Housing Market Renewal in Sheffield

Excellent Plans
Excellent Clients
Excellent Projects
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Excellent Plans, Excellent Clients, Excellent Projects

In 2002 the government launched the Housing Market Renewal (HMR) programme, a scheme which aimed to address issues of housing market decline. Sheffield was selected as a pathfinder area for this programme.

This presented Sheffield City Council with the opportunity to improve the experience of its existing and future residents. Specifically, the Council’s vision was to deliver neighbourhoods that people would want to live in because they provided good quality homes that matched resident needs; easy access to amenities and services; and well designed and maintained public spaces to relax in.

To achieve this vision, Sheffield City Council ensured that:

• the strategies and plans developed as a result of the HMR programme were rooted in the local communities that would benefit from them, and that these communities were able to become involved in the HMR projects in their area through a process of creative engagement

• capacity was built into projects to assert the value of good design, ensuring that both the community and Sheffield City Council acted as excellent clients for the design teams involved in the HMR projects

By implementing these safeguards, the Council was able to guarantee that the right projects were delivered in the right places, and that the projects met the aspirations of the original neighbourhood visions.

Building upon a strong history of partnership working, the direct contribution of partners to the strategies and delivery plans, developed by Sheffield City Council, was also vital to ensuring the quality of the projects and maximising the resources available to the city.
This Guide
Sheffield City Council has produced this guide to showcase the most innovative and successful HMR projects and share our learning with others who are interested in neighbourhood regeneration.

The guide is split into the three HMR themes: New Homes; Better Homes; and Better Neighbourhoods. Each of these themes is colour coded for ease of use.

The case studies summarise what the issues were that the projects were aiming to address; how these aims were achieved; and what the impact of delivering these projects has been.

Sheffield after Housing Market Renewal
Whilst the HMR programme formally ended in March 2011, regeneration continues apace in Sheffield. Details of the latest Sheffield regeneration projects can be found at: www.sheffield.gov.uk/regeneration
Larkin Grove

Project start and Completion:
2007 - 2011

HMR contribution: Staff time and expertise. Land receipt

What
The design and delivery of 35 new two, three and four bed high quality family homes just off Lindsay Road in Parson Cross, North Sheffield. 22 of the properties are available for intermediate rent, four for Home-buy, eight for social rent and one for the caretaker of the adjacent school.

Why
The Parson Cross masterplan identified that poor quality housing and an oversupply of certain types of housing stock had contributed to low demand and housing market weakness in this particular area of Sheffield.

The site of the new housing scheme was vacated by Holgate Meadows Community School in a land swap with an area of demolished housing just to the south of the site, which allowed a new school to be developed. The cleared site provided the opportunity to develop new housing that would contribute towards the aim of regenerating the area. These aims were to provide:
- A wider variety of homes to meet changing demand
- Aspirational homes, in terms of quality and tenure
- Sustainable Homes for the future
- A catalyst for the visual transformation of the area

How
The Council prepared a brief for the new housing scheme setting out the requirements and standards for the development. This was tendered to the Council’s Developer Panel and, following a competition, Great Places (formally Manchester Methodist Housing Association) were selected to develop the new scheme.

Unfortunately, this process coincided with a downturn in the housing market, which seriously affected the financial viability of developing a new high quality private housing scheme. The Council and Great Places worked in partnership to ensure that the scheme could still be delivered and were successful in a bid to the Homes and Communities Agency (HCA) that enabled the development to go ahead.

The constructor Frank Haslam Milan started on site in March 2010 and the scheme was completed in March 2011.
Achievements

• First Homezone in Sheffield
• First new housing scheme to be delivered within the Parson Cross HMR area
• Effective partnership between Great Places and SCC to secure the funding from HCA
• New public open space and wildflower meadow
• New property for the caretaker of Holgate Meadow Community School
• Children from the local Chaucer College were given the opportunity to rename the new road in the development, choosing the name Larkin Grove, after the poet, Philip Larkin.

Sustainability

All the properties are built to Code for Sustainable Homes Level 3 and include solar power technology, ultra efficient, top grade insulation and high spec double glazing. The scheme is designed to Secured by Design and Building for Life.

Commenting on the effect Larkin Grove has had on the immediate area, Stephen Porter, chief executive of Great Places Housing Group, said: “This exciting development meets an urgent need for high quality affordable family homes in the area and the Shared Ownership and Intermediate Rent schemes that were made available have given many people the chance to live in these fantastic homes. From a design perspective, the development is ground-breaking and unique both outside and in.”
Park Hill

Project start and Completion: 2003 – ONGOING
HMR contribution: £13.6m

What
A multi partnership project to remodel Park Hill flats making them more relevant for modern day living, while still respecting the grade 2* listed building status.

The first phase of development consists of 78 residential units, 52 for sale and 26 for social rent. The entire redevelopment will provide 634 units for sale, 200 for rent and 40 for shared ownership. The ground floor of Phase 1 will provide space for commercial units such as restaurants, bars and shops which will make Park Hill a destination to visit, as well as somewhere to live.

