

# **A fresh start for housing IN Salford**

**A strategic framework**

# Overview from Councillor Peter Connor, Lead Member for Housing

## A fresh start

This is Salford's strategic framework for housing for the future. This document is aimed mainly at partners and informed stakeholders. It is the beginning of an inclusive dialogue and we welcome your input. In the months ahead we will produce more specific information aimed at wider audiences, in order to enable all our customers to provide us with their views.

This is a fresh start and whilst we are still learning from the past, we are also looking at future opportunities for the housing service in Salford.

## Responding to change

The housing world is changing. Customers want and deserve better choices and quality homes. Our services and strategies will be changed to meet these challenges.

Our plans for the future of housing and our local communities will be based on the following principles.

- Customers will always come first.
- Providing a wider choice of housing options forms the backbone of our strategy.

• Quality housing through excellent performance will be a fundamental right for our communities.

The publication of this document signifies a change in direction for Housing Services in Salford. It marks the start of an ambitious new future.

We will be adapting our services in order to respond to changes in policy and priorities from the government.

## Achieving quality – "fit for purpose"

Our new framework will enable us to produce "fit for purpose" housing strategies and business plans for the city.

"Fit for purpose" means that we have an effective housing strategy, share information, work with partners and involve all stakeholders.

## Seizing our opportunities

Our investment strategy will take us towards meeting the government's decent homes standard.

To help us with this challenge, we have a number of exciting opportunities to improve housing in the city:

- Investment in central Salford has been secured through the Housing Market Renewal Fund.
- We are developing supported housing strategies for people who need packages of support to help to be able to live independently, with the Supporting People programme.

We now ask you to read our document. This Framework invites partners and residents to become involved in developing our housing strategy. You can help us to make our plans be truly fit for purpose by talking to us.



Lead Member for Housing,  
Salford City Council

# Contents

<b>A starting point</b>	<b>4</b>
Principles	5
The current housing position	6
Council owned homes	8
Housing Association owned homes	10
Privately owned homes – rented and owner-occupied	11
Homes and housing support for vulnerable residents	12
New homes and choice	14
The bigger picture	16
<b>Where do we go from here?</b>	<b>18</b>
Salford's housing partnership	19
Salford's housing services	20
Strategic, enabling and operational services	22
Stakeholder and customer involvement in strategy development	25
<b>Where do you fit in?</b>	<b>26</b>
Your opportunity	28
Where you fit diagram	30



# A starting point

**We need to talk to people who live and work in Salford (our stakeholders) to identify housing issues and to develop effective and long lasting solutions to meet the needs and aspirations of residents, now and in the future. This will be our 'fit for purpose' housing strategy.**

Before we can do this we need to acknowledge:

- ❖ The housing situation in Salford now;
- ❖ The issues and challenges we face;
- ❖ The lessons to be learnt from previous mistakes;
- ❖ And the successes that we should build upon.

This document paints a broad picture of the situation, as we understand it.

More importantly, this document also proposes a process through which stakeholders can meaningfully contribute; to add to our understanding of housing issues in the city and to become involved in setting priorities and decision-making.

This document sets the scene for a new beginning for Salford, a 'strategic framework'... A 'fresh start'.

## Principles

We need to understand and agree common principles that will underpin the development and delivery of housing services in Salford.

As a starting point our principles are: -

- ❖ **Customers** come first
- ❖ **Choices** for all
- ❖ **Performance** excellence throughout the whole housing system



# The current housing position

There is real opportunity for positive change in Salford's housing, neighbourhoods and communities.



