programme will also assist in the regeneration of Rotherham and enable the Council to achieve its Decent Homes targets. The extra investment that accompanies the ALMO will stimulate the local economy and provide the resources required to improve the quality of the Council's housing stock. The ALMO will also act as a vehicle for the development of new and innovative approaches to housing management, including the development of a neighbourhood management approach.

Progress towards neighbourhood management and the development of supported housing schemes will promote social inclusion and the sustainability of deprived neighbourhoods.

The Supporting People programme, which has just been awarded a 2 Star rating with Promising Prospects for further improvement will play a key role in ensuring that there is fair access to quality housing for all groups, especially those who are disadvantaged in the housing market.

The Strategic Housing Partnership will play a role in ensuring that vulnerable people are protected at a time when there are significant changes in the housing market. The active involvement of the Primary Care Trust, Social Services and the voluntary and community sector will ensure that the right balance between aspirational and affordable housing is developed within the Borough.

3.3 Community Strategy⁹

The Community Strategy plays a key role in setting the broad strategic direction of partner organisations. It is developed by the Local Strategic Partnership (LSP), "Rotherham Partnership", which oversees the work of the Strategic Housing Partnership (SHP). Significant progress has been made on the targets to 2006 and the strategy is currently undergoing a refresh. Its four current priorities are:

- 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

Rotherham Partnership and it's partner organisations will continue to work towards achieving the current targets as well as developing the priorities and actions to take Rotherham forward to 2010 through the following 5 new themes:

- Rotherham Learning
- Rotherham Achieving
- Rotherham Alive
- Rotherham Safe
- Rotherham Proud

The Housing Strategy is committed to these priorities and will help to deliver them. It will particularly contribute to the development of sustainable communities and will improve local quality of life. It includes specific measures to respond effectively to the diverse needs of communities and individuals. Extra investment through the HMRP, will both boost the housing market and stimulate economic activity, increasing wealth and prosperity for all. It will contribute most significantly to the new "Rotherham Safe" theme by helping to create an environment where neighbourhoods are clean, green and free from crime with decent homes 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.

3.4 The Council's Corporate Plan¹⁰

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 2005-2010, identifies priorities relating to economic, social and environmental issues. The Council's corporate priorities have been aligned with the New Community Strategy themes:

- Rotherham Learning
- Rotherham Achieving
- Rotherham Alive
- Rotherham Safe
- Rotherham Proud

In addition we have two cross-cutting themes:

- Sustainable Development
- Fairness

The Council has also produced its 'Year Ahead Statement'³⁸ for 2004 / 05. This is the first of what will be an annual statement of RMBC's key priorities for the coming year. The major themes are prosperity, performance and partnership.

To ensure that the Council meets its strategic objectives it has produced a Capital Planning framework¹¹, up to 2006/07, which will help meet these objectives. The Council's Housing Capital Programme is incorporated within the Corporate Capital Strategy. Further detail is provided in Section 7.

The themes and priorities identified in the Housing Strategy are influenced by the above. 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. Matching housing to local need is a specific programme of work that will deliver the priority of "Rotherham Safe".

Working closely with our colleagues involved in planning and land use is also vital to the successful delivery of quality and sustainable housing. We have jointly developed our revised Affordable Housing Policy¹² 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 Strategy¹³

The Housing Strategy addresses the four themes set out in the Neighbourhood Renewal Strategy (NRS). These are:

- Improving the life chances of children and young people
- Enabling everyone to achieve functional skills for life

- Improving the position of the economically disadvantaged through sustainable employment
- Ensuring resources and service delivery are aligned with community needs, across target neighbourhoods and for communities of interest

It improves the life chances of children and young people by committing the Council to the development of a Young Persons Housing Strategy. This 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 NRS will 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 evolved 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. This together with consultation for all Rotherham's citizens is now the responsibility of Housing and Environmental Services.

The Housing Strategy will play a significant role in supporting the effective delivery of the NRS through the developing neighbourhoods priority and the Decent Homes programme. Delivery of the NRS and Housing Strategy will deliver significant and lasting improvements for Rotherham's most deprived neighbourhoods.

3.6 The Regeneration Plan¹⁴

The Council has identified regeneration as one of its top priorities. It underpins the Council's vision and the nine corporate priorities. Rotherham's Regeneration Plan has been produced within the context of the Community Strategy. It sets out the Council's regeneration priorities for the next five years:

- 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 the priorities on neighbourhood development, the town centre and sustainable environments. It will also have a positive impact on business development, the image of Rotherham and increasing aspirations.

3.7 Local Housing Related Strategies

There are a number of related strategies, which support the Housing Strategy. These form part of the strategic framework of partner organisations, including Social Services, Health, Planning and Probation. They focus particularly on the “Fair Access” theme of the Housing Strategy. They also address some of the key targets set out in the Regional Housing Strategy, Community Strategy and Corporate Plan.

- **Extra Care Housing Strategy¹⁵**

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

- **Homelessness Strategy¹⁶**

This was developed in consultation with supported housing providers, statutory organisations and the voluntary sector and with regard to the Regional Housing Strategy objectives. It was introduced in July 2003 and its 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 Strategy¹⁷**

This was developed in September 2002 and is currently being reviewed. It has been developed as a partnership between Social Services, Housing, Health and Probation. It 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.

- **Older People’s Housing Strategy³⁹**

The Council is currently preparing an Older Person’s Housing Strategy. This will be developed as a complementary document to this strategy and is due to be completed by July 2005.

- **Young Person’s Housing Strategy⁴⁰**

The Council is currently preparing a Young Person's Housing Strategy. This will be developed as a complementary document to this strategy and is due to be completed by December 2005.

- **Private Sector Housing Assistance Policy**⁴¹

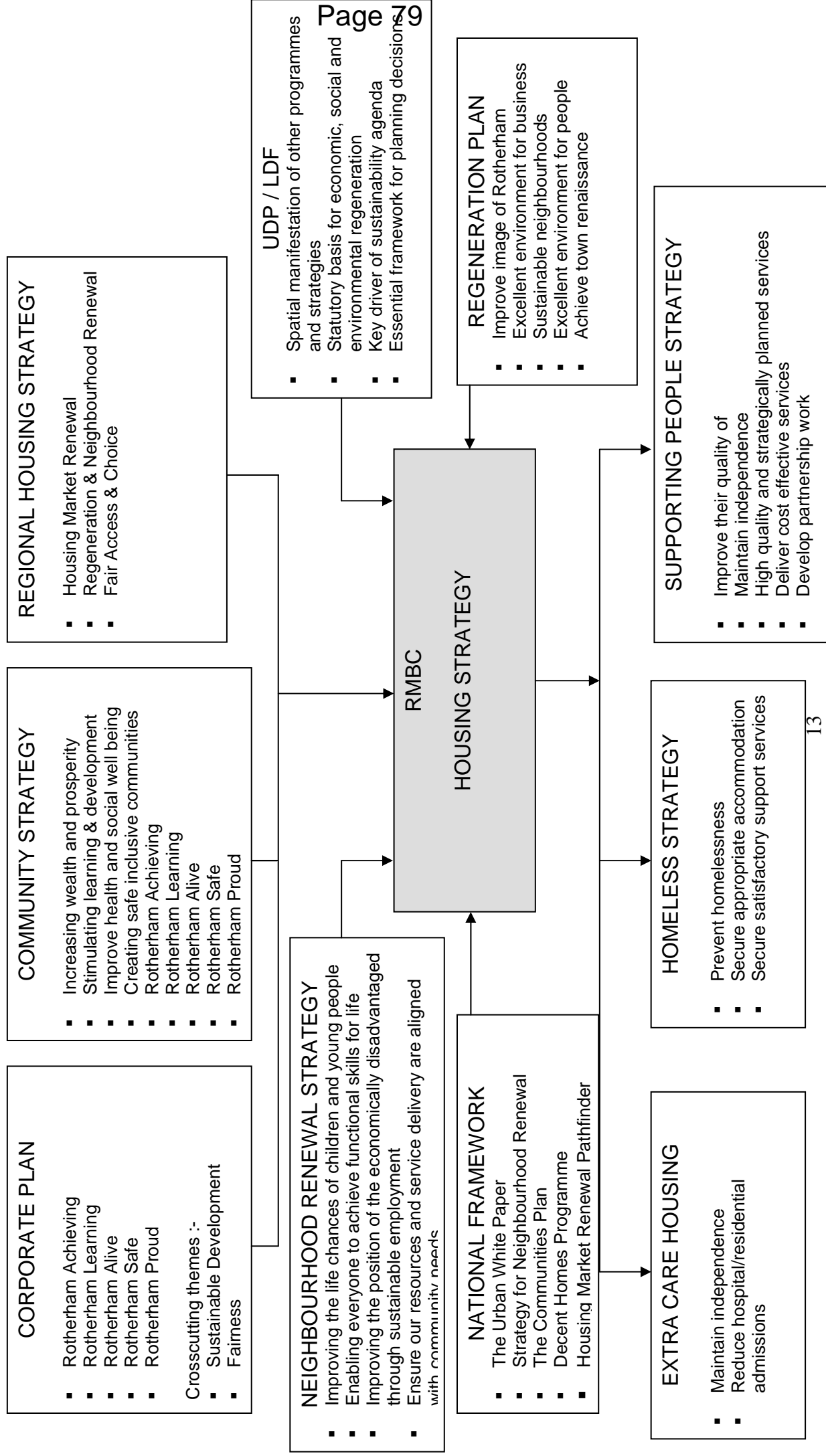
This policy is aligned to the strategic objectives of the Corporate and Community Plans and contributes to the strategic objectives of this strategy. It is aimed at addressing the problem of poor quality housing and disadvantaged neighbourhoods and will complement the Housing Market Renewal activity.