Why
Park Hill is an opportunity to create a gateway into the city. However, for several years the Park Hill estate experienced increasing decline, both in terms of building condition and the desirability of properties. There was also a general oversupply of Council housing in Sheffield.

When faced with the challenge of addressing the government’s Decent Homes agenda, it was obvious that the Council alone could not afford the £40m required to do the very basic refurbishment needed.

Therefore, a Strategic Partnership was set up in 2002 to identify a bespoke solution that would develop a sustainable future for the estate. English Partnerships undertook some initial due diligence work to establish that the project was viable.

English Partnerships (now part of the Homes and Communities Agency) and SCC then developed a market brief setting out the vision.

How
In conjunction with English Partnerships (the national regeneration agency now known as the Homes and Communities Agency), in 2003 we began to put together a vision for the future of Park Hill.

The aims of this vision were to create:

- A vibrant, mixed tenure estate with owner occupation, rented and affordable for sale properties, along with high quality retail and commercial premises
- A mixed tenure, multiple use transformation of Park Hill as a fashionable city centre address

In April 2004, Great Places Housing Group (formerly known as Manchester Methodist Housing Group) and Urban Splash were selected as registered social landlord and developer partner.

Given that there were 1000 flats at Park Hill, the process of rehousing residents was conducted in phases, the first of which was declared in December 2003, and the last being declared in May 2012.

Most of the funding will come from developer Urban Splash. However, the public sector will contribute the following:
• Transform South Yorkshire, the Government’s former Housing Market Renewal Agency, provided £13m to cover enabling costs, including: Homeless payments to residents; security; the demolition of non listed buildings; and contributions towards the gap funding needed to make the project viable.

• The Homes and Communities Agency (formerly English Partnerships and the Housing Corporation) is providing £14m for gap funding, £10m to provide 200 units for rent, and 40 for shared ownership. Great Places will also contribute £10m to this.

• English Heritage provided £0.5m for specialist concrete repairs.

Achievements

• 879 households rehoused on Park Hill
• Phase 1 handed over to developer
• Enveloping works completed to Phase 1
• Creation of an Amphitheatre in South Street Park which supports the regeneration of Park Hill and is the first phase of the overall Masterplan for Sheaf Valley Park.

Sustainability

The aim is to create a mixed use, mixed tenure development. The Marketing Suite for flats for sale on the open market launched in October 2011. The money raised from the sale of homes will help fund the continued redevelopment of the whole complex.

“The redevelopment of this iconic building is a key part of the regeneration of Sheffield, a vibrant city, undergoing a renaissance” Sir Bob Kerslake, Chief Executive Sheffield City Council 2004.
Shirecliffe New Housing

Project start and Completion: 2008-2011
Project Cost: £3.077m
Funding: LA new Build

What
The design and delivery of 27 new social rented homes (20 houses, seven apartments) over four cleared sites in Shirecliffe, including six bungalows for older people and a mixture of apartments and family homes.

Why
The Southey Owlerton masterplan identified that poor quality housing and an oversupply of certain types of housing stock had contributed to low demand and housing market weakness in this particular area of Sheffield. In 2003/4 Council housing stock of over 22 infill sites in Shirecliffe was cleared to provide an opportunity for developing aspirational housing the main aims of which were to:

- Provide a wider variety of homes to meet changing demand
- Provide aspirational homes, in terms of quality and tenure
- Provide Sustainable Homes for the future
- Act as a catalyst for a visual transformation of the area

How
A two staged approach to developing a number of the infill sites was initially envisaged with architects Stephenson Bell asked to develop designs for these plans. The brief for Stephenson Bell was to address housing market weakness in the area by introducing housing which was more desirable. To do this the masterplan envisaged introducing a mix of properties and tenures to meet the varied demand of local people. High quality design, build standards and levels of energy efficiency were specified to make the properties more appealing and increase demand in the area. Although managed by the Council, construction of the properties was undertaken by Henry Boot.

Achievements

- RIBA National Housing Design Award- Winner July 2010
- National 'Green Apple' Award' - Winner 2011
- Constructors Scheme- Gold Award Winner and Runner Up for the most considerate site in the UK 2011
- Sheffield Business Awards- Environmental Award- Highly Commended 2011
- RICS Pro-Yorkshire 'Sustainability Award'- Nomination 2011
• Good relationships established between all parties
• Project has achieved design, build quality and standard set originally.
• Existing and new residents happy and positive.

**Sustainability**

Of the 27 new homes on the scheme, all have been built to Code for Sustainable Homes, with 26 built to Level 4 and one built to level 5. 20 Lifetimes Homes, and six Mobility Homes (bungalows), have also been built. In addition, all the homes adhere to the following building standards:

• Secured By Design
• Considerate Constructors Scheme
• CABE Enabling
• Building for Life
• Urban Design Compendium

Tracy Marsh, one of the new tenants was delighted to collect her keys. “I absolutely love my new apartment. I’ve been looking for my own place for a while, and getting this place has meant I can finally move out of my mum’s. I smile every time I come home...It feels like a holiday apartment because of the huge windows, and I’m so proud when my friends and family come round.” Sheffield Star, 14 June 2011
Relocation Appreciation Loans in Arbourthorne

Project start and Completion: 2005 - 2010
Cost: £654,900

What
A secured loan offered to homeowners in many housing market renewal areas to help them buy a new property on the open market if their existing home is being repurchased by the Council for demolition.