## Performance

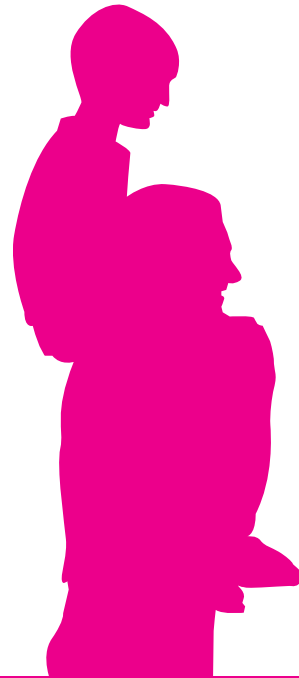
The council with our partners have already secured significant resources to deliver some solutions. We acknowledge, however, that there is still work to be done, particularly addressing issues identified in the recent Comprehensive Performance Assessment ('weak' rating), the last assessment of our Housing Strategy (below average) and in the Best Value Inspection of the Housing Department undertaken last year (Nil Star – Promising Prospects).

The information and proposals for change within this document are intended as evidence of our commitment to strategic leadership and focus, incorporating effective performance management of the whole housing system.



# Council owned homes

We want to offer council tenants more choice and better quality homes.



[ It is time to recognise that one solution for council owned housing would not meet all the needs and aspirations of tenants and communities across the city. ]



**The council has withdrawn from the government's round 2 funding programme for arms length management organisations (ALMO).**

The current ALMO in Salford, New Prospect Housing Ltd (NPHL), is unable to deliver the performance improvements needed in time to access additional investment to meet the government's Decent Homes Standard.

Additional stock condition information has become available since the establishment of New Prospect. This information shows that there have been changes in the investment needs of a number of homes.

The opportunity now exists to look again at the options available to the council and our tenants for the future management and investment in homes and neighbourhoods.

This review is essential not least to overcome investment issues but also to recognise the broader contribution that housing – of all tenures – and housing services, make to communities and neighbourhoods. This is particularly evident in those neighbourhoods where Salford has been successful in securing considerable resources to tackle housing issues, for example the Single Regeneration Budget programme areas

and the New Deal for Communities area of Kersal and Charlestown.

We have developed a Communication and Tenant Empowerment Strategy that will engage tenants and stakeholders in discussions about the future. This has been developed in conjunction with New Prospect, tenant representatives, elected members and government representatives such as the Community Housing Task Force.

These strategies outline the principles of involvement, empowerment and communication, and how and when the process will be delivered.

The council remains committed to ensuring that its tenants receive a continuously improving service. Whilst work is undertaken to develop future options, the council will be working closely with New Prospect to implement improvements. This will include reviewing governance at Board level and monitoring an improvement plan.

## Housing Association owned homes

There are a number of associations offering a choice of housing in Salford. We acknowledge that the relationship between the council and housing associations needs to improve. It is essential that we address this now.

We are beginning to work more closely with associations on a number of levels. This includes meeting regularly with chief executives to discuss the broader role of associations in the city and meeting with their development representatives to inform, monitor and agree investment in new homes. There are also plans to meet with housing management representatives to make more effective use of the homes that associations have available.

## Privately owned homes – rented and owner-occupied

The council has successfully secured funding from the government to address issues faced by the owners and residents of privately owned homes. This funding is, however, not enough to meet all the costs associated with ensuring that homes in the private sector offer a 'decent homes' standard.

The government has recently confirmed that £125m Housing Market Renewal Fund (HMRF) is available to central Salford and Manchester between now and March 2006. The programme will last until 2013 and cover all of central Salford, extending the work of the New Deal for Communities initiative area of Charlestown and Kersal and the Seedley and Langworthy Partnership area (SRB5).

We will support residents through the development of our Housing Renewal Policy – focusing on support for vulnerable home owners, providing

options for relocation due to negative equity and developing a range of home ownership options including equity share and equity release.

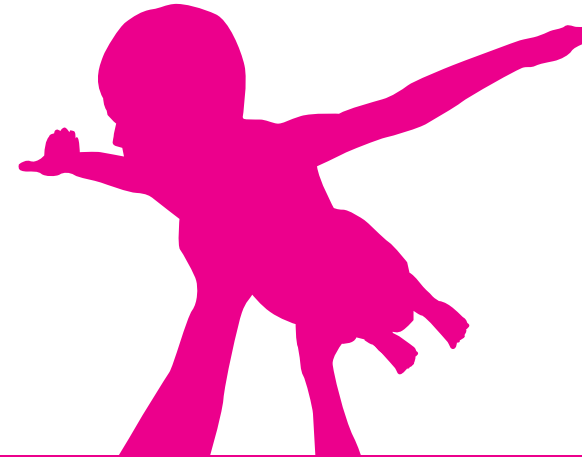
We will manage the private housing sector through periods of change. Our Empty Property Strategy proposes a combined approach of enforcement, landlord licensing and accreditation to prevent neighbourhoods deteriorating as a result of poor quality homes and management.



