Housing and Neighborhood Services Environmental Management System

SCOPE

The operational scope of the Housing and Neighbourhood Services EMS is as below:

The Housing & Neighbourhood Service sits within the Place Portfolio of Sheffield City Council. Its primary role is providing affordable social housing and leaseholder services (to domestic properties).

The Housing & Neighbourhood Service is responsible for the management of 38,835 (as of 2016/17) council properties across the City. The Service is responsible for the upkeep and cleanliness of estates, tenancy management and re-housing, collection of rents and support services to vulnerable tenant groups. It also provides services to 2,300 leaseholders (domestic properties). It also contract manages capital investment programmes to its stock and management of day to day repairs. The service also takes a strategic role in facilitating the provision of new homes across all tenures within the city. The teams deliver these services from a number of buildings across the city although not all of these buildings are owned and controlled by the service.

Activities Directly in Scope

Investment and Repairs Service

Asset Management and Programme Works: Lead on asset management planning and strategy, building standards and capital programme management to deliver sustainable (LA) homes and neighbourhoods. This includes all work related to asbestos, stock condition and energy efficiency. The team identify, plan for, survey and deliver short and medium term programmes of work including demolition, heating programmes and adaptations.

Repairs Maintenance and Vacants: delivers the responsive repairs, void repairs and property marketing services. The team is responsible for working with our Insourced repairs service team to deliver high quality value for money repairs services with a high level of customer satisfaction. The team is responsible for repairs policy development and strategies, tenant and leaseholder engagement and contributes to setting Housing and Neighbourhood Asset Management plans.

HME: The Heating Mechanical and Electrical Team, has operational responsibility for delivering a responsive repairs service, testing/servicing programmes and several capital projects across the housing stock. This is done in partnership with colleagues elsewhere in the HNS, our insourcing contractor and several other contractors. The team is responsible for managing and monitoring budgets in excess of £25 million.

Leaseholder Services: Deliver the leasehold-related aspects of housing management. Their role includes all aspects of the council duties to Leaseholders including management of leases, management of major works and billing. In addition to this they are the first point of contact for Leaseholders for issues such as ASB, Debt Advice and complaints. They also undertake calculation and billing of service charges and statutory consultation.
**Estate and Environmental Services Team:** Responsible for strategy, policy, procedure and contract monitoring for waste management, estate services and open space maintenance; operational delivery of the garden maintenance service and chute (unblocking) service and Education and Enforcement project; owner and delivery of environmental management system.

**Housing Employability Project:** facilitates the apprenticeship and traineeship scheme for the Housing and Neighbourhood Service this includes recruitment, facilitating mentoring and funding.

**City Wide Housing Services**

**Accommodation and Support Service:** provide a high quality support and housing management service to customers in Temporary and Supported Accommodation, Furnished properties and at the two Gypsy Traveller sites.

**Housing Options and Advice Services:** offers advice and assistance in preventing homelessness. Where appropriate, assessments are carried out to refer customers into the Housing Support Pathway to match the customer to appropriate supported accommodation. Where ongoing work is required to prevent homelessness, or assess what duty is owed under the homeless legislation, an allocated caseworker will carry that out. Additional support can be provided by the Enhanced Housing Options Team to those with complex needs. Housing Solutions works closely with other agencies to prevent rough sleeping and identify appropriate housing options for those with the most complex needs.

**Rehousing:** the main functions of the team are;
- To provide a front line in person customer access point from the Sheffield Property Shop, which provides on line registration facilities, advice, information and support on rehousing and Choice Based Lettings.
- To maintain the Council’s Housing Register.
- To administer the Council’s Allocations Policy, offer clear advice, guidance and relevant training to all staff who use this on a regular basis.
- To provide an effective quality assurance framework to ensure that allocations services are compliant and provided consistently, efficiently and to a high standard.
- To work with the Council’s Housing Solutions team to develop and provide a range of housing options for vulnerable homeless customers
- To work with other social housing providers, private landlords and other agencies to promote and develop a range of housing options for customers.
- To manage the Priority assessment and award service and work with Neighbourhood Teams and other Council services to resolve complex housing issues.
- To promote and manage the mutual exchange service.
- To support the delivery and development of initiatives for downsizing and the release of larger properties for social housing.

**Older Persons Independent Living:** provides a housing management and supported housing service to residents living in 30 sheltered housing schemes across the city. The service provides a low level support and intervention to older people to enable them to access services, sustain their tenancies, maintain independence, encourage social inclusion and improve health and wellbeing.

**Strategic Housing & Regeneration Team** – Lead and co-ordinate strategic housing and policy, lead on research, using evidence to inform housing strategy and planning, market
intelligence and assessment, building relationships with strategic partners and funders and Neighbourhood planning, using market intelligence to help inform capital programmes.