Why
Phase 1 of a regeneration programme in Arbourthorne had a mixture of tenants in social rented housing and private owners. While a rehousing priority enabled both tenants and home owners to move into other council accommodation it disadvantaged homeowners that did not want to rent. The value of non traditional homes in Arbourthorne was much lower than similar sized properties in other Sheffield Neighbourhoods. Although the Council were offering the market value to buy these properties, this was not enough for home owners to buy elsewhere and they would therefore be disadvantaged by the regeneration programme.

The Relocation Appreciation Loan helped bridge the gap between the value of owners’ current homes and the cost of new homes on the open market.

How
Home owners in declared phases were visited by the regeneration team to discuss their rehousing options. If interested in the loan, a follow up appointment was made once the home owner had agreed a sale price with the Council and found another property to buy. This was led by a member of the Homes and Loans team.

There are no set repayment terms or monthly payments. The loan is repaid only if the property is sold, the owners move into long term care/sheltered accommodation or when the owners die.

Increasing choice and promoting equality of opportunity through financial assistance.
Achievements

• 11 homeowners took the option of a Relocation Appreciation Loan in phase 1 of Arbourthorne Fields Redevelopment
• Positive feedback from homeowners
• Customer Excellence Award.
• Homeowners could still own property in Sheffield rather than rent
• Homeowners had a choice of location and house type to suit their needs

• Homeowners were able to move relatively quickly therefore not slowing down the rehousing process

Sustainability

In the long term, the money from the repayment of loans will be invested in social housing in Sheffield. If the loan was worth 40% of a property price when it was purchased, 40% of the value at the point of sale would be repaid.

“The relocation loan was a god send and enabled us to buy a newer property on the open market. Being in our later years and not so able bodied, a newer house with less on going maintenance was ideal”.

“We think the loan is excellent”…”not having to pay the loan back until we sell the house, keeps our investment safe”

An Arbourthorne home owner from phase 1c of the programme
Long Acre View

Project start and Completion:
April 2010 - June 2011

Cost: £406,000

What

The refurbishment of day units at the traveller site at Long Acre View, one of only two traveller sites in the city.

Why

The site was failing and unpopular. The day units were not up to Decent Homes standard and were in need of new kitchen and bathroom facilities. Having vacant units on site meant a loss of revenue for the Council.

How

We became an essential go-between, communicating with the resident traveller community, Sheffield Homes (the site landlord) and the contractor.

The original brief used a standard caravan size and the latest health and safety regulations to design the layout and day units on the site. However, it soon became clear that the data used did not reflect how the traveller community wanted to use the site. We were able to translate each stakeholder’s priorities and broker compromises between them. This flexible working and customer focused approach helped make the site a popular location which met the needs of travellers.

Achievements

• The site is now fully occupied
• All 14 day units have been refurbished
• Sheffield City Council and Sheffield Homes staff have a better understanding of the cultural and economic needs of travellers
• There is an improved, more trusting relationship between Sheffield Homes and residents.
Sustainability

The Council now has a better understanding of the needs of site users and has been able to amend specifications to better serve the customers’ needs.

“[A resident] told us that she didn’t think anyone would ever leave the site, things are so good now. Another resident volunteered that conditions were the best she’d ever had and when asked what we could learn about the refurbishment and the way things have gone, she said nothing- it was perfect.”

Home Owners Maintenance and Advice Scheme

Project start and Completion: 2005-2006
Cost: £1,289,782

What
A scheme originally piloted in Darnall to encourage home owners to maintain their properties.

Why
The scheme was designed to help protect the investment the Council had already made in Darnall on facelift and envelope work at the start of the 1990s.

How
We invested time and resources, door-knocking and leafleting home owners in Darnall and then visited everyone interested in the scheme. A surveyor was then contracted to identify any external maintenance work and give the homeowner an idea of what they should prioritise first. Although a small financial award was given to the homeowners to enable them to buy materials, DIY classes were also held using the local B&Q to give the homeowners some skills to carry out work themselves. These were free to owner occupiers in the area and included practical lessons on pointing, plastering, plumbing, tiling, fencing and paving. To ensure the classes were accessible, we also provided translators and crèche facilities as well as male and female tutors.

The council encouraged local builders to join the scheme and recommended them if they could offer a 12 month warranty and carry out the work to a good standard. This was checked by the surveyor and signed off at completion by the homeowner and Council.

Achievements
• 560 properties had work carried out in Darnall
• 59% of the 560 owners added their own financial contribution on top of their allowance
• Home owners were given the skills and knowledge to manage their own home repairs
• Employment for local builders
• Owners continued to maintain their home

The commitment of the Council and home owners to working together helped keep the neighbourhood safe, well managed and attractive. People valued their homes and took responsibility to maintain them.
Sustainability

A guidance booklet was produced and given to the homeowner at the completion of works visit. This contained information regarding annual property maintenance, guidance on choosing a builder, useful organisations/agencies, financial information and practical advice on DIY safety.