- **Rotherham's Unitary Development Plan (UDP) / Local Development Framework (LDF)**³⁷

This was adopted in June 1999. The UDP now requires updating to reflect changing local circumstances and the Government's new agenda for planning, of which Planning Policy Guidance Note 3 (PPG3) is a key driving force. It will see the UDP replaced in due course by a Local Development Framework (LDF). It is important to note that the statutory development plan will continue to be the starting point in the consideration of planning applications for the development of land use. In essence, the development plan provides the essential framework for planning decisions.

The LDF when it is adopted in 2007 will differ from the existing UDP in that it is intended to provide clearer and more wide ranging visions and strategies for spatial development. The development of a joined-up set of policies and frameworks for action is a key objective of the new system. It is important that in producing the LDF, consideration is given to other relevant policies and strategies at the local and regional levels. Therefore, spatial expression will be added to those elements of other strategies and programmes, including the Housing Strategy and the Community Strategy, which relate to the use and development of land.

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



4. MAIN CHALLENGES

4.1 Theme A: Develop Neighbourhoods

Alongside improvements to the quality of social housing and the restructuring of the housing market, we must address the root causes of deprivation in Rotherham. Rotherham ranks as the 63rd 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 Deprivation¹⁸.

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

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

- 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. This compliments the NRS in seeking to tackle underlying causes of deprivation and drive forward service integration to promote the development of sustainable 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. Government has also set a target of 70% of homes occupied by vulnerable people, in the private sector, achieving the decency standard by 2010.

There were 23,517 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 3,440 RSL properties in Rotherham.

Figure 2, provides a breakdown of the Council's stock as at the 1st April 2004:

Figure 2: Number of dwellings owned by the Authority at the 1st April 2004	
Traditional Dwellings	
Pre 1945 small terrace houses	465
Pre 1945 semi detached houses	3850
All other pre 1945 houses	1334
1945 – 1964 small terrace houses	44
1945 – 1964 large (70sqm or more) terrace / semi detached / detached houses	4517
1965 – 1974 houses	829
Post 1974 houses	1094
Non traditional dwellings	
All houses	695
Traditional and non traditional	
Pre 1945 low rise (1 – 2 storey) flats	17
Post 1945 low rise (1 – 2 storey) flats	3737
Medium rise (3 – 5 storeys)	2051
High rise (6+ storeys)	48
Bungalows	4836
Total All dwellings	23517

Stock Condition surveys¹⁹ 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 72% of private sector housing (59,949 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)

This recent sample survey of the **Council's stock** comprehensively updated information about the condition of the housing stock and gave a clear picture of the

level of decency and investment needs over the next 30 years. Both surveys were carried out following and complying with Office of the Deputy Prime Minister (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 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
- 3% failed under the fitness criteria
- 45% failed under the major repair criteria
- 24% failed under the modern homes criteria
- 28% failed on thermal comfort

In the **private sector**, unfitness is concentrated in pre-1919 terraced houses (65%) 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. The main findings of the survey were:

- £172 million needed to make property decent by 2010
- Largest number of dwellings unfit (1568) are within the owner occupied sector
- Largest percentage of unfit dwellings (11.8%) are within the private rented sector
- 9% of dwellings were borderline unfit
- 7523 dwellings are likely to become unfit within the next 5 years
- 3% failed under the fitness criteria
- 56% would fail under the major repair criteria by 2010
- 33% would fail under the modern homes criteria by 2010
- 28% failed on thermal comfort

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.

The trajectory for delivery of Decent Homes expressed as a proportion of vulnerable households in the private sector living in Decent Homes has set the following target percentages; 65% by 2006, 70% by 2010 and 75% by 2020.

According to the private sector stock condition survey 10% of unfit dwellings are occupied by households where a person has a disability, 83% are occupied by people with an income of less than £200 per week and 21% by people over the age of 60.

With regard to achieving 70% decency standards for vulnerable households by 2010 the survey calculates that 21% of the relative population would require investment in their homes and this is estimated to cost £11 million.

We have prioritised funding for Decent Homes work in the public sector over the last 3 years to ensure we achieve our targets for BVPI 184. Private sector activity has been focused on our Group Repair scheme in the Eastwood area. When ALMO funding is introduced from January 2006 this will give us the required funding stream to meet our public sector Decent Homes target by 2010. Other capital resources will be directed to vulnerable households within the private sector to enable the Council to meet it's private sector decency PSA target.

This will complement the energy efficiency measures already being delivered via the Warm Front Scheme. This scheme is targeted at the 11.5% of households identified as in fuel poverty in the private sector stock condition survey.

The Sub-regional Partnership will allocate Regional Housing Board funding for new investment based on Sub-Regional priorities and target financial assistance to the improvement of property to the Decent Homes standard. We will look to prioritise work in the former Coalfield communities that fall outside of the HMRP.

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:

- 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 (CURS)
- For Rotherham significant capital resources are available to carry out new interventions that will strengthen the housing market through the HMRP

The Centre for Urban and Regional Studies (CURS)²⁰ has assembled data on a range of indicators, identifying the current issues which affect South Yorkshire'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 (BME) 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 Survey²¹ where the analysis clearly identifies affordability issues that are a problem due to low income against housing market prices and rents. There is a demand mismatch between the supply type and need/demand for single people/families and the elderly.

In April 2004 there were 3158 properties standing empty in Rotherham. Of these 2700 are within the private sector or owned by RSL's representing 2.5% of the housing stock. 1599 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.

There is currently a significant amount of work underway looking at the reasons for housing market failure in Rotherham and how it might be addressed. The Town Centre Housing Aspiration Study examines the relationship between the Town Centre Area DF and the housing and development market within Rotherham. It's prime objective was to test the validity of public sector intervention, through the Housing Market Renewal Pathfinder.

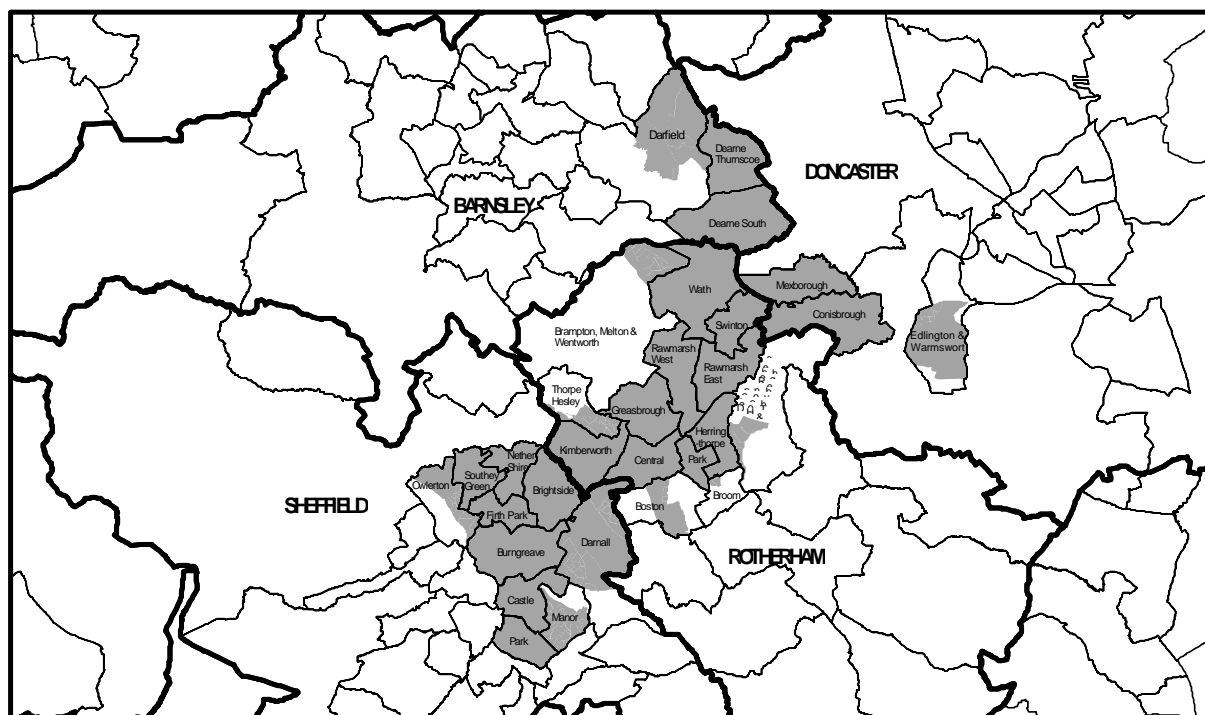
The study highlighted the predicted population decline within the town centre, a growth in the number of households and a decline in household size. It anticipates a growth in the local economy, particularly in the service sector. It raises concerns over the retail heart of the town that continues to suffer due to intense competition from larger regional centres.