### Neighbourhood Intervention and Support

**ASB and Community Safety:** co-ordinate a joined up and effective Anti-Social Behaviour and Community Safety Service for the city including:

- an effective response to ASB and crime and disorder issues; including managing serious and high risk vulnerability cases within the team, providing leadership and guidance to other teams and portfolios and maintaining and monitoring effective records in relation to the risk management of serious offenders, including representing SCC at MAPP meetings
- coordinating partner activity in priority areas
- lead on SCC activity to address Human Trafficking and Modern Slavery
- supporting the Safer and Sustainable Communities Partnership to meet it’s strategic objectives
- reducing the risk of vulnerable individuals being drawn into terrorist activity via Prevent

**Home Ownership & Revenues Unit (HORU) Plus Homes & Loans**

- Coordinate the sale of council properties under the Right to Buy scheme;
- provides a suite of business management services to all Housing related teams within the Place Portfolio which includes the raising and approving payment of purchase orders, ordering stationery and assisting with the administration and ordering of travel tickets;
- deals with the billing and collection of housing-related sundry debts – which includes monitoring recovery and liaising with our Central Debt Recovery Team and Legal Services.
- monitor and manage the Customer Accounts for district heating customers and
- work in partnership with 21 Local Authorities across Yorkshire and The Humber to provide a Regional Loans Service.

**Income Management and Financial Inclusion:** Collect rent and service charges, recover arrears, deliver financial inclusion and lead on mitigating the impact of Welfare Reforms, both on tenants and the Housing Revenue Account. IMU contribute directly to SCC Corporate Plan Priority of Tackling Poverty and Increasing Social Justice as well as contributing towards many of the other Corporate Business Plan priorities.

### Neighbourhood Services

**North Sheffield, Firth Park & Southey, Burngreave & Shiregreen, City & West, East Sheffield, South and SW Sheffield, SE Sheffield**

Housing management function at area level; responsibility for day to day management of housing estates which includes operational delivery of estate services, management of tenancies which includes rent arrears, anti-social behaviour, community engagement and rehousing delivered through the Housing Plus model.

**Direct Reports to HNS Director of Housing**

HRA Business Planning Team and Social Landlords Relationship Team
The Housing Business Planning Team:-
- Manages the governance / board structure which is the basis of communication and decision making for the Housing Revenue Account (HRA)
- Creates, tracks and maintains the yearly-updated HRA Business Plan
- Owns the design of the Stock Increase Programme
- Assists in the annual update of the 30-year HRA financial model.

The Social Landlords Relationship Team works closely with Housing Associations across Sheffield in order to help deliver our strategies and objectives, as well as working together to provide the best services for Sheffield’s tenants. Our essential areas of joint working with Housing Associations include:
- The provision of affordable housing
- Addressing and preventing homelessness
- Supporting vulnerable people
- Promoting financial inclusion
- Developing and maintaining community cohesion
- Community engagement
- Reducing anti-social behaviour and crime
- Protecting and enhancing the environment

Future of Council Housing Team – The Future of Council Housing Team supports the Housing and Neighbourhoods Service with a number of change projects to improve the services to tenants in the City. This includes supporting the service to deliver new initiatives such as Housing+ and supporting the Leadership to develop the future vision and shape of the service.

Engagement and Governance: The current role of the team includes providing advice, training and support to Tenants and Residents Associations: organising consultation events and activities. Work with area staff, officers, partners and the voluntary sector to deliver community engagement. Involve customers including, BME tenants, young tenants and other hard to reach groups in the Housing Service. Support the CHS Governance structure.

Tenancy Sustainment: to ensure consistent support and advice is provided to all teams in relation to Tenancy Management, Tenancy Sustainment, Housing Fraud and Safeguarding. The team support Neighbourhood and citywide housing teams to embed new ways of working, policies and procedures across the service. It also works across the wider Council, Statutory and Voluntary sector to develop partnerships to effectively integrate the delivery of relevant non-housing services to council housing tenants and their wider households.

Housing Growth Team – supports and facilitates delivery of the Council’s commitment of building 2,175 new homes (of which 725 are affordable) a year (Council’s Housing Strategy ‘Homes for All’). In our ‘Homes for All’ vision, we are planning for the long term to present a sustainable approach to housing growth by:

- Working in partnership across the city to facilitate the delivery of 2,175 new homes a year and coordinating the Council’s interventions to attract investment.
- Capitalising on the citywide investment programmes to provide homes for all to create distinct and prosperous neighbourhoods.
- Using a wide mix of measures to increase development capacity
In Scope (ability to influence only)

- Landlords of buildings occupied by the service; potential to influence energy, air conditioning and waste.
- City Wide Waste Service Provision by Veolia - Outsourced service/council citywide contract – very limited influence.
- In-sourced Repairs and Maintenance Service delivered by another directorate/portfolio – able to influence materials and target completion times.
- Procurement is managed through the Council. There are framework arrangements in place which have to be used but HNS has a high degree of influence on the specification and selection process of housing specific contracts.

Out of Scope

<table>
<thead>
<tr>
<th>Private Housing Standards</th>
<th>HNS – Neighbourhood Intervention and Support</th>
<th>Decision taken to keep out of scope for the current time due to resource availability. Will look to bring in scope at re-certification.</th>
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</thead>
<tbody>
<tr>
<td>IT provision</td>
<td>Capita – outsourced service</td>
<td>No direct control or influence</td>
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