The programme was rolled out in the Arbourthorne neighbourhood in 2006 following the success in Darnall.

“Our investment in practical workshops and advice sessions for home owners enabled them to access expertise and make confident decisions about the long term maintenance of their homes” Amanda James, Assistant Regeneration Manager
Page Hall Showcase Refurbishment

Project start and Completion: April 2006-March 2011
Cost: £2,317,013

What
33 properties brought up to Decent Homes standards, with some properties transformed into showcase to demonstrate what private owners could achieve in their own properties. These showcase homes were refurbished according to three ‘themes’:

- The eco terrace: making traditional homes energy efficient
- The 21st Century terrace: modern loft style living created by knocking out the internal walls
- Twice the terrace: two three-bedroom houses knocked together to make one larger property

Why
The Page Hall masterplan identified a poorly performing housing market in Page Hall. Specifically, there was the perception that these small, straight to street terraces did not offer the flexibility to adapt to changing lifestyles. Consequently, it was important to provide existing residents and potential buyers with the opportunity to visualise what could be achieved with the homes.

How
A competition was held for architects to submit plans according to themes referenced above. A judging panel then assessed the designs against this criteria and a winning design was chosen. The design was further then refined by the City Council’s Architects Team. Kier LLP were contracted to carry out the work.

Achievements
- Collaborative work with the Energy Saving Trust and the Building Research Establishment on the Eco-Terrace which now provides a national case study on refurbishing older properties
- Training opportunities provided to help local residents acquire the knowledge and skills to carry out basic DIY and construction tasks in their own homes.
- A DVD chronicling the progress of the project provided
- A service of publicity events held
- Local and trade press articles published

The Eco-terrace involved the eco refurbishment of a 1900 solid walled terraced dwelling. Prime considerations were that it could easily be replicated, economic, maintaining living space and environmental performance. By meeting these aims we gained a knowledge of practical refurbishment and an understanding of financial barriers and opportunities in a tight cost framework.
Sustainability

A series of open days for local tradespeople, residents, housing professionals and other local authorities were held to share the learning from this project and inspire change. This was supported with a series of publicity events, a DVD chronicling the progress of the project and trade/press articles, referenced above.

“We were able to demonstrate how Victorian terraces could be adapted to suit different lifestyles for modern living” Amanda James, Assistant Regeneration Manager.
Landlords for Excellence Programme (LLFE)

Project start and Completion: 2004 – March 2010
Cost: £30,000

What
Developed in conjunction with Sheffield Hallam University, LLFE is a nationally recognised training course for landlords. Covering a range of topics from law, marketing and surveying skills, the course equipped landlords with the necessary skills and knowledge to provide and manage quality accommodation.

Why
Private Sector Housing Services has responsibility for the control and regulation of private rented accommodation. In an attempt to broaden their traditional enforcement role, the 3E approach of Encouragement, Education and Enforcement was adopted. This reflected the outline principles of the recently adopted Enforcement protocol. In short, the LLFE was introduced to provide a cutting edge to the education and encouragement elements of the 3E framework.

How
The course provided a means to:
- Explain and justify how Private Sector Housing market their properties
- Identify the factors which need to be considered when setting rents for private sector properties
- Develop and understand the legal framework for letting properties and the ability to analyse the agreements which Private Sector Housing use
- Identify the issues around managing tenants in a culturally diverse sector
- Illustrate the powers Private Sector Housing have to deal with tenants who behave improperly and what other services can support them with dealing with this
- Understand the legal standards which apply to the maintenance and safety of residential properties
- Prepare a strategy for maintaining their properties

The programme promoted and celebrated good practice, enabling landlords to see the benefits for their business while providing a better managed service for their tenants.
**Achievements**

- Approximately 340 successful graduates completed the course.
- Feedback from the course was extremely favourable, clearly indicating that the majority of landlords had improved their properties and general management as a result of the course.
- The course acted as a recruitment platform for the Council’s voluntary landlord scheme (the Sheffield Responsible Landlord Scheme).

**Sustainability**

Whilst no longer funded it was felt by participants that the course was instrumental in helping to improve relations with the private rented sector in general.

Where possible we have taken every opportunity to continue with landlord training following a format not dissimilar to LLFE. Recent training has included the following, all delivered in conjunction with the national landlord association with whom the council enjoys an excellent working relationship:

- One day sessions at St Mary’s church (2011)
- One day session in Page Hall

The course was awarded a Green Gown Award, which recognises exceptional initiatives being undertaken by universities and colleges across the UK to become more sustainable. In the Times Educational Supplement, September 2009, Martin Ince wrote:

*"The judges felt Landlords for Excellence was an innovative approach to a significant environmental and social issue that engages a hard-to-reach group effectively."*

*"It helps landlords reduce the blight and mess associated with much private rented accommodation, including student housing. As well as green issues, it teaches them about substance abuse, fire safety and marketing. For the university, there have been several benefits including a better relationship with the local community. It has also built links between the university and bodies such as the city council, the police and organisations representing the local black community."*
Chaucer District Centre

Project start and Completion: 2004-2013
HMR contribution: £323,567

What
An ambitious regeneration programme to improve access to shops and services in response to a need identified by the community in Southev Owlerton. Sheffield City Council has worked with partners to develop the area around Chaucer Business and Enterprise College and Buchanan Road shops to create a new district centre which will include:

- an ASDA supermarket
- a Library Learning Centre (to be called the Learning Zone)
- a public square
- a health centre
- retail and residential units

Why
As part of the Neighbourhood Strategies and Masterplanning for the Southev Owlerton area local people identified that there was poor access to shops and good quality public services (for example, library, health services) in their area.