The study recognises that housing supply is a reflection of an earlier pattern of economic structure and development, which does not meet the current needs for accommodation. 700 private sector units are constructed annually across the Borough but only 31 of these have been in the town centre.

In July 2004 there were 99 units in the pipeline, comprising; 18 units under construction, 47 units with an outline planning consent and 34 units with applications lodged but as yet undecided. There are currently three planning applications pending in the Westgate Demonstrator Project area.

An estate agent survey revealed strong support for the provision of town centre accommodation and a recognition that the lack of demand for high quality accommodation close to the town centre stems primarily from the lack of provision of high quality accommodation at the current time.

Figure 3 : Map of HMRP area for South Yorkshire



The main challenges affecting the housing market are:

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

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

Through careful analysis of housing market data and by working in partnership with stakeholders we have a good understanding of what needs to be done. In order to address these challenges we must:

- 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
- Align our programme with the Renaissance Strategic Development Framework being developed by the Town Team
- Align our programme with the Urban Renaissance Strategic development Framework being developed by the Town Team
- Make neighbourhoods more attractive places to live

4.4 Theme D: Provide Fair Access and Choice

There are a number of factors that have an impact on access to appropriate housing. These are shown in Figure 4.

Housing Needs Analysis

In order to understand the pattern of supply and demand for housing we conducted our latest Housing Needs Assessment in November 2003.

In total 1.6% of all residents households in Rotherham have taken part in the survey. It gives clear up to date evidence of housing demand and the findings will help support the development of complimentary activity and co-ordinate a corporate approach to our enabling role across the Borough.

There are 35% of households in Rotherham with an income less than £10,000 per year and over 40% are in receipt of benefits. 75% of households are unable to afford a weekly rent of £50 and over 50% 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 33% all households in Rotherham have one person with a disability and 15.3% have two disabled household members. 58.4% of all disabled household members are over 60 years of age. More than 50% have care or support needs. 34% of households that have someone with a disability require further adaptations to the home.

Within the Holmes neighbourhood we have recently carried out a BME housing study²² 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.

It is estimated that 3% of all households living in the Borough are 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.

The Housing Needs Survey arrived at the following conclusions:

- There is a continued demand for Council housing
- The demand for affordable housing is significantly higher than supply
- Council stock is diminishing due to unprecedented levels of Right to Buy
- There is increasing demand for single persons accommodation
- There is increasing demand for elderly persons accommodation
- There is increasing demand for special needs accommodation
- There is a mismatch between those properties desired and those available
- There are pockets of low demand housing

The Unitary development Plan (UDP)

The Unitary Development Plan identifies a need to develop a variety of dwelling types on sites distributed throughout the Borough in order to meet future need. It highlights the need for Special Needs Housing, recommending that the Council facilitate housing provision which caters for single people with disabilities and members of the BME community. It highlights the demographic changes that have led to a growing demand for this type of accommodation.

The UDP also highlights the increasing numbers of frail elderly people in the Borough. This, together with the implementation of the National Health Services and Community Care Act have, made the provision of sheltered or supported accommodation a significant issue.

The UDP encourages the provision of affordable housing for sale or for rent where a local need for such housing has been demonstrated. The UDP highlights setbacks in the local economy, low household incomes and low levels of owner occupation and supports the expansion of affordable housing provision to tackle these issues.

Analysis

Whilst overall supply and demand of affordable housing remains reasonably in balance, there are still a number of mismatches in both location and type of housing. Across all tenures we recognise that there are a number of negative factors reducing the overall demand for housing in some neighbourhoods. These are:

- A lack of diversity
- A need to expand the range of housing
- A need to raise the quality and energy efficiency of accommodation

- Poor quality environment and neighbourhood service centres

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 to obtaining appropriate housing and in accessing the support required to maintain independence. We need to develop specific strategies or initiatives to enable communities of interest to access appropriate housing.

Whilst the Supporting People programme has made substantial progress the challenges presented in the field of supported housing 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.

4.5 Conclusion

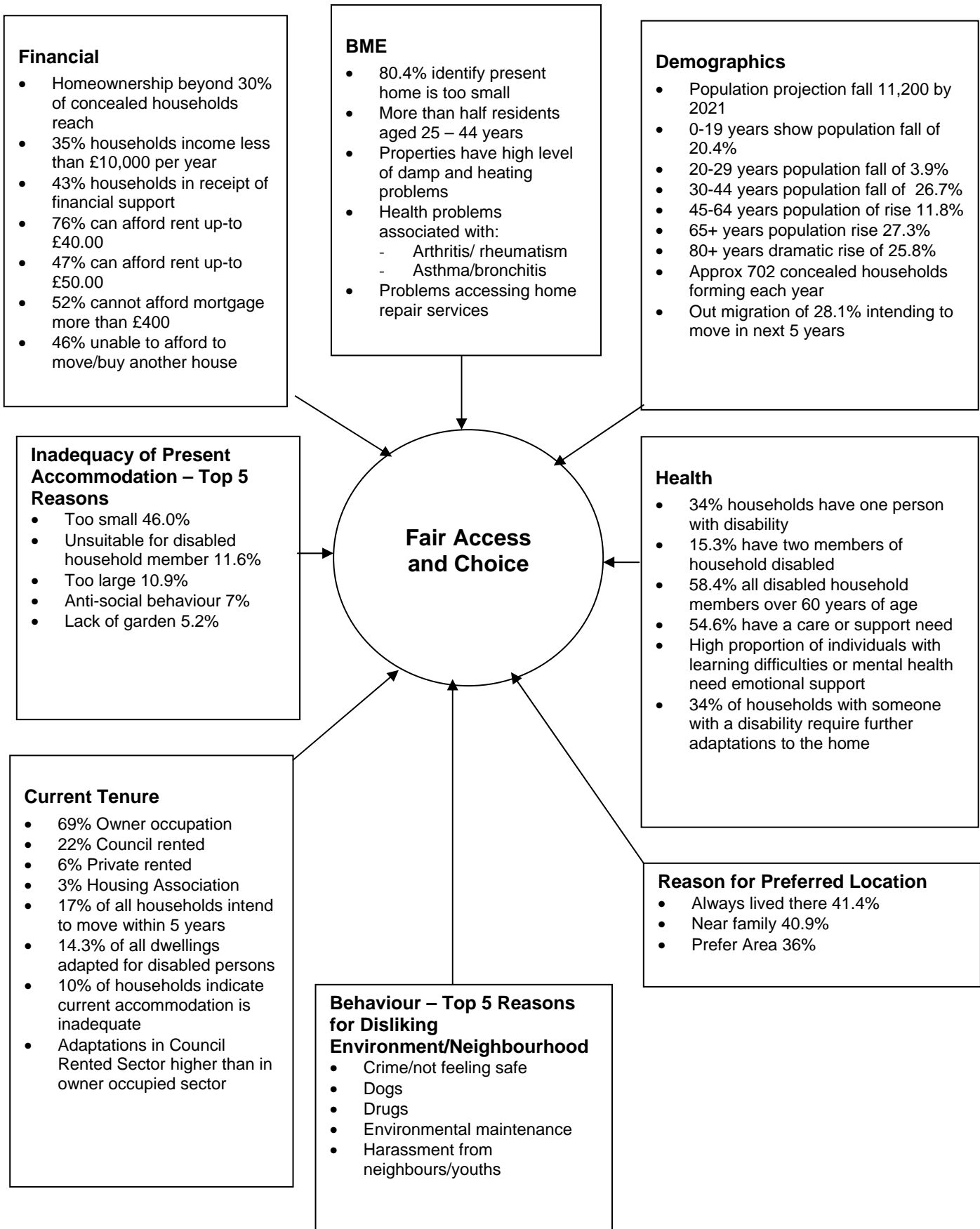
There are significant challenges facing the Council over the next three years and it is important that we adopt a strategic approach to tackling these. It is necessary for the Council to intervene because failure to do so would result in the following consequences:

- 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
- 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 exclusion 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 housing
- 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.