# Homes and housing support for vulnerable residents

Our commitment to developing a choice of quality homes extends to providing a range of accommodation and housing support services that provide choice to residents with specific housing needs.

[ We have recently been short listed for Beacon Council Status for Supporting People. ]



**The development of our Homelessness Strategy 2003-2006 and Supporting People Shadow Strategy provided an opportunity to:**

- a) Identify the housing problems faced by vulnerable residents and;
- b) Plan services that will enable people to live independent lifestyles and prevent homelessness.

Our new structure will enable us to monitor the development and delivery of housing and support to meet the objectives of the Homelessness and Supporting People Strategies.

We will be developing the Supporting People Strategy for the next five years between now and November 2004. Clear links between the Supporting People Commissioning Body and Salford's Housing Partnership and the core strategy groups will enable information sharing and realistic planning.

An example of the work we are currently undertaking to address the housing needs of a particular vulnerable group is our review of the availability of housing for older people. We have recently commissioned research into housing models that have been developed to meet the demands of people, as they grow older. This review will incorporate housing from all tenures and will be actively consulted on.

# New homes and choice

We recognise that we need to extend housing choice and quality in existing neighbourhoods to retain communities and attract new residents. A number of projects are underway...



[ We are shortly to commission a visioning exercise for central Salford, with the intention that new housing will play a part in the vision to revitalise and give a new identity to this important, but often undervalued, part of the regional centre. This exercise will also involve an international design competition. ]



**We are working with Bovis Lend Lease, Inpartnership Ltd. and the Royal Bank of Scotland in Higher Broughton to undertake large-scale clearance to facilitate mixed redevelopment of housing and community facilities and public space over a 10-year period.**

In Lower Broughton we are undertaking a master planning and land assembly exercise with a leading developer.

The Seedley and Langworthy Partnership has identified a number of sites for housing development. Urban Splash Ltd. has already

committed to a major redevelopment of new homes within the area and further sites will be available for housing and amenities over the next few years.

A recent master-planning exercise has been undertaken in the New Deal for Communities area of Charlestown and Kersal. A number of sites have been identified for clearance and the potential development of new homes. Work will be undertaken with the community and other stakeholders to identify the most appropriate mix of housing that will meet existing and future demand.

The Commission for Architecture and the Built Environment (CABE) is in the process of preparing a vision for the future of Pendleton, for discussion in the New Year with stakeholders.

In Ordsall we are seeking opportunities to diversify the range of housing types and tenures, amongst other objectives of improvements to community safety and public services. The Legendary Property Company is developing proposals for the regeneration of the area and has appointed architects to draft a development framework.

We are developing a relationship with Barclays Bank to seek solutions to housing issues across the city.

In all cases we are acutely aware of the need to manage and maintain our housing markets and neighbourhoods and we will continually monitor the impact of new development on existing communities.





## The bigger picture

[ Housing strategy development and delivery will be undertaken against a backdrop of Partners in Salford's vision and objectives, the Community Plan and the council's pledges. ]



**We recognise the role that housing plays in sustaining neighbourhoods and communities in Salford.**

In practice we will develop and support common objectives and targets with partners that will achieve the best future for our communities. An example is our support for the development of neighbourhood management teams, responsible for the delivery of key services in community committee areas.

The proposals that follow for where we go from here will ensure that our strategy development and delivery meets wider objectives in practice.

# Where do we go from here?

Developing a vision for the future



## Salford's housing partnership

A partnership representing key stakeholders in the city, Salford's Housing Partnership will be responsible for priority setting, decision-making and commissioning. It will have overall responsibility for the ongoing development and delivery of the Housing Strategy.