How
Following public feedback, a ‘centres strategy’ and feasibility study was compiled for Southev Owlerton. An integral aspect of this strategy was the creation of a district centre to serve the whole area.

Whilst we led the programme, extensive partner involvement has been vital to support land assembly, cash flow, complex funding packages, stakeholder management and community engagement.

Library Learning Centre
The need for this facility was initially championed by local people following the closure of an adult and community learning facility in the area. The new building is home to a district library, a housing office, classrooms and community space. The distinctive design is by internationally renowned architects Schmidt Hammer Lassen, who won a competition led by English Partnerships (now the Homes and Communities Agency) to design the library learning centre and public square.
Supermarket

The centres strategy in 2004 concluded that there was capacity in the area to support a supermarket of a limited size and not detract from local businesses. It was also seen as crucial that for the new district centre to be successful it needed a supermarket to be an 'anchor' to generate a large amount of footfall to support the other uses in the centre. ASDA won a competition in 2009 to build a new supermarket that also linked into wider regeneration issues in the area such as providing training and employment for local people. Regeneration and Planning colleagues combined their expertise to write a brief and run a competition to secure the kind of development that was needed for the future sustainability of the district centre.

Retail and Residential Units

To ensure that this district centre has activity at all time of day and night the vision is to include a block of residential and commercial units.

Public Square

The public space at the physical heart of the new centre is the part of the programme that binds all the other elements together. Funding was set aside to kick start a series of community activities in the space throughout the year to ensure that people used and enjoyed the new facilities. Incorporating the principles of the Creative Places Programme [add link] has meant that there are unique artistic features in the new public square and creative community engagement to help people connect with the space.

Health Centre

NHS Sheffield is working on plans for a state of the art health centre. Several local general practices are earmarked to join the development. The vision is to offer a range of health services in a modern building with excellent equipment. This range of facilities will relieve pressure on the main hospitals in Sheffield and shorten the distance patients need to travel.

Learning Disabilities Resource Centre

Sheffield City Council's Joint Learning Disabilities Service is developing plans for a resource centre with multi-purpose rooms and office space, employment based training activities and facilities for people with learning disabilities.
Achievements

- A new high quality district centre where one did not previously exist
- A legacy of multi-agency working that can facilitate ongoing regeneration in the area
- The linking of a large employer to local employment schemes
- Creative community activities embedded in the area
- High quality public realm linked to the sustainable maintenance of the Liveability programme
- Purpose built community facilities for 21st Century needs

Sustainability

This programme was a key element in making the Southey Owleron neighbourhood sustainable and strengthening the housing market in the area by providing services and facilities people need, and which are desirable to live near to. Having all these facilities clustered together also means that it is much easier for people to walk or use public transport to access services, rather than being reliant on car travel.

‘The new Chaucer Centre will help raise local people’s aspirations and pride in the area as well as providing training and employment opportunities’ the Learning Zone and public square, in particular, have been really popular with local people and having SOAR, libraries and Sheffield Homes services in one building provides a much more comprehensive service for residents’. Sarah Larssen, SOAR
City Road Placemaking

Project start and Completion: 2008 - 2011
Cost: £540,741

What
A series of five public realm improvements along a key transport corridor into the city centre. In addition to providing a key route in and out of the City centre, City Road also runs through five regeneration neighbourhoods, all of which contain underused but striking examples of natural beauty.

Why
Despite being one of the most important transport routes in Sheffield, City Road had been seen as more of a place to go through, rather than somewhere to stop off and appreciate. The masterplan aim was to balance the role of the area as a movement corridor, with the need to establish effective hubs of activity that would create a lively and characterful area.

This programme was also an opportunity to improve the physical quality of the area and improve perceptions of a part of the city that is aiming to attract future investment.

How
Once the masterplan principles had been agreed, detailed delivery plans needed to be established. The City Road Placemaking programme continued the masterplan ethos of keeping local people at the heart of the plans. However, after a sustained period of community consultation, it was necessary to change the approach to reach more people and to continue to enthuse people who had been involved for a long time. Using the learning from the Creative Places programme (a programme of embedding creativity in regeneration) an artist was therefore employed to creatively engage with, and reach more people than traditional community engagement methods. This took the form of an artist with a mobile writing bureau being wheeled up and down City Road, collecting people’s memories, stories, visions for the future and mapping people’s personal journeys. Over 400 people were engaged with on the street – considerably more than if conventional methods have been used. This information was fed into two design workshops made up of the design team and local stakeholders. These two, day-long workshops were used to challenge and refine design ideas that would form the basis for project delivery. This process produced more projects than could be delivered at the time but a first phase was put into action and the early involvement of partners means that there is a
desire in the area to deliver further phases when funding becomes available. Projects were immediately taken forward by the client and design team into delivery. The projects are: buildings; and contributions towards the gap funding needed to make the project viable.