Figure 4 : Fair Access and Choice - Key Factors / Housing Needs Analysis



5. ACHIEVEMENTS SO FAR - WHAT WE HAVE DONE

We have seen a step change in performance and the way we deliver services and this section provides a summary of our achievements over the past two years. It includes our progress against the actions identified in our previous Housing Strategy. This is also demonstrated in our Action Plan that identifies completed actions to date against each objective for the 4 themes of our strategy.

A significant part of this progress has been achieved due to the project management and close monitoring of our capital programme. This ensured that we achieved 103% spend against the programme for 2003/04 and are on target to achieve 100% spend for 2004/05.

We have also monitored our progress and it's effectiveness through initiatives such as "Learning from Customers" which directly engages our customers in feedback regarding our provision of services.

We are also involved in a number of benchmarking clubs with other service providers and have continually evaluated the effectiveness of our Decent Homes programme to both deliver customer priorities and improve value for money.

Our Performance Management Framework has ensured that we remain focused on meeting both National and local performance indicators and our improvement to the end of 2003/04 has achieved the best ever results with 77% of our targets met or exceeded. As at December 2004 89% of indicators were on target for 2004/05.

We also undertake detailed post scheme evaluation of regeneration and Decent Homes projects with 100% surveys being undertaken to feed into future service delivery.

5.1 Theme A: Develop 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 RSLs and the private sector to combat anti-social behaviour across all tenures. We have now obtained 12 Anti-Social Behaviour Orders (ASBOs). We have set up 8 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.

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. The revitalisation of private sector terraced properties at Brinsworth is a good example of this.

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.

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 is evidenced in the Housing and Environmental Services Programme Area Performance Plan ³²

Customer Involvement - 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 Plans²⁵ have been produced for each Area Assembly Area 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 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 Compact²⁶, the Community Empowerment Strategy²⁷ and the Consultation and Communication Strategy²⁸. 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.

5.2 Theme B: Ensure Decent Homes

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.

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.

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 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 an additional £215 million.

More detail can be found in the Housing Option Appraisal - Delivering Decent Homes²³ and Building Sustainable Neighbourhoods - Proposal for Arms Length Management²⁴.

In the private sector we have focused our attention on delivering the group repair scheme in Eastwood Village together with selective demolition in a number of areas to remove 134 units of unsustainable non-decent stock in the last 3 years. This has

produced development opportunities for new housing, additional environmental improvements and a new school. We also have a track record of working with other stakeholders in the private sector and our Private Sector Housing Assistance Policy targets the limited resources we have available outside of the Eastwood Renewal Area towards tackling unfitnes affecting vulnerable households.

The Rotherham Residential Landlords Association currently has 44 members and have been instrumental in developing the Private Landlord Accreditation Scheme²⁹ with the prime aim of improving and maintaining the highest possible standard of accommodation within the private rented sector.

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). Rotherham's overall improvement to 31/3/03 was 16% - the second highest in the region. 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 it's district housing schemes.
- Access energy efficiency funding such as the British Gas HELP scheme alongside partner organisations.
- Introducing the Affordable Warmth Strategy³¹, 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.

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.

5.3 Theme C: Renew the Housing Market

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

The HMRP 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 areas.

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.

Housing Investment Programme resources have continued to support housing market renewal activity across a number of area based regeneration schemes in Rotherham. Significant progress has been made on the White City at Kiveton and we plan to begin reconstruction soon. On the White City at Laughton Common we have agreed contract terms and anticipate a successful planning decision this year to enable the construction of new housing to begin. Decent Homes plus activity at Wharncliffe Flats and Birks Holt has proved very successful with a sharp increase in demand. At White Bear in Wath regeneration activity continues to improve the quality of life for residents and we plan to dispose of the cleared site there this year with the benefit of a planning brief.

5.4 Theme D: Provide Fair Access and Choice

There has been a significant expansion of supported housing provision in Rotherham during the last year, primarily through Transitional Housing Benefit. The Supporting People programme, working alongside Housing Services has developed 43 new supported living schemes, generating over £4 million of additional revenue using this funding. The new schemes target hard to reach groups which include young people, ex-offenders, BME groups and people with learning disabilities. The additional money raised was transferred into the Council's Supporting People Grant and will continue to be paid on an annual basis.

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.

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 peoples independence and is due to be completed in September 2005.

New facilities for women who have suffered domestic abuse are also currently being developed due 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 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 scheme³³, 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 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.

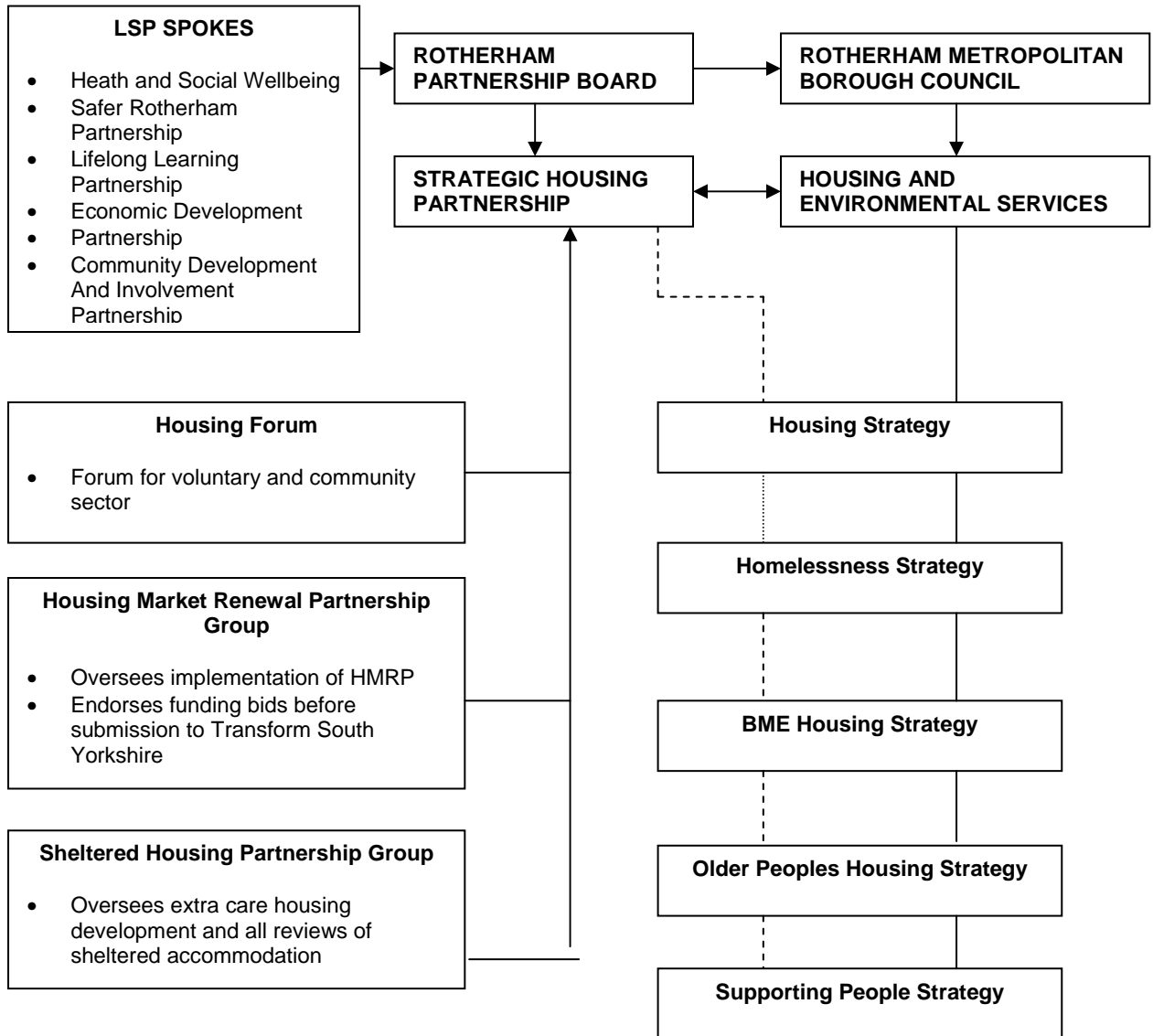
The implementation of the Homelessness Strategy has almost eliminated the Housing Departments dependence on the use of Bed and Breakfast for emergency accommodation and our local performance indicator target is zero dependence.

5.5 Summary of other Key Initiatives

- We have developed a **Strategic Housing Partnership (SHP)**³⁰, 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 partnership group 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 task groups to assist with the implementation of specific elements of the Housing Strategy
- Achieved a **one star (fair) with promising prospects for improvement** rating from the Housing Inspectorate, for the Council's Repairs and Maintenance Service. This represents a significant step change in performance over the last two years.
- Developed a **Performance Management Framework** that has been recognised as an example of best practice within the Local Authority. Our framework has allowed us to deliver our best results ever on our KPI's. In 2003/04 77% of our KPI's achieved challenging and stretched targets that were set with 84% improving on performance achieved since April 2003. 87.5% of our KPI's are now in the top or middle quartile.
- Our performance on **void turnaround times** continues to go from strength to strength. We have been determined to achieve a complete turnaround from "worst in the country" to top quartile performance. This was achieved during 2003 / 04. We are currently achieving 22 days which exceeds our 29 days stretched target. This high level of performance also ensures that performance on void rent is also good.