**This framework document is the starting point for engaging all stakeholders in discussions about their hopes and aspirations for Salford's housing and services of the future.**

As well as engaging all our partners on specific housing and neighbourhood issues we intend to: -

- Hold a number of interviews with a range of stakeholders between now and January 2004 to develop our understanding of Salford's housing issues and individual visions for the future

- Provide a platform for open and honest discussion (on the launch of this document) from which we can all move forward

- Enable further opportunities for discussions in the New Year including facilitated sessions, seminars and conferences.

- We intend to complete a fit for purpose housing strategy by April 2004.

**Importantly it will be directly linked to the local strategic partnership (Partners in Salford) and the Supporting People Commissioning Body; sharing information and objectives across all agendas including health and social inclusion, amongst others.**

It is also intended that the partnership will link directly, through membership, to the boards of the city's main regeneration initiatives, for example the New Deal for Communities and Housing Market Renewal Board, and any groups leading the redevelopment/master-planning of

our neighbourhoods, for example in central Salford.

The partnership will include representatives from housing providers, the council and community. It is proposed that residents are invited to take places on the partnership and we would like this to be representative of all housing tenures.

Terms of reference for the partnership will be developed during the initial meetings.



# Salford's housing services

Critical to the success of developing and delivering an effective housing strategy will be the strength, capacity and ability of Salford City Council's Housing Services teams. Changes are underway to ensure that this support is in place.

**Housing Services has been integrated within the Strategy and Regeneration Division of the Chief Executives Directorate. This move has acknowledged the key role that housing plays in the renewal of Salford's communities and continuing service delivery to these communities.**

A restructure of strategic housing services and supported housing services functions will introduce new skills and additional capacity. Not only will there be clarity of roles and responsibilities for staff and external stakeholders but clear lines of communication and information sharing between delivery and strategy development.

Our commitment to performance management will strengthen the effectiveness of our teams through the introduction of service, team and individual work plans.

The council recognises that a commitment to housing staff training and development is overdue. This will form a key part of the service's delivery and improvement plan. It is also desirable that the council contributes to the skills and financial economy of the city. Recruitment initiatives will seek to encourage and retain staff members who are resident in the city.





# Strategic, enabling and operational services

The development of Salford's Housing Partnership and restructure of Housing Services provides us with an opportunity to review the mechanisms through which decisions are made and delivery is enabled and monitored.



**A recently formed Housing Strategy Group will inform the Housing Partnership. Salford City Council officers, representing departments across the council, and representatives of Salford's key regeneration initiatives meet on a monthly basis to develop a profile of, and monitor, the city's housing markets. The group also ensures that geographically based initiatives have the opportunity to share experience and best practice and inform the wider housing strategy.**

Customer focussed strategy groups will be formed to address specific housing and

housing support needs of vulnerable residents, in conjunction with the Supporting People and Homelessness Core Strategy Group. An example of this is the work of the Older Persons Strategy Group to develop desirable and suitable accommodation for an increasingly older population.

To ensure our housing strategy is achieved our role will be to enable and monitor the delivery of new housing and services; our role is not just operational. We will monitor and enable access to housing and services jointly between strategic and supported housing services.

There will be scrutiny of all housing provider policies and procedures (housing associations and private landlords) to ensure equal opportunities for all residents. We will also encourage and support the development of a choice of accessible services and housing - this will meet the objectives of the Housing, Supporting People and Homelessness Strategies.

The restructure of Housing Services into functional teams underpins our strategic and enabling role, both on a citywide and neighbourhood basis.

Teams will develop effective working relationships with regeneration initiatives to develop and enable solutions to housing problems.

This work has already started between the New Deal for Communities initiative and Housing Services. This will ensure that the new three-year delivery plan shares objectives and targets with the Housing Strategy and Housing Market Renewal Fund and that delivery is realistic.





## Stakeholder and customer involvement in strategy development



In addition to Partners in Salford, it is proposed that resident and stakeholder involvement is maximised through a combination of existing structures. Examples include community committees, the Peoples Forum, boards of regeneration initiatives and Supporting People consultation forums.