- The Homes and Communities Agency (formerly English Partnerships and the Housing Corporation) is providing £14m for gap funding, £10m to provide 200 units for rent, and 40 for shared ownership. Great Places will also contribute £10m to this.
- English Heritage provided £0.5m for specialist concrete repairs.

**City Road Cemetery Entrance**

This is one of the most important landmarks and public places in the city, however, the frontage had become a car forecourt, which did not enhance or complement the listed building. Correcting this was sited as a top priority with local people in the consultation, despite not having been identified in the masterplanning process.

**Manor Fields Gateway**

This picturesque park, with a beautiful natural landscape was hidden from view as it had no frontage onto the main road and was therefore underused. The Council purchased some land from a former pub to create a striking gateway that dramatically increased the visibility of the park.

A partnership with local social enterprise Green Estate will ensure that this space is maintained to a high standard into the future.

**Edenhall Road and Windy House Lane gennells**

These gennells are highly visible from City Road and used by a lot of local people but were in need of some attention to create better quality public spaces. Local horticulture apprentices will maintain these spaces.

**Manor Top Library Garden**

Previously underused, the garden is now an oasis in this busy district centre, having been entirely re-landscaped and with benches, a centre-point sculpture and a herb garden added, from which people are encouraged to plant and take herbs grown in the garden to eat. This latter feature has created a key link to the healthy living agenda, while the project as a whole has promoted the library as a public service access point.

**Stone markers**

A team of three artists were appointed to complete stone markers for all of the projects to have a common theme that linked them together, be a focus for community engagement and also form the basis of a walking route to link to the healthy living agenda and attract visitors to the area.
Walking map
Linked to the community engagement work of the project this map was produced to encourage people to discover the hidden gems of City Road and support the health promotion work in the area.

Achievements
- High quality physical improvements along the length of City Road
- Enhanced environment for residents
- Improved gateway to the city for visitors and commuters
- Exciting engagement activity with local people
- Positive press coverage
- Improved perception of City Road (reflected in questionnaires)

Sustainability
A key element in the physical changes leading to a long-lasting improvement are the links established with local people, and the work of partner organisations. For example, the new gateway to Manor Fields Park has been used as a catalyst to set up a Friends of Group to fund-raise and work to engage more local people in the park. Volunteers from Action for Employment and local horticultural apprentices from Green Estate will develop skills by being involved in looking after the improved spaces; and local people interested in improving their health can join in walks and healthy eating sessions with Manor Castle Development Trust, which use the new spaces.

Diane Cairns, of Manor Castle Development Trust, reflected on a recent health walk: “The group were very impressed and they were glad that they added the cemetery entrance onto our usual health walk around Manor Fields Park.”
Journeys to Hidden Places

Project start and Completion: Nov 2008 – July 2011
Project Cost: £350,000

What
A community focused creative art programme in the Firth Park and Wincobank areas of Sheffield. It was made up of 11 different art projects that were funded by Housing Market Renewal.

Why
The Journeys to Hidden Places project aimed to breathe new life into some of the under-used spaces in the area; improve links; encourage community participation; create a sense of place and ownership; and enhance the perception of the area. Through creative workshops, summer festivals, work with community centres, friends of groups and local schools, the Journeys to Hidden Places programme created imaginative art works that can be explored, used and admired by all.

For Firth Park the primary focus was to establish a strong and successful central community focus to the neighbourhood and improve pedestrian access to it. In particular, the aim was to consider the centre, key routes and destinations within Firth Park. For Wincobank, the main focus was to reinforce the centre and improve the pedestrian links and connections throughout the area.

The aspiration was to deliver the full masterplans, however, initial cost estimates required in excess of £30 million investment to achieve this. Therefore, a project needed to be defined that could meet some of the aims of the masterplan and start to deliver improvements to the area, whilst recognising the funding available.

How
• Through consultation with local communities, Neighbourhood Strategies for Firth Park and Wincobank were produced and approved by Cabinet in 2008
• Through collaborative working between Sheffield City Council, a team of artists (Y SO?) and local communities
• The artists, Y SO?, developed a strategy for the 11 different art projects
• The artists carried out numerous engagement events in the areas, using a number of tools, activities and techniques in order to ensure a broad cross section of the communities were involved
• All of the projects were made relevant to the place that they

Using public art and street scene improvements, the project has created distinctive and popular neighbourhoods that people want to live in and visit. The programme of work helped foster a greater sense of community and involvement in some areas while helping shift negative perceptions of others.
were located in, whether this was based upon the history of the area, or a key local figure.

- The artists employed sub-contractors to manufacture and install the art projects to the highest of standards.