- Regular tests of **tenant satisfaction** are taken right across the housing service. The 2004 tenants satisfaction survey found that overall satisfaction with the housing service is 75.5%.
- Introduction of the **Landlord Accreditation Scheme** which will actively promote good standards and management practice by landlords in the private rented sector and promote better understanding between landlords and tenants. It will recognise and incentivise landlords who are committed to providing good quality, properly managed accommodation to rent.
- A **Registered Social Landlord Charter**³⁴ 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.

Figure 5 : Links between LSP and RMBC



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 priorities, as have the views expressed by our partners.

The key actions that we will 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. What became clear from the consultation during the Housing Option Appraisal, is that whilst decent homes are important, other works which improve the environment and reduce the fear of crime are equally important. We will therefore, develop and implement neighbourhood management, encourage local regeneration partnerships and tackle anti-social behaviour.

Our tenants have identified community safety, environmental issues and additional works to homes, above the decency standard, as major issues. We will use some of the additional resources from our ALMO bid to address these priorities which benefit all of our communities.

The key objectives are:

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 of which are aimed at increasing the sustainability and liveability of specific neighbourhoods.

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.

Tackle the inequalities between neighbourhoods by implementing the housing elements of the Community Cohesion Action Plan³⁵. We will identify and clear unwanted sites offering them 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 HMRP into the most deprived communities of Rotherham.

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

Develop a community focused, multi-agency approach to neighbourhood management. 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.

The ALMO which will fit within the Council's partnership framework will be uniquely placed to act as a catalyst to drive forward the Council's Neighbourhood Renewal Strategy and take the lead in delivering neighbourhood management on behalf of the Council through formal contractual arrangements.

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. In developing 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. This relationship has contributed significantly to our ability to use our time effectively to prioritise service improvements.

In light of the recent repairs and maintenance inspection, 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:

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 the Council stock and ensure that the RSL housing stock meets decency standards. A proportion of private sector stock that is non-decent will be demolished.

The Council Housing Repairs service will be opened up to external competition in order to ensure value for money and we will continue to explore partnering arrangements with neighbouring Local Authorities.

The Government's intention is that improvements to homes in the private sector should be mostly financed by owner occupiers but recognises that vulnerable households, both owners and privately renting will need support.

The Council will work towards achieving the ODPM targets for reducing the number of homes in the private sector that are non-decent and occupied by vulnerable households.

Our strategy for increasing the number of decent homes to meet the Public Sector Agreement target includes :-

- Targeting capital resources toward vulnerable households.
- Working in partnership with other Local Authorities across South and West Yorkshire to introduce Property Appreciation Loans to meet decency standards.
- External improvements to property through the group repair scheme.
- Working with private landlords to encourage refurbishment of housing to decency standards.
- Private sector demolition programme.

Rotherham's Neighbourhood Renewal Strategy has identified 7 areas of deprivation where funding is to be targeted and 5 of these areas match the HMRP areas. This will enable concentrated resources to be targeted in neighbourhoods experiencing high levels of deprivation and these are the very areas where the highest proportion of vulnerable households live.

In addition, the HMRP will make a significant contribution to these improvements and the Council will also make use of the opportunity presented by the Regulatory Reform Order to assist vulnerable people through our Private Sector Grant Assistance Policy.

The masterplanning exercises being undertaken for each of the ADF's will identify the areas where intervention is required. Funding will be allocated specifically to tackle non-decency in areas of deprivation that will ensure that vulnerable households receive support. Two main areas of activity will be the clearance of unsustainable housing and the introduction of an equity release scheme for remaining households where achieving the decency standard will be the minimum requirement to participate in the scheme. The outcome of the masterplanning will determine the allocation of resources to these projects in 2005/06 and support the bid for the next tranche of funding to cover 2006/08.

Private Sector Grant Assistance from the Local Authority amounts to £1.57 million. £1.52 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.

This will be developed in light of the allocation of resources for housing investment from the Regional Housing Board for South Yorkshire. Funding will be targeted towards meeting the private sector Decent Homes target and will be used to both supplement HMRP funding and kick start and support improvements in the

remainder of the Borough which falls outside the HMRP area. We will develop a plan to deliver improvements with the objectives of :-

- Reducing the number of vulnerable people occupying non-decent homes.
- Continue to set stretching targets to reduce unfitnes (BVPI 62) and empty properties (BVPI 64).
- Providing help and advice to property owners
- Provide support for the elderly and people with disabilities to ensure properties are adapted to meet their needs.

A successful bid to the Regional Housing Board from a consortium of South and West Yorkshire Local Authorities has secured £2 million in 2004-2006, with Sheffield acting as banker. This will provide low cost equity release loans to vulnerable private sector homeowners to fund works required to bring their property to the Decent Homes standard.

This is a new initiative and a mechanism for delivering the "loan product" is being developed through ART Homes, the Birmingham based regeneration trust.

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 the ALMO. We will develop an improvement plan for the ALMO to ensure that it achieves a 2 star rating when next inspected. This is critical to the achievement of the Governments target of all Council homes meeting the decency standard by 2010.

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 to 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 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 the "Save 'N' Warm" scheme which provides the cheapest means of obtaining cavity wall and loft 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 are targeting the most vulnerable groups within the community through the Warm Front programme and will have completed 2,500 installations by the end of March 2005. This will make a significant contribution to meeting the Decent Homes targets in the private sector.

The current average energy efficiency (SAP rating) in the private sector is 53 and our target is to increase this to 55 by 2006.

To ensure that we continue to target vulnerable residents in the private sector we will write to all households in receipt of housing benefit to promote the system in future years. Funding levels for Warm Front will be increased between 2006 to 2008 and our HECA Officer will continue to target this group and we will use PCT front line staff to support this initiative.

We will continue to develop our Eco Homes Project. This initiative aims to develop fourteen properties that have extremely low energy needs. They utilise both solar and photo-voltaic power and are designed with high levels of insulation. The project's main purpose is to test the market for this type of property before embarking on a more ambitious programme of low energy housing development. Currently the scheme is being considered by the Regional Housing Board, who are assessing the cost-effectiveness of photo-voltaic electricity generation. In consultation with the Regional Housing Board we have refined the design of the dwellings to ensure that they are suitable for replication elsewhere and can be used as a model to encourage equivalent new build within the private sector.

Ensure effective links between Decent Homes and Transform South Yorkshire by producing five Area Development Framework (ADF) master plans and investment strategies that demonstrate alignment between the two programmes.

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.

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

6.3 Theme C: Renew the Housing Market

The HMRP 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.

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.

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.

The key objectives are:

Improve the character and diversity of neighbourhoods. 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. Following consultation with local communities, we may remodel or demolish unsustainable stock.

We will support the development of brownfield sites across the Borough. Planning is already underway in the Town Centre ADF and will become a feature of the other ADFs within the HMRP.

We have cleared a number of sites previously containing unsustainable, mostly Council owned stock, these sites are earmarked for private sector redevelopment with agreed numbers of affordable units being provided by our RSL partners, primarily based on the requirements of displaced residents who wish to return to the redeveloped sites. Some of these sites require land assembly from a number of owners and Housing services are taking the lead role in this process. Negotiations are at an advanced stage for the 2 largest sites.

Provide high quality, iconic 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 supported by funding allocated by the Regional Housing Board. This is a new development, which utilises the latest in design and energy efficiency technology.

The Board is also providing funding (£250,000) to support the provision of Alley Gating Schemes. Areas have been identified in the private sector with the highest crime rates in partnership with South Yorkshire Police to introduce this scheme. The pilot project proposed for Eastwood will meet "Secure by Design" standards and match funding is currently being sought to expand the programme.

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 of 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 facilitate Rotherham’s urban renaissance by working with the Town Team and Yorkshire Forward, the Regional Development Agency, to ensure that new housing development in the town centre is of the highest design quality.

The Strategic Development Framework being developed by Rotherham’s Town Team to deliver Urban Renaissance will set out how the goals proposed in the Town Charter will be achieved by setting out the physical structure for the future development of the town. The Housing Strategy sets out how it can contribute to increased town centre living and promotion of investment that will assist the renaissance of Rotherham town centre.

We will co-ordinate new housing developments proposed by the Housing Market Renewal Pathfinder with developments proposed within the Town Team’s Strategic Development Framework to maximise the potential for investment by partners in both the public sector and private sector.