An annual forum will provide an opportunity to look at citywide issues, the development and delivery of the new Communication and Tenant Empowerment Strategy will be essential to the immediate future of Salford's housing strategy and business planning processes. The Communication and Tenant Empowerment Strategy has been produced to develop future management and investment options for council owned homes.

We will continue to develop and undertake meaningful consultation on specific policies and procedures. Stakeholder feedback will clearly be seen to have contributed to priority selection and decision-making.



# Where do you fit in?

[ It is now your opportunity to tell us what you think – can you contribute to our understanding of housing issues and our plans to develop and deliver solutions? ]



## This document has:

1. Introduced the key issues for housing, neighbourhoods and communities in Salford, as understood by the council;
2. Provided you with some examples of the work underway to develop and deliver improvements to housing and services;
3. Presented our proposals for how we think we can develop and enable delivery to make a lasting change.



# Your opportunity

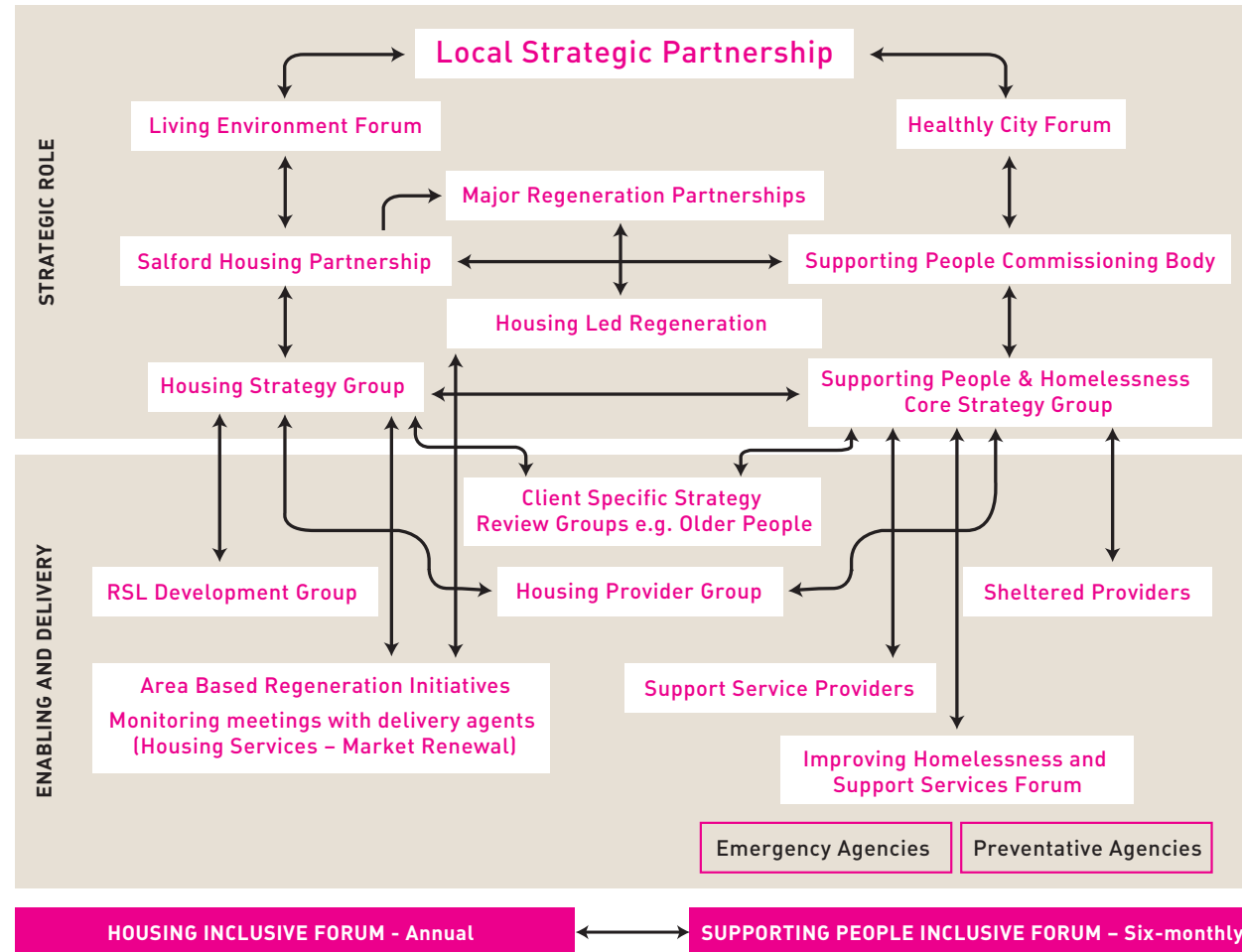


I am a	I can contribute through
<b>Salford Resident</b>	<ol style="list-style-type: none"> <li>1. Attendance at 'Fresh Start' launch</li> <li>2. Salford Housing Partnership</li> <li>3. Annual Housing Inclusive Forum</li> <li>4. Partners in Salford – Steering Group,</li> <li>5. Living Environment Forum</li> <li>6. Health Forum</li> <li>7. Community Committees</li> </ol>
	<p><b>Area specific groups</b></p> <ol style="list-style-type: none"> <li>1. Charlestown &amp; Kersal – New Deal for Communities Board, Physical Environment and Housing Sub-Groups;</li> <li>2. Seedley &amp; Langworthy Partnership - Board and Housing sub-group;</li> <li>3. Chapel Street Initiative;</li> <li>4. Ordsall Development Group</li> <li>5. Weaste and Eccles New Road Neighbourhood Renewal Groups.</li> </ol>

I am a	I can contribute through