**Achievements**

- Improvements to the most underused spaces in Firth Park and Wincobank.
- Improved ownership and pride in the projects by local people.
- Creation of local landmarks.
- A catalyst for further improvements: a community orchard has been developed next to Brendan’s Glove garden.

- Key aims of the masterplan have been realised and achieved through a relatively small budget.
- The production of a leaflet that celebrates all of the art projects and provides a map so people can devise their own walks to visit all of the projects.

**Sustainability**

- Through community consultation it is hoped that local people will continue to help look after and maintain the projects for years to come.
- A maintenance budget will ensure that the projects look as good in 10 years time as they do now.

__Bridget Ingle: “...the less sensational, but far more powerful story of the Journeys to Hidden Places project is the way it is changing attitudes, fostering community cohesion and transforming community spaces. And that is priceless”. (The Star, 2011)__
Liveability

Project start and Completion:
2004 - 2010

Cost: £400k

What
Liveability was a project that took place in the Southey Owerton area of Sheffield which covers around a tenth of the City’s population. The purpose of the Liveability pilot in Sheffield was to create places where people wanted to live and work. There were two ways in which this was achieved. Firstly, by providing capital funding to either transform or create new public spaces, completed through the Park City project and, secondly, to improve service delivery by using a new approach to management and maintenance of these spaces. The project was to task or align services which deliver public realm maintenance to meet the needs of the local community.

Why
Historically, cleaner greener and safer services have been delivered by different providers, on different pieces of land, according to land management responsibility. This has led to different standards and confusion about what can be expected and how to access services. It has also made it difficult for the community to engage with service providers in any strategic way. The aim of the Liveability project was to deliver a service that was consistent and delivered a service that made sense to the customer, and not what suited the provider delivering the maintenance.

How
There were three key elements needed to deliver the service. These were:

Community priorities – This was undertaken using a variety of consultation techniques including: attending festivals; commissioning area surveys; and working with schools, allowing the team to map out what the community priorities were and direct resources to these sites. The team also used information from the neighbourhood strategies about the perception of the maintenance in the neighbourhoods to prioritise what the issues were. Liveability facilitated a monthly residents meeting to discuss strategic direction and respond to community priorities.

Independent monitoring – Maintenance standards were created for all service providers to follow in order to give a consistent service to customers. These standards have been identified in the Sheffield Green Open Space Strategy (GOSS) and named the Sheffield Standards. These Standards are a moderated version of...
of the Green flag standards which are recognised nationally. Liveability, acting as client, then independently monitored the maintenance standards in Southey and Owlerton against the Sheffield standards to ensure they were being consistently met.

**Integrating services** - The liveability manager had the responsibility of tasking a variety of services who deliver public realm maintenance to meet the community priorities.

**Achievements**

- Higher maintenance standards – consistently improved performance against Sheffield Standards and the area looking and feeling managed. This is evidenced through the independent client monitoring
- Higher customer satisfaction, year on year through satisfaction survey results
- More responsive services and customers more engaged as a result.
- Operational staff more motivated with a focus on place rather than task
- Capital investment protected and repairs and vandalism tackled quickly
- Opportunities for social enterprise and volunteers created
- Integrated services co-located at Knutton Road depot delivering a single cleaner greener service
- Widespread engagement giving choice and voice to local communities
**Sustainability**

The legacy of the Liveability project will live on through a larger project which has been commissioned. The Sheffield Executive Board and Cabinet have agreed that Community Assembly areas should be encouraged to progress their ideas for community budget pilots at a more local level. In the North East Community Assembly, a pilot around cleaner, greener, safer services has been commissioned. The reason for this is:

- Half of the community priorities identified in the community plan relate to the cleaner greener safer agenda.
- The area already has a structure for developing integrated services through the Liveability pilot, which has taken place in the Southey and Owlerton area, and has in place the infrastructure and the relationships needed to deliver a community-based approach to public realm service delivery, based on community governance and commissioning.

"The project has had a real positive impact on the area and bought up the standard significantly. It no longer feels like a council estate with piles of rubbish and overgrown bushes/land – but a homely place that residents feel proud of."

(A Foxhill resident)
Southey Owlerton Streetscene

Project start and Completion: 2006 - 2009
Cost: £3,500,000 (total for 4 projects)

What
A series of high quality public realm improvements to four key local centres (Herries Rd, Shirecliffe Rd, Longley Avenue and Margetson Crescent) identified in the Southey Owlerton masterplan. The improvements included restructuring and surfacing the parking and pedestrian areas; new trees; street lighting; and street furniture.

The schemes provided visible evidence that the regeneration of Southey Owlerton was under way; kick-started other redevelopment projects in the locality; and provided a precedent for future streetscape enhancement projects.

Why
The condition and appearance of the streetscape emerged as a major theme within the Neighbourhood Strategies for Southey Owlerton. Community concerns about the poor state of verges, parking problems and the look of the streets throughout the area highlighted a general dissatisfaction with the external environment as a whole.

As part of the regeneration it was essential that investment was made in the local centres and their importance to the viability of the areas recognised. The aim was that the streetscene proposals, through the quality of their design and implementation, would not only aesthetically improve the external environment but also change external perceptions of the area and attract inward investment into Southey Owlerton.