One of our priorities is to raise design standards and achieve a step change in the quality of new residential development. To achieve this we will be more proactive and have introduced a design coding project in the town centre which is supported by £75,000 funding from ODPM. This work will benefit from our already having progressed plans which include the provision of new town centre living opportunities. The aim is that the design code will influence quality design of town centre sites leading to urban design excellence. This will contribute to some of our strategic goals for town centre renaissance. Good practice identified will be rolled out into the rest of the town centre and other housing areas within the HMRP.

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.

Our RSL partners are working to provide a mixture of refurbishment of existing sustainable dwellings and provision of new housing to meet identified need. As a result of this our Approved Development Programme (ADP) programme has grown to £2.533 million for 2004 / 05. We will continue to work in partnership to identify schemes in the future which aim to address the current mismatch between supply and demand for social housing identified in the Housing Needs Survey.

The introduction of our new Affordable Housing Policy has allowed us to be more

proactive in achieving the provision of affordable housing. Provision increased to 131 dwellings in 2003 / 04 (including 81 units provided through Planning Policy PPG3) and we already have plans in place, which are expected to provide 57 dwellings in 2004 / 05 and a further 89 dwellings in 2005 / 06.

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 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:

Prevention of Homelessness 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. Support for these groups is a key component in developing our 5 year marketing plan to reduce the level of homelessness presentation, the number of repeat homelessness applications and reduce the dependence on bed and breakfast accommodation.

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.

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.

Supporting individual needs and hard to reach groups that are both 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.

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.

6.5 Partnership Working

The Council already has good partnership arrangements in place. It has strong links with statutory organisations, community groups and the voluntary sector through the Local Strategic Partnership.

We now intend to develop this by moving towards a Joint Housing Strategy. Over the next year we will put in place an action plan which will enable partner organisations to have a major say in the development of the Housing Strategy. This will go beyond our current commitment to consult fully. Partners and stakeholders will directly shape the strategy.

The next Housing Strategy will be a Joint Housing Strategy, approved by the Strategic Housing Partnership and then by the Board of the Local Strategic Partnership Board. The LSP and RMBC will work together to develop partnership working groups that meet regularly and whose role is to oversee strategic development.

All sub-strategies, especially those that focus on particular communities of interest, will adopt a similar partnership approach.

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.

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

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 as well as the opportunities that will arise as a result of the Urban Renaissance initiative.

7.1 Capital Resources Directly and Indirectly Available to the Council

The capital resources required to deliver this strategy have been shown as direct and indirect funding. Direct funding includes the annual needs based element of the Single Regional Housing Pot (formally HIP). Indirect funding are allocations, which are bid for, such as Housing Corporation ADP or Neighbourhood Renewal Fund.

Our estimated capital resources, detailed in Figure 7 is based on current funding levels received by the authority for housing purposes in both public and private sectors. The funding levels take into account proposed reduction of the needs based element of the Regional Single Housing Pot.

In addition, following our Housing Option Appraisal, the level of funding required to deliver Decent Homes to the Council housing stock has been identified and is shown in Figure 6.

Figure 6: Profile of expenditure and financing on Council Housing Stock

	Year 1 2004.05	Year 2 2005.06	Year 3 2006.07	Year 4 2007.08	Year 5 2008.09	Year 6 2009.10	Year 7 2010.11	TOTAL
Average Stock	22,493	21,118	20,118	19,218	18,418	17,818	17,418	
Bal B/F Essential & Sustainability		9.837	20.173	30.807	41.411	49.411	3.635	
Bal B/F Decency Standard		28.609	52.474	39.092	20.620	0.168	0.000	
Decency Standard	20.506	24.757	61.536	66.064	67.551	20.642	20.515	281.571
Minimum Essential & Sustainability	0.000	0.000	0.000	0.000	2.914	45.755	3.635	52.304
TOTAL	20.506	24.757	61.536	66.064	70.466	66.397	24.150	333.875
Major Repairs Allowance	11.808	10.582	11.103	10.854	10.586	10.408	10.215	75.555
Supported Borrowing	1.891	1.980	1.215	1.215	1.215	1.215	1.215	9.946
Capital Receipts (Right to Buy)	6.313	4.295	3.818	2.607	2.657	1.679	1.724	23.094
Other Receipts/Grants	0.493	0.400	0.400	0.400	0.400	0.400	0.400	2.893
Revenue Contributions (RCCO)	0	0.000	0.000	0.988	0.608	0.694	1.210	3.500
TOTAL	20.506	17.257	16.536	16.064	15.466	14.397	14.764	114.989
ALMO FUNDS REQUIRED	0	7.500	45.000	50.000	55.000	52.000	9.386	218.886

Figure 7: Housing Strategy Projected Expenditure and Resources

	2003/04 Outturn £000's	2004/05 Proposed £000's	2005/06 Proposed £000's	2006/07 Proposed £000's
<u>Strategic/Private Sector</u>				
1. Decent Homes	0	0	0	0
2. Decent Homes - Private	0	0	0	0
3. Affordable Homes	0	0	0	0
4. Fair Access To All	1,879	2,422	1,182	1,000
5. Regeneration/Neighbourhood Renewal HMR Pathfinder Additional projects	347	3,873	13,156	0
6. Other (including Local PSA £200k)	0	0	0	0
Total	2,226	6,295	14,338	1,000
<u>Public Sector Capital Programme</u>				
1. Decent Homes	21,838	16,931	11,888	11,997
2. Decent Homes - Private	0	1,000	1,000	1,000
3. Affordable Homes	1,340	1,350	1,000	0
4. Fair Access To All	1,317	400	400	250
5. Regeneration/Neighbourhood Renewal HMR Pathfinder Additional projects	2,859	2,582	1,607	4,192
6. Other (including Local PSA £200k)	0	300	250	250
Total	27,354	22,563	16,145	17,689
TOTAL HOUSING CAPITAL PROGRAMME	29,580	28,858	30,483	18,689
<u>Resource Type/Category</u>				
MRA	15,021	11,808	10,582	11,103
Borrowing				
Supported Borrowing	2,351	3,383	3,382	2,368
Un-supported Borrowing	0	200	0	0
Capital Receipts	10,470	8,955	4,595	4,118
Grants:				
Pathfinder	388	3,355	13,049	0
Energy Efficiency (EEC)	416	100	100	100
DFG's	622	493	540	600
GF Contribution	415	322	360	400
Tenants Contributions for Regeneration	0	100	0	0
Accruals	-103	0	0	0
TOTAL RESOURCES	29,580	28,716	32,608	18,689
<u>Indirect Funding Available</u>				
Neighbourhood Renewal Fund	0	271	305	305
Transformation Projects	0	320	320	1,000

The Communities Plan has introduced new flexible ways of funding housing. With the introduction of the Single Regional Housing Pot there is now a move towards more discretionary funding. The Council has already been successful in attracting elements of discretionary funding to finance housing work, including:

- £2.533 million Housing Corporation ADP programme. This will support six projects developed with our RSL partners, which will contribute to the regional priorities of fair access and affordable homes.
- Successful Transformational Project bid for £640,000 to develop an eco - housing scheme over the next two years. This project has attracted a further £560,000 through private matched funding.
 - Neighbourhood Renewal Fund
 - 200,000 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 which includes £16.5 million identified for a range of research, masterplanning and capital projects in Rotherham.

Bidding against the authorities single capital pot is based on project prioritisation. This uses an agreed scoring matrix to match bids to corporate priorities.

In addition the introduction of our new Affordable Housing Policy will bring additional resources into Rotherham. Our priority, however, through Section 106 Agreements will be the provision of built units on site rather than commuted sums.

7.2 Revenue Funding

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.

7.3 Recent Revenue Spending

Details of the revenue out-turn for 2003 / 04 is shown at Appendix A.

7.4 The Option Appraisal Process

Wherever possible this strategy has been developed taking into consideration various options available. No where is the option appraisal process more relevant

than when identifying spending priorities.

In order to make the most effective use of resources, the HIP was aligned with our overall service plan and the priorities identified in the Regional Housing Strategy. The Council annually approves the Capital Programme to ensure that all schemes contribute to identified priorities. These are :-

- Meeting Decent Homes in the public sector
- Ensuring affordable homes in the public sector
- Schemes to fair access to all in both public and private sectors
- Regeneration and Renewal in both public and private sectors

This process has enabled the adaptation of ongoing area based projects to encompass the achievement of Decent Homes targets and specifically target energy efficiency improvements. Investment in the private sector will be influenced by the completion of masterplanning exercises for the HMRP. Both within and outside the HMRP area the provision of Decent Homes for vulnerable groups will be a priority in the private sector with the allocation from the Regional Housing Board for 2006 to 2008 for new investment being targeted in this area.

Our Public sector affordable homes programme targets both energy efficiency and fuel poverty. Since 2003 we have been funding programmes for conversion of solid fuel district heating schemes to gas fired, including the provision of a combined heat and power unit. In addition, the programme provides cavity wall insulation and a solar panel scheme.