<b>Council Tenant</b> (living in a New Prospect home)	<ol style="list-style-type: none"> <li>1. As residents</li> <li>2. NPHL Parent Board</li> <li>3. NPHL Group Area Boards</li> <li>4. Salford Peoples Forum</li> <li>5. Tenants and Residents Associations/Forums</li> <li>6. Housing Options viewing Group</li> <li>7. Organised 'Housing Options' events</li> </ol>
<b>City Council Staff</b>	<ol style="list-style-type: none"> <li>1. As residents</li> <li>2. Attendance at staff briefings</li> <li>3. Housing Strategy Group</li> </ol>
<b>Elected Member &amp; MP's</b>	<ol style="list-style-type: none"> <li>1. As residents</li> <li>2. Political Executives</li> <li>3. Briefing Sessions</li> </ol>
<b>Housing Association</b>	<ol style="list-style-type: none"> <li>1. As residents</li> <li>2. RSL Development Group</li> <li>3. Housing Provider Group</li> </ol>
<b>Housing Support Provider</b>	<ol style="list-style-type: none"> <li>1. As residents</li> <li>2. Supporting People Inclusive Forum</li> <li>3. Improving Homelessness and Supporting People Forum</li> <li>4. Support service/sheltered housing provider groups</li> </ol>
<b>Private Landlords</b>	<ol style="list-style-type: none"> <li>1. As residents</li> <li>2. Landlord Forum</li> </ol>
<b>Developers</b>	<ol style="list-style-type: none"> <li>1. As residents</li> <li>2. Developers Forum/Partnering Events</li> </ol>



# Where you fit diagram



Salford City Council would like to thank the following organisations for kindly giving us permission to use images of proposed or approved housing developments in the city: Bellway, Irwell Valley Housing Association, SPACE, LPC, Countryside, Urban Splash, Extra Care and Manchester Methodist Housing Group.

If you need help in understanding this leaflet, please contact The Equalities Team at Salford City Council, telephone number 0161 793 3536.

This leaflet can be provided in large print, audio, electronic and Braille formats

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اگر آپ کو اس لیفٹ رائٹ کے گھٹے میں مدد کی ضرورت ہو تو براہ کرم اؤکھویم کونسل سے اس لیفٹ رائٹ پر مدد مانگیں۔



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