How
A streetscene report identified the main issues, opportunities and areas for investment. This was then taken forward into specific design proposals and delivery in partnership with Whitelaw Turkinton landscape architects, who were responsible for drawing out and emphasising the different characters of the whole area through different treatments to street types and local centres.

The Council’s in-house highways department, Streetforce, were responsible for the detailed design and constructing the streetscene improvements in each of the areas.

By demonstrating a commitment to the physical appearance of the local centres, the Council encouraged inward economic investment, helping to promote local businesses and improve resources for local communities.
Achievements

• Better accessibility
• High quality improvements matching those of the City Centre.
• Streetscene improvements complimenting other regeneration schemes, such as new community centres, green space improvements, new homes and other highways works.
• Direct investment by traders in their own shops
• Positive feedback from both local traders and users of the centres

Sustainability

The physical improvements updated the look and function of the centres, in turn encouraging more people to use them. The results of the investment fostered an increased sense of local pride and revitalised the local centres.

'The improved Herries Road shops gives a high quality gateway to the Shirecliffe and Longley neighbourhoods. The quality of the design and work has been complimented by everyone from shoppers to highways engineers and gives a good impression of the area to the many commuters who use this busy road. It also provides easier and safer access to the local centre for people who found the old lay out a challenge to safely navigate.'

Alex Shilkoff, Assistant Regeneration Manager
Park City

Project start and Completion: 2004-2008

Cost: £3 million Liveability funding

What

Park City was a project aimed at developing green and open spaces in the Southey and Owlerton area as a backdrop to improve the housing market. Capital improvements were made to parks including:

- Busk Meadow Park, Shirecliffe
- Colley Park, New Parson Cross
- Cookson Park, Southey
- Longley Four Greens, Longley
- Longley Park, Longley
- Middlewood Park, Hillsborough
- Wolfe Road Park, Fox Hill
- Foxhill Park, Foxhill

There were also capital improvements made to more naturalistic and informal spaces that link the parks and provide the basis of walks across the area. This included work to:

- Maggie Fields, Southey
- Southey Hill, Parson Cross

In addition, a Masterplan was commissioned for the area’s largest park, Parson Cross Park, which, when implemented, will result in capital improvements to make it the flag ship park in North Sheffield.

Why

Consultation with local people resulted in the production of the Southey and Owlerton neighbourhood strategy. Within the strategy it was highlighted that improvements were needed to make the most of the network of green and open spaces in the area. Much of the open spaces consisted of swathes of underused playing fields and mown grass.

At the same time, widespread demolition of underused, not fit for purpose Council housing was demolished in the area, to be replaced by new properties which met the needs of the housing market; had a high quality design; and which would change the character of the neighbourhood, which is made up of 15,000 inter war style council housing. It was established that an area with an infrastructure of well developed parks and open spaces would enhance the development opportunities on the demolition sites.
**How**

The aim of the regeneration team was to ensure projects included extensive community engagement, with the aim of local people taking stewardship of the site in the long term.

In order to do this and get the best results many methods were used through a variety of stakeholders including Southey Owleton Area Regeneration (SOAR), the Council’s Parks & Countryside service and Sheffield Wildlife Trust.

The process was supported by CABE, who, with HMR money, funded a panel of enablers to help each Friends group write a design brief, appoint designers and oversee the design process. The Council then worked with local members, local people and SOAR to deliver these improvements across the area.

A range of designers were appointed for the 8 green spaces that have been improved. Architects were then commissioned to lead on the design and work with communities to implement their ideas.

As the parks’ predominant users are children and young people, it was important to ensure that the facilities to be installed would meet the needs of the younger audiences and, therefore, that effective consultation took place with them to shape the facilities.

**Achievements**

- Transformation of open neglected spaces into well used Parks
- High quality physical improvements to parks and green spaces across 5 neighbourhoods
- Enhanced environment for residents
- Improved neighbourhood facilities to attract housing developments
- Community engagement took place on a wide scale to develop a fit for purpose park, and encourage community ownership
- Cookson Park winning the Beacon design awards
- A varied collection of spaces, each distinctive to its neighbourhood
Sustainability

The project delivered 8 new or refurbished parks and the development of 2 naturalistic sites. This has resulted in benefits such as:

- Better opportunities for play
- Increased social interaction
- Improved health through physical activity
- Improved wellbeing

In some cases, the improvements have also included drainage solutions, specifically, the usage of Sustainable Urban Drainage Systems (SUDS).

In addition, many new trees, shrubs and plants have been added, contributing to the bio-diversity of the area.

The improvements have resulted in the parks being used by young people through organised events. These include: session work delivered through Activity Sheffield; usage by sports clubs, including football teams and cycling speedway club; and projects around public art, including creative street art.

"The improvements to the parks and open spaces have acted as a catalyst for further regeneration work to build upon. Not only are the improvements benefiting the local community but they have given sports clubs and youth workers the platform to deliver their sessions resulting in a more varied programme of activities for local people to participate in."

Dean Fearon, Commissioning Manager, Sheffield City Council
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