From 2005 to 2008 our resources in this area will concentrate on district heating conversion and we are working to secure up to £1.2m per annum from Utilities providers to fund cavity wall insulation programmes. This represents a massive increase from the £50k per annum currently invested in this work.

In 2003 / 04 the percentage spent on meeting the Decent Homes Standard in the Public Sector was 74%. Whilst this remains a priority for the Council our aim is to address the imbalance within the capital programme in future years.

Therefore in 2004 / 05 59% of the programme is aimed at delivering Decent Homes in the public sector. This reflects both the Council's commitment to achieving the 2010 decency target and making the best use of the resources available to tackle neighbourhood renewal.

In future years further funding, such the HMRP, will enable our overall resources to be more evenly distributed against our priorities.

7.5 Reviewing the Housing Strategy and Performance Management

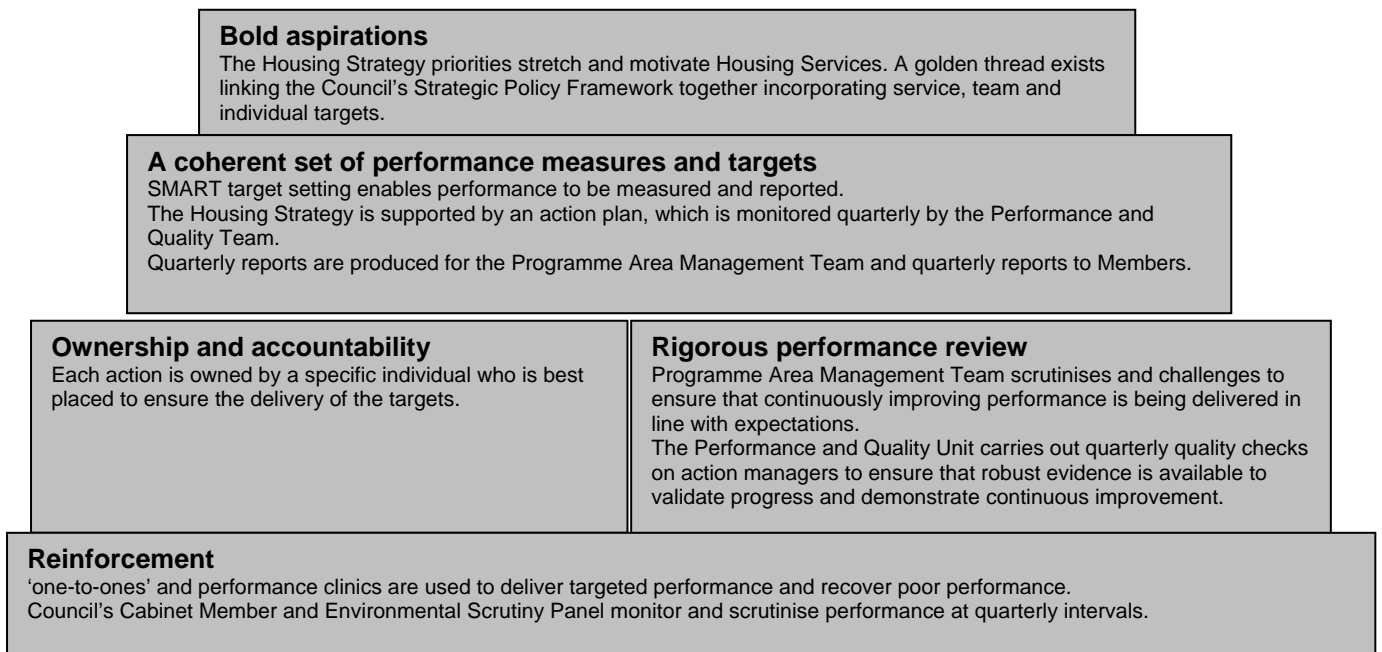
The commitments contained in this strategy are set out in the RMBC Housing Strategy Action Plan³⁶. The Action Plan explains how these commitments will be

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 and the Tenants Strategy Policy Panel.

Effective performance management is critical to the success of a well run Housing Strategy. Housing and Environmental Service’s Performance Management Framework describes in greater detail the building blocks of performance management, monitoring, reporting and scrutiny arrangements we have in place to deliver better performance. The model below describes in a visual format how we manage the performance of the Housing Strategy. The model is based on good practice outlined in the Audit Commission report ‘Choosing the Right FABRIC’.

Figure 8 : Performance Management Framework



The Housing Strategy will be subject to a rigorous performance management arrangement. Like all effective performance management systems, this may change over time as the Strategy matures. However, the fundamental principles of target setting, performance monitoring, performance management and audits will remain features throughout the lifespan of this Strategy. The main focus of the Performance Management Framework is to evidence outcomes for the residents of Rotherham. By putting our customers at the heart of this strategy it ensures that we are in the best position to be able to demonstrate the impact of the strategy on neighbourhoods.

The Action Plan within the Strategy document is monitored using project management methodology. The Plan is owned by a project leader (Head of

Neighbourhood Development), delivered by accountable task managers and is sponsored by the Executive Director who is an integral player within the Strategic Housing Partnership (SHP) and Transform South Yorkshire.

The key features are described below:

Target Setting

The Objectives of the Housing Strategy are longer term so it is important that we keep this in mind when reviewing and setting stretching annual targets. The SMART targets are set by the Programme Area Management Team (PAMT) following consultation with task managers, project manager and the involvement of other key stakeholders.

Monitoring Arrangements

- All tasks have action plans, control targets and risk assessments to enable the target to be achieved.
- The task managers produce a quarterly progress report for each task within the plan.
- A monthly monitoring report is produced by the Head of Neighbourhood Development for PAMT, and quarterly reports for Cabinet Member and Scrutiny meetings. The reports use a traffic light system to identify good and poor performance. Recovery plans are requested from poor performers.
- The Scrutiny function challenges performance, questions decision making and re-enforces ownership and accountability for the project leader.
- The Performance & Quality Unit carries out quarterly quality checks (sometimes using our tenant inspectors) to verify progress on actions. This ensures that there is clear documentation behind them so that processes which produce measures can be validated. This verification process is particularly important for completing tasks. Only those completed tasks will be signed off by the Head of Neighbourhood Development following a successful validation exercise. All completed tasks are then reviewed for outcomes.

Management Arrangements

- Task Managers meet with the Head of Neighbourhood Development on a quarterly basis to discuss details within their progress reports.
- Performance is managed in the one-to-ones and recovery plans are requested from managers where performance is slipping.
- The term 'one-to-one' is used here to drive performance improvement. It describes face to face discussions that take place between the task managers and project leader. This process is prepared for in advanced and is structured around the following questions:
 - Have targets been met?
 - If they have not been achieved, why?

- What can be done to turn this around?
- Is there another method of completing the work?
- Is the performance problem caused by a lack of capability?
- What needs to happen before the next session?
- Quarterly performance clinics are used to review and evaluate performance against objectives and targets. All task managers are required to present details of progress towards key objectives and present details of the actions they propose to make to address areas for improvement. The clinics offer the Management Team an opportunity to formally recognise good performance, creating ownership and accountability for performance management and service improvement.

Auditing Arrangements

- The one-to-ones and performance clinic meetings are minuted and supported by documentation, action plans and recovery plans where necessary. Decisions taken on performance issues are highlighted for auditing purposes.
- Only the Head of Neighbourhood Development can personally 'sign off' tasks, which is subject to a robust verification process.
- An annual audit of information is undertaken by the Performance & Quality Unit to ensure an independent assessment. Any performance issues identified are reported to the Head of Neighbourhood Development for urgent action. This ensures that information reported to Members and other key stakeholders is robust and accurate. The Performance & Quality Unit have significant expertise in auditing performance information and this is a crucial role within the performance management arrangement as it informs the target setting process for the year ahead.

The Council will continue to evaluate the effectiveness of the projects that deliver the aims of the Housing Strategy. A major contributor to project evaluation is the 100% customer satisfaction surveys, which are undertaken for all of our Decent Homes and major area based regeneration projects. Results from these satisfaction surveys are analysed by the Council's "Learning from Customers" forum which then makes recommendations for continuous improvement in policy and practice.

APPENDIX B - GLOSSARY OF TERMS

ADF	Area Development Framework – One of 5 geographical areas within the Housing Market Renewal Pathfinder
ADP	Approved Development Programme – The Housing Corporations funding provided to RSLs to aid their housing development programme
ASBO	Anti-Social Behaviour Order – A Court Order prohibiting behaviour or action which may be regarded as anti-social
ALMO	Arms Length Management Organisation – An not for profit organisation set up to manage and maintain council housing
BME	Black and Minority Ethnic – Refers to the identification of the household according to their ethnic origin
CURS	Centre for Urban and Regional Studies – 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
HECA	Home Energy Conservation Act 1985 – Introduced on 1 st 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
HIA	Home Improvement Agency – An organisation set up to provide adaptations and grants for private sector housing
HMRP	Housing Market Renewal Pathfinder – One of 9 pilot projects set up in the North and Midlands tackle housing market failure
HRA	Housing Revenue Account – Is the account in which the financial resources within the Council are held for the management and maintenance of the Council's housing stock
LDF	Local Development Plan – Replacement for the UDP in 2007 aiming to provide clear and wide ranging visions and strategies for spatial development
LSP	Local Strategic Partnership – 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
ODPM	Office of the Deputy Prime Minister – 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
PCT	Primary Care Trust – Strategy body for the provision of local health services
PFI	Private Finance Initiative – A partnership for the management maintenance and improvement of public services
PSA	Public Service Agreement – An agreement between Central and Local Government which provides incentives for improved performance

RSL	Registered Social Landlord – Regulated by the Housing Corporation. Independent, not for profit, private sector organisations providing social housing for rent.
RMBC	Rotherham Metropolitan Borough Council – The Local Authority with strategic responsibility for housing
SCP	Single Capital Pot – The capital funding available to the Yorkshire and the Humber Region for distribution to Local Authorities to support housing projects
SHP	Strategic Housing Partnership – The housing spoke of the Local Strategic Partnership
SRB	Single Regeneration Budget – Provides funding to support regeneration initiatives in England carried out by regeneration partnerships
SYEEAC	South Yorkshire Energy Efficiency Advice Centre – 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
UDP	Urban Development Framework – Aims to provide appropriate levels of residential and non-residential development including the revitalisation of built up areas and improving the condition and environment of older housing areas. Allocation of land to meet additional requirements is one of it's major roles and it relies heavily on regional planning guidance to achieve this.

APPENDIX C - SUPPORTING DOCUMENTS

1. **Sustainable Communities Plan: Building for our Future**
Office of the Deputy Prime Minister - www.odpm.gov.uk
2. **National Strategy for Neighbourhood Renewal**
Neighbourhood Renewal Unit - www.odpm.gov.uk
3. **Urban White Paper – Our Towns and Cities: the future**
Office of the Deputy Prime Minister - www.odpm.gov.uk
4. **Advancing Together, the strategic framework in Yorkshire and the Humber**
Government Office for Yorkshire and the Humber –
www.goyh.gov.uk
5. **Regional Planning Guidance**
Government Office for Yorkshire and the Humber –
www.goyh.gov.uk
6. **Regional Economic Strategy**
Government Office for Yorkshire and the Humber –
www.goyh.gov.uk
7. **Regional Housing Strategy**
Government Office for Yorkshire and the Humber –
www.goyh.gov.uk
8. **Housing Market Renewal Pathfinder Strategy**
Tom Bell, Housing Market Renewal Manager, RMBC.
Tel: 01709 823466
Email: tom.bell@rotherham.gov.uk
9. **Community Strategy**
Rotherham Partnership
Tel: 01709 372782
www.rotherhampartnership@react.org.uk
10. **Council's Corporate Plan**
Rotherham Borough Council
Tel: 01709 822785
www.rotherham.gov.uk
11. **Capital Planning Framework**
Anne Ellis, Finance and Accountancy Manager, RMBC
Tel: 01709 823421
Email: anne.ellis@rotherham.gov.uk
12. **Affordable Housing Policy**
Tom Bell, Housing Market Renewal Manager, RMBC.
Tel: 01709 823466
Email: tom.bell@rotherham.gov.uk
13. **Neighbourhood Renewal Strategy**
Rotherham Partnership
Tel: 01709 372782
www.rotherhampartnership@react.org.uk

- 14. Regeneration Plan**
Andrew Towleron, Principal Policy Officer, RMBC
Tel: 01709 823819
Email: andrew.towleron@rotherham.gov.uk
- 15. Extra Care Housing Strategy**
Angela Smith, Community Services Manager, RMBC
Tel: 01709 823412
Email: angela.smith@rotherham.gov.uk
- 16. Homelessness Strategy**
Angela Smith, Community Services Manager, RMBC
Tel: 01709 823412
Email: angela.smith@rotherham.gov.uk
- 17. Supporting People Strategy**
Supporting People Team
Tel: 01709 820028
- 18. National Index of Deprivation**
Office of the Deputy Prime Minister - www.odpm.gov.uk
- 19. Stock Condition Surveys**
Housing Strategy Team
Tel: 01709 823464
- 20. Centre for Urban and Regional Studies**
Transform South Yorkshire
Jonathan Dunk
Tel: 01142 734664
Email: jonathan.dunk@sheffield.gov.uk
- 21. Housing Needs Survey**
Angela Smith, Community Services Manager, RMBC
Tel: 01709 823412
Email: angela.smith@rotherham.gov.uk
- 22. BME Housing Study**
Mahmood Hussain, Equalities and Diversity Officer, RMBC
Tel: 01709 823437
Email: mahmood.hussain@rotherham.gov.uk
- 23. Housing Option Appraisal – Delivering Decent Homes in Rotherham**
Alison Palmer, Landlord Client Manager, RMBC
Tel: 01709 823788
Email: alison.palmer@rotherham.gov.uk
- 24. Building Sustainable Neighbourhoods – Proposal for Arms Length Management**
Alison Palmer, Landlord Client Manager, RMBC
Tel: 01709 823788
Email: alison.palmer@rotherham.gov.uk
- 25. Community Plans**
Steve Holmes, Community Involvement Manager, RMBC
Tel: 01709 822891
Email: steve.holmes@rotherham.gov.uk

- 26. Tenant Compact**
Sneh Soni, Principal Tenant Involvement Officer, RMBC
Tel: 01709 336800
Email: 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
- 28. Consultation and Communication Strategy**
Sneh Soni, Principal Tenant Involvement Officer, RMBC
Tel: 01709 336800
Email: 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
- 30. Strategic Housing Partnership**
Dominic Blaydon, Strategic Housing Partnership Manager, Rotherham Partnership
Tel: 01709 310489
Email: d.blaydon@react.org
- 31. Affordable Warmth Strategy**
Paul Maplethorpe, Senior Home Energy Advisor, RMBC
Tel: 01709 823426
Email: paul.maplethorpe@rotherham.gov.uk
- 32. Programme Area Performance Plan**
Dave Roddis, Strategic Services Manager, RMBC
Tel: 01709 334373
Email: dave.roddis@rotherham.gov.uk
- 33. ROBOND Scheme**
Tel: 01709 823791
- 34. Registered Social Landlord Charter**
Angela Smith, Community Services Manager, RMBC
Tel: 01709 823412
Email: angela.smith@rotherham.gov.uk
- 35. Community Cohesion Action Plan**
Mahmood Hussain, Equalities and Diversity Officer, RMBC
Tel: 01709 823437
Email: mahmood.hussain@rotherham.gov.uk
- 36. Housing Strategy Action Plan**
Brian Marsh, Housing Strategy Manager, RMBC
Tel: 01709 823789
Email: brian.marsh@rotherham.gov.uk
- 37. The Year Ahead Statement**
Chief Executives Office, RMBC
Tel: 01709 382121
www.rotherham.gov.uk

- 38. Unitary Development Plan / Local Development Framework**
Alan Mitchell, Forward Planning Manager, RMBC
Tel: 01709 823834
Email: alan.mitchell@rotherham.gov.uk
- 39. Older Person's Housing Strategy**
Angela Smith, Community Services Manager, RMBC
Tel: 01709 823412
Email: angela.smith@rotherham.gov.uk
- 40. Young Person's Housing Strategy**
Angela Smith, Community Services Manager, RMBC
Tel: 01709 823412
Email: angela.smith@rotherham.gov.uk
- 41. Private Sector Assistance Policy**
Rob Pearce, Principal Policy and Planning Officer, RMBC
Tel: 01709 823437
Email: rob.pearce@rotherham.gov.uk

APPENDIX D – STAKEHOLDERS WHO HAVE CONTRIBUTED TO THIS STRATEGY

- Age Concern
- Bramall Construction
- Government Office Yorkshire and Humber
- Housing Corporation
- Morthyng Training Ltd
- Voluntary Action Rotherham
- Racial Equality Council
- Rotherham Metropolitan Borough Council Staff and Elected Members
- RMBC Social Inclusion Unit
- RMBC Supporting People
- Rotherham Metropolitan Borough Council Tenants and Leaseholders
- RMBC Tenant Strategy Policy Panel
- Rotherham and District Residential Landlords Forum
- Rotherham Community Partnerships
- Rotherham Community Safety Partnership
- Rotherham Community Transport
- Rotherham Estate Agents
- Rotherham Ethnic Monitoring Alliance (REMA)
- Rotherham Partnership
- Rotherham PCT
- Rotherham Registered Social Landlords
- Rotherham Women’s Refuge
- South Yorkshire Police
- Wates Construction
- Yorkshire Forward

By virtue of paragraph(s) 7, 8 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted