



Notice of meeting of

Executive Members for Housing & Adult Social Services and Advisory Panel

- To:** Councillors Hogg (Chair), Sue Galloway (Executive Member), Sunderland (Executive Member), Bowgett, Fraser, Horton, Taylor, Wiseman, Mrs Mildred Grundy (Co-opted Non-Statutory Member) and Ms Pat Holmes (Co-opted Non-Statutory Member)
- Date:** Monday, 14 January 2008
- Time:** 5.00 pm
- Venue:** Guildhall

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10:00 am on Friday 11 January 2008, if an item is called in *before* a decision is taken, *or*

4:00 pm on Wednesday 16 January 2008, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

1. Declarations of Interest

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

2. Exclusion of Press and Public

To consider excluding the public and press from the meeting during consideration of Annex A to agenda item 10 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information. This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

3. Minutes (Pages 1 - 10)

To approve and sign the minutes of the last meeting of the Panel held on 10 December 2007.

4. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Panel's remit can do so. Anyone who wishes to register or requires further information is requested to contact the Democracy Officer on the contact details listed at the foot of this agenda. The deadline for registering is Friday 11 January 2008 at 5.00pm.

BUSINESS FOR BOTH EXECUTIVE MEMBERS

ITEMS FOR DECISION

5. Revenue and Capital Budget Estimate 2008/09 (Pages 11 - 38)

This report presents the 2008/09 budget proposals for Housing and Adult Social Services and asks Members to provide comments for submission to the Budget Executive on 12 February 2008.

6. Directorate Service Plan (Pages 39 - 126)

This report seeks the Executive Members approval for the Directorate Service Plans for Housing and Adult Social Services covering the period 2008-2011.

BUSINESS FOR THE EXECUTIVE MEMBER FOR HOUSING

ITEMS FOR DECISION

7. Draft Housing Rents and Management and Maintenance Allowances 2008/09 (Pages 127 - 132)

This report asks the Executive Member to consider the draft rent guidelines and the draft management and maintenance allowances issued by the Department for Communities and Local Government for 2008/09.

8. Future Options for Temporary Accommodation on Ordnance Lane, York (Pages 133 - 142)

To consider future options available to bring the temporary accommodation at Ordnance Lane up to decent homes standard, and give an in principle endorsement of a capital bid to Communities and Local Government for a resettlement project for young people through the "Places of Change" programme.

9. Review of Hard Wired Sheltered Street Schemes (Pages 143 - 148)

This report examines the options surrounding the sustainability of the current hard-wired street schemes managed by the council and seeks approval for the redesignation of the properties to general housing needs.

10. Housing Capital Programme - Materials Procurement E-Auction (Pages 149 - 156)

This report presents the results of a procurement exercise undertaken for the supply of materials for the housing capital programme modernisation schemes.

11. Any other business which the Chair considers urgent under the Local Government Act 1972

Democracy Officer:

Name: Jill Pickering

Contact details:

- Telephone – (01904) 552061
- E-mail – jill.pickering@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

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Further information about what's being discussed at this meeting

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The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

MEETING	EXECUTIVE MEMBERS FOR HOUSING & ADULT SOCIAL SERVICES AND ADVISORY PANEL
DATE	10 DECEMBER 2007
PRESENT	COUNCILLORS HOGG (CHAIR), SUE GALLOWAY (EXECUTIVE MEMBER), SUNDERLAND (EXECUTIVE MEMBER), BOWGETT, FRASER, HORTON, TAYLOR AND WISEMAN

36. DECLARATIONS OF INTEREST

Members were invited to declare, at this point in the meeting, any personal or prejudicial interests they might have in the business on the agenda.

Cllr Hogg declared a general personal and prejudicial interest as his mother received respite care in City of York Council homes.

Cllr Fraser declared a personal non-prejudicial interest in agenda item 8 (Petition Relating to the Closure of Yearsley Bridge Day Centre) as a member of the retired section of UNISON.

37. MINUTES

RESOLVED: That the minutes of the last meeting of the Panel held on 29 October 2007 be approved and signed by the Chair and Executive Members as a correct record.

38. PUBLIC PARTICIPATION

It was reported that there had been three registrations to speak under the Council's Public Participation Scheme.

Councillor Potter spoke to Members regarding the rent levels of the bungalows, which were being erected to replace the Discus bungalow. She stated that they would be significantly higher than those previously paid with an additional £5 service charge, which it would be hard for residents on a fixed income. She asked if the Authority were able to hold rents at the existing level for existing residents or phase in the new rate.

Alice Gomez spoke to Members on behalf of Save Yearsley Bridge Group in relation to agenda item 8 (Petition Relating to the Closure of Yearsley Bridge Day Centre). She referred to the two petitions containing 5400 signatures objecting to the closure of the Day Centre. She stated that all users of the centre valued choice for all and that they felt the consultation had been a sham. Users and their families all had their preferred needs and felt that the Yearsley Bridge Centre had been well designed to accommodate these. She expressed disappointment that the Centre was to be closed as they felt this was a backward step.

Jack Archer spoke on behalf of the Older People’s Assembly in relation to agenda item 9 (Changes to Continuing Care and Funded Nursing Care). He stated that the Assembly felt that the funding arrangements were very contradictory and complicated and they questioned whether the new arrangements would cost the Authority more than anticipated.

39. HOUSING AND ADULT SOCIAL SERVICES 2007/08 SERVICE PLANS AND BUDGET SECOND MONITOR

Members considered a report, which advised them of progress against the service plan targets for housing and adult social services and the projected financial outturns for 2007/08, based on second quarter results.

The report summarised performance for each of the following service areas in relation to the key objectives:

- Housing Revenue Account (Landlord services)
- Housing General Fund
- Corporate Services
- Older People and Physical Disability
- Mental Health
- Learning Disabilities

It was reported that there had been some transitional issues associated with analysing adult social care data from the new Frameworki system that replaced ISIS after the first quarter. Following a recent software upgrade and at the time of publication not all the data was validated or available.

Directors had delegated authority to transfer available resources up to £100k from one budget heading to another but details of any budget variation in excess of £50k and those above £10k where the variation was greater than 2% above the budget heading. The virements within Housing and Adult Social Services to reflect current spending pressures were:

	Variation £'000
• Corporate Services	-176
• Housing	+65
• Learning disabilities	+91
• Mental Health	-8
• Older People and Physical Disabilities	+28

The overall departmental position was now a projected net general fund overspend of £247k. It was reported that the Departmental Management Team were working towards bringing the expenditure back within budget by the end of the year which it was felt should be achievable.

Officers referred to Cllr Potters comments in relation to the rents on the new Housing Association homes to replace the Discus bungalows. Bill Hodson stated that tenants had been made aware that rents would

increase and that the Authority had no direct influence over this. It had not been possible until recently to calculate the increase. He confirmed that approximately 70% of council tenants received housing benefits and that there would be a targeted take up campaign for current tenants of the Discus bungalows as they may also be able to claim additional benefits e.g. attendance or mobility allowance.

Some Members questioned the possibility of phasing in the increases where tenants were not receiving benefits to assist them in the transition period.

The Executive Member for Housing confirmed that the increase in rent levels had been discussed with tenants and that it was the Housing Association that set the level. She stated that the increase in rent might now take some tenants up to the threshold where they are entitled to receive benefits.

Following further questions from Members on the principle of assisting tenants during the transition period. Officers confirmed that they would need to seek further legal advice about the council's powers in this situation and report back.

Members confirmed that they were pleased at Officers hard work, which would result in the Arclight Centre and the redevelopment of the Peasholme site both being completed by 2008. They also were encouraged by the reduction in the number of people going into residential care and improvements in the sickness rate.

Advice of the Advisory Panel

- i) That the Executive Members be advised to note the contents of the report and agree the virements between £100k and £250k outlined above. ¹⁾
- ii) That Officers examine the possibility of phasing in rents for tenants of the Discus bungalows site not entitled to benefits to assist them during the transition period. ²⁾

Decision of the Executive Members

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: So that the Executive Members are briefed on the projected performance and financial outturns for housing and adult social services based on the second quarter of 2007/08.

Action Required

- 1) To adjust the budget on the ledger LE
- 2) Officers to examine the possibility of phasing in rents for tenants of the Discus bungalows site not entitled to benefits to assist them during the transition period. LE

**40. HOUSING AND ADULT SOCIAL SERVICES CAPITAL PROGRAMME
2007/08 MONITOR 2**

Consideration was given to a report, which presented the second quarter review of the 2007/08 Housing and Social Services Capital Programmes and the resources available to support them.

It was stated that there were no variations in the Social Services Capital Programme for 2007/08, which stood at £646k of which £311k was funded from, grant income giving a net programme of £335k. The Housing Capital Programme for 2007/08 stood at £9,453k but the minor variations outlined in the report resulted in a nil affect in the programme.

In answer to Members questions Officers confirmed that the department did have a programme for the checking and replacement of heating systems and that alternative heating was always provided if, for safety reasons, a system had to be taken out of use. Certain Members stated that the type of alternative heating provided in these cases was not always suitable.

It was also reported that there was a requirement for a new commitment at Barmby Close, Clifton Without to be included in the 2007/08 Capital Programme. This street had come into the Council's ownership under Local Government reorganisation and a number of residents owned their own homes, however legally the Housing Revenue Account had a buy-back scheme in place for these properties.

Advice of the Advisory Panel

That the Executive Members be advised to:

- i) Note progress on the various schemes;
- ii) Approve the variations listed in tables 1,2,3, and 4 of the report;¹⁾
- iii) Note the minor variations made under officers delegated authority;²⁾
- iv) Agree to the Buy-Back and disposal of 2 Barmby Close as recommended in paragraphs 13 to 15 of the report;³⁾
- v) Recommend the variation in table 1 (Repairs to Local Authority Properties) to the Executive.⁴⁾

Decision of the Executive Members

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: So that Executive Members are briefed on progress on schemes and variations required in the Housing and Adult Social Services Capital Programme for 2007/08.

Action Required

- 1) To update the programme spreadsheets. LE
- 2) To update the programme spreadsheets. LE

- 3) Officers to make arrangements for the Buy-Back and disposal of 2 Barmby Close, Clifton Without LE
LE
4) To refer to the Executive for approval as part of the Capital Programme Monitoring Report.

41. YORK STRATEGIC HOUSING MARKET ASSESSMENT 2007

Members received a presentation from Officers, which outlined the key findings of the York Strategic Housing Market Assessment (SHMA) and the broad policy issues arising from them. Consideration was also given to a briefing report on the Assessment. It was suggested that these policy issues should be used to inform future housing strategy, service planning and improvement. It was reported that this should also be considered as part of the Sustainable Community Strategy review and Local Development Framework (LDF) process.

The findings had been published in July 2007 and the LDF Working Group had agreed to publish the SHMA as part of the LDF evidence base and the Council's Planning Committee had agreed to endorse the use of the Assessment for development control purposes.

Members questioned various aspects of the presentation and the findings and in particular:

- Concerns that it was stated that workers in York were highly paid;
- Questioned figures given for student numbers in paragraph 20 of the report;
- Clarification required on student numbers.

Advice of the Advisory Panel

That the Executive Member for Housing be advised to:

- i) Note the key findings and policy issues identified in the Strategic Housing Market Assessment 2007 (SHMA) as detailed in the report;
- ii) Endorse the policy issues identified in the report for submission as evidence to inform the Sustainable Community strategy review and Local Development Framework process. ¹⁾

Decision of the Executive Member for Housing

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: i) So that the findings of the SHMA 2007 can be used to inform future housing strategy, policy development and service improvement.

- ii) So that Housing Services can ensure the broad policy issues arising from the SHMA 2007 are fully considered.

Action Required

1) Officers to submit the policy issues identified in the report LE as evidence to inform the Sustainable Community strategy review and Local Development Framework process.

42. UPGRADE OF COMMUNAL TV AERIALS

Consideration was given to a report which outlined the options available to upgrade the communal aerials to blocks of flats in preparation for the switch over to a digital reception in 2011. It also advised Members of the procurement process to appoint the contractor for the delivery of the digital infrastructure to tenants in blocks of flats.

Members considered the following options:

- Option one** Do nothing this is always an option but customers will have blank screens when the switch-over happens.
- Option two** Head end upgrade, this is potentially the cheaper solution however it has a number of limitations.
- Option three** Integrated Reception System (IRS), this is the most expensive option however offers the greatest potential.

It was reported that the IRS system would ensure that those living in flats would have the same choices as those living in houses and would allow the council to ban dishes. To cover the initial costs a CRAM bid had been submitted and that this had been built into the Business Plan.

Advice of the Advisory Panel

That the Executive Member for Housing be advised to approve option three, to:

- vi) Approve the installation of Integrated Reception System (IRS) in council flats; ¹⁾
- vii) Agree an increase in the service charge to 50p per week (48 weeks per year), the increase to commence from the start of the financial year following installation. ²⁾

Decision of the Executive Member for Housing

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: The installation of the IRS will provide customers with the widest choice and offers the opportunity to take

advantage of further technologies which will be advantageous to the customer and the council.

Action Required

- | | |
|--|----|
| 1) Officers to arrange for the installation of Integrated Reception System (IRS) in council flats | LE |
| 2) Officers to implement the increase in the service charge to 50p per week (48 weeks per year), the increase to commence from the start of the financial year following installation. | LE |

43. PETITION RELATING TO THE CLOSURE OF YEARSLEY BRIDGE DAY CENTRE

Consideration was given a report, which advised Members of a petition received relating to the closure of the Yearsley Bridge Day Centre together with details of progress of the closure plan.

The report followed receipt, at Full Council in September 2007, of a petition with just short of 5000 signatures relating to opposition against the closure of the Yearsley Bridge Day Centre. It was reported that closure of Yearsley Bridge was due to be completed in 2008 and that this was in line with the reconfiguration and modernisation of day services as a response to the Government paper "Valuing People".

Consultation had been focussed on the options for new support to replace the Centre and this had been carried out through meetings with all service users, their families as well as their supports. It was reported that officers of the Council would continue to officer support to all those involved.

Officers confirmed that the aim of the reconfiguration and modernisation of the day services had not been monetary savings but social inclusion. They referred to the consultation process, which had been commenced in 2002 and confirmed that closure had been agreed in 2005. It was confirmed that a hydrotherapy pool was planned for the Oakland's site, which would hopefully be completed by the summer of 2008.

Certain Members expressed sadness that users would lose friendships and the social side of their visits to Yearsley Bridge. Officers stated that these should continue as part of the new commissioning structure. In answer to Members questions Officers confirmed that check back meetings had now been held with all people that currently use the Centre.

Advice of the Advisory Panel

- That the Executive Member for Adult Social Services note receipt of the petition concerning closure of the Yearsley Bridge Day Centre and the update on progress with the closure plan.

Decision of the Executive Member for Adult Social Services

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To update members on the receipt of the petition and closure plan.

44. CHANGES TO CONTINUING CARE AND FUNDED NURSING CARE

Consideration was given to a report, which requested Members to note a summary of the new national framework for Continuing Health Care and parallel changes to the funding arrangements for Funded Nursing Care. Details of the potential impact of the changes on workload, performance and budgetary issues for Adult Social Services together with action being taken to address issues was also reported.

The major changes that the new framework would bring were:

- One national policy which was person centred
- A common process for assessment and national tools to support decision making/eligibility
- One single band for Funded Nursing Care.

Officers reported that these changes should enable more people to be supported safely in their homes and community. Officers stated that there would be additional costs to the PCT but that investment in additional council staff would be recouped through this. It was confirmed that there had been 17 requests since October and that as people became more aware of the changes that more requests will be made.

Members expressed their support for the changes and Officers confirmed that there could be challenges in developing capacity within local care services to meet increased and varied demands for fully funded health care.

Advice of the Advisory Panel

That the Executive Member for Adult Social Services be advised to:

- i) Note action being taken to meet the new mandatory requirements for Continuing Health Care and the funding arrangements for Funded Nursing Care;
- ii) In June 2008, following 6 months of implementation of the new policy to receive a further report back to the Executive Member.¹⁾

Decision of the Executive Member for Adult Social Services

RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To update members on changes to the national framework for continuing care and funded nursing care.

Action Required

1) Officers to report back to the Executive Member in June 2008, following 6 months of implementation of the new policy. LE

45. ANNUAL PERFORMANCE ASSESSMENT OF ADULT SOCIAL SERVICES 2006/07

This report informed Members of the outcome of the annual performance rating by the Commission for Social Care Inspection (CSCI) of adult social services in York.

It was stated that the Commission had confirmed that the council delivered Good Outcomes for people and that the council had Promising Prospects for improvement. These combined assessments gave the authority a Two Star rating further details of which were set out in the letter from the Chief Inspector attached to the report.

Officers referred to the Commissions reference in the letter to the authority being lower spending per capita on adult social services than other authorities. The Executive Member confirmed that it had been a difficult year for this service but that Officers and Members were pleased with the overall report.

Advice of the Advisory Panel

- That the Executive Member for Adult Social Services be advised to note the annual performance assessment of adult social care by the Commission for Social Care Inspection.

Decision of the Executive Member for Adult Social Services

- RESOLVED: That the advice of the Advisory Panel be accepted and endorsed.

REASON: To ensure that the improvements achieved in 2006/07 are recognised by the council and that members are aware of the areas highlighted for improvement in the future.

CLLR SUE SUNDERLAND
EXECUTIVE MEMBER FOR HOUSING

CLLR SUE GALLOWAY
EXECUTIVE MEMBER FOR ADULT SOCIAL SERVICES

CLLR CHRIS HOGG,
Chair of Advisory Panel
[The meeting started at 5.00 pm and finished at 6.50 pm].



Meeting of Executive Members for Housing & Adult Social Services and Advisory Panel **14th January 2008**

Joint Report of the Director of Housing & Adult Social Services and the Director of Resources

Revenue and Capital Budget Estimates 2008/09

Purpose of Report

- 1 This report presents the 2008/09 budget proposals for Housing & Adult Social Services. It includes:
 - the revenue budget for 2007/08 (Annex 1) to show the existing budgets
 - the budget adjusted and rolled forward from 2007/08 into 2008/09
 - the provisional allocation of pay and price increases for the portfolio
 - officer proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3)
 - fees and charges proposals (Annex 4)
 - other revenue budget options for consultation (Annex 5)
 - the existing approved capital programme (Annex 6)
 - options for new capital schemes (Annex 7)
 - the Housing Revenue Account (Annex 8)

- 2 Budget Council will be held on 21 February 2008 and will make decisions on the overall budget for the Council. Proposals for savings/growth currently being considered by the individual EMAP meetings will not result in a balanced budget and the Executive Members will also have to consider other options. Options relating to this portfolio are shown in Annexes 5 and 7. In order to facilitate the decision making process the Executive are meeting on 12 February 2008 to consider the preferences identified by the individual portfolio Executive Members and the results of the consultation exercise.

- 3 The Housing & Adult Social Services Executive Members are therefore asked to consider the budget proposals included in this report and identify their preferences (after considering the proposals in annexes 2 and 3) which will be considered by the Executive as part of the consultation exercise. In particular Member advice is sought on the items listed for consultation in Annexes 5 and 7, which at present do not form part of the intended budget, but which may need to (see paragraph 2). EMAP is invited to provide comments on the budget proposals in this report.

Background

- 4 The Council's Financial Strategy was adopted by the Executive on 11 September 2007. This paper is the result of ongoing work against this agreed framework.
- 5 The provisional Local Government Finance settlement for 2008/09 was issued on 6 December 2007 and it also included indicative figures for 2009/10 and 2010/11 which will enable the Council to consider future budget issues. The provisional settlement for 2008/09 indicated that the government has transferred £2.626m from service specific grants into the general (Revenue Support) grant. Formula damping, by which the government try to ensure that there is a limit to large gains/losses to Council's from formula changes, is still in force. The proposed funding positions for are that in real terms general grant will increase by £1.39m (3.63%) in 2008/09, £1.17m (2.75%) in 2009/10 and £1.11m (2.56%) in 2010/11.
- 6 It should be noted that this is a *provisional* settlement, and, as such, it is likely to change following consultation. As it is a three-year settlement it is likely that the large grant losers who have significant resources at their disposal will be lobbying hard for changes to be made in their favour. It is also likely that there may be errors/changes to the data used by the DCLG when the final settlement is announced.

Budget Proposals for Housing & Adult Social Services

- 7 A summary of the general fund budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs. The annexes also contain other potential growth and savings items which at this stage are not being recommended to Members.

Table 1 - Summary of General Fund Budget Proposals

	Para. Ref	£'000
Base Budget 2008/09	8	
• Housing General Fund		1,294
• Social Services		33,926
Provisional allocation for pay increases	9	
• Housing General Fund		32
• Social Services		499
Provisional allocation for price increases	10	
• Housing General Fund		31
• Social Services		587
Other Budget Pressures:	11	
Superannuation increase		
• Housing General Fund		4
• Social Services		58
Staff Increments		
• Housing General Fund		0
• Social Services		165
Full year effect of 2007/08 savings items	12-13	
• Housing General Fund		0

• Social Services		-7
Service Pressure proposals (Annex 2)	15-19	
• Housing General Fund		0
• Social Services		3,115
Savings proposals (Annex 3)	20-22	
• Housing General Fund		-52
• Social Services		-1,067
Proposed Budget 2008/09		
• Housing General Fund		1,309
• Social Services		37,276

Base Budget (£1,294k and £33,926k)

- 8 This represents the latest budget reported to Members, updated for the full year effect of decisions taken during 2007/08, e.g. supplementary estimates.

Provisional Pay Inflation (£32k and £499k)

- 9 These calculations are based on a pay increase for APT&C of 2.5%. The negotiations for the 2008/09 settlement have not yet started, although there is pressure from the Treasury that increases are kept under 2%.

Provisional Price Inflation (£31k and £587k)

- 10 The budget proposes that, due to the underlying low rate of inflation, there is a general price freeze on most budgets. The amount allowed for price inflation is to fund known price increases, e.g. contract payments. Increases for fees and charges are included in the savings proposals.

Other Budget Pressures (£227k)

- 11 These represent pressures over which the service has no influence, e.g. changes to funding and expenditure which are due to national policy initiatives.

Full Year Effect of 2007/08 Saving Items

- 12 Several saving items were approved in 2007/08 where there is either a full year effect or a non-recurrence in 2008/09.
- 13 The figures shown in table 2 below represent the additional savings available in 2008/09.

Table 2 - Full Year Effect of 2007/08 Savings

	£'000
Additional Savings in 2008/09 from increasing 2007/08 Saving Items	
Restructure Respite Service at Flaxman Avenue	-7

General Contingency

- 14 Members should note that there are potential expenditure pressures that may materialise in 2008/09 but which are not yet certain or not quantifiable at this stage. The issues are listed in Table 3 below and it is assumed that if they materialise then funding will be requested from the General Contingency.

Table 3 - Contingency Issues for 2008/09

	£(000)
Contingency Issues for 2008/09	
Loss of income from health	43

Service Pressures (£3,115k)

- 15 In the Finance Strategy report to the Executive on 11 September 2007 a sum of £7.828m was included as the estimated amount that would be needed to meet increasing demand for services and to allow for reprioritisation of service provision.
- 16 A range of options for service pressure proposals has been considered and in view of the overall available resources it is proposed that only those proposals shown in Annex 2 are included as the preferred options for Housing & Adult Social Services, including those relevant to the Housing Revenue Account (HRA). The proposals put forward are the result of a rigorous assessment process, which included looking at the risk to customers and staff, legislative requirement, proven customer demand and the Council's corporate objectives.
- 17 Included in the above figures are a number of cost pressures resulting from the transfer into RSG of income formerly received as direct grant in service portfolios. The ones that have budgetary impact on the net cost of this portfolio total £1,937k and are set out in detail in the following paragraphs.
- 18 Delayed Discharges - this grant was introduced by DH in 2003-04 in support of the Community Care (Delayed Discharges) Act 2003. This legislation introduced reimbursement charges, payable by local authorities to NHS Trusts, for those delays for which they are solely responsible. The aim of the grant is to encourage local authorities to work with health partners to invest in appropriate out of hospital services to tackle the causes of delay in their local system. The full grant of £302k has been transferred into base funding and will continue to support the purchase of transitional care beds and other services to minimise delays in discharging people from hospital.
- 19 Access & Systems Capacity. The purpose of this grant is to enable local authorities to build up the stock of community based social services, and thereby promote older people's independence, reduce the incidence of delayed discharges, and meet new targets for assessment. The full grant of £1.635m has been transferred into base funding and will continue to support the community based services delivered in the city.

Savings Proposals (£52k and £1,067k)

20 Members will be aware that the 2007/08 budget savings were significant and that all Directorates are operating within a tight financial environment. In seeking to achieve savings for the 2008/09 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council. Instead they have concentrated on initiatives that;

- improve quality and efficiency
- take advantage of ongoing service and/or Best Value reviews
- generate income
- address budgetary underspends
- improve cash flow and interest earnings
- generate savings from the technical and financial administration functions of the Council

21 In addition to the initiatives listed above the list of savings also includes proposals to increase fees and charges (see also section below).

22 Annex 3 shows the full list of savings proposals for the Housing & Adult Social Services portfolio, including those for the HRA.

Fees and Charges

23 The details of the proposed fees and charges for the services provided by this portfolio are set out in Annex 4. Direct payment rates will also be increased in line with inflation.

Housing Revenue Account (HRA)

24 Local Housing Authorities are required, by legislation, to keep a HRA. The Local Government and Housing Act 1989 stated that items of income and expenditure only relating to Council housing must be contained within the account. Thus the terms 'ring-fenced' or 'landlord' account are now referred to, as transfers between the HRA and General Fund are normally prevented.

25 The Act also outlined the new subsidy arrangements whereby subsidy would be allocated on a 'notional' HRA. This account is based on Government assessments of what local authorities should charge in rents and expenditure on management and maintenance etc., rather than what they actually do.

26 Authorities have a duty to ensure that the HRA balances, to keep the budget under review and to take all reasonable steps to avoid a deficit. In previous years any surplus on the account was used to fund the housing capital programme through a direct revenue contribution to capital.

HRA Negative Subsidy

27 The two major sources of funding HRA expenditure have been Government subsidy and rent income. Due to the removal of the payment of rent rebates through the HRA there is now a net surplus on the 'notional HRA' as the rent

income now exceeds the subsidy payable by the government for HRA expenditure on management and maintenance etc. This results in a 'negative' subsidy payable by the authority to the government of £5,349k for 2008/09. This compares to £5,392k for 2007/08.

	2007/2008 Estimate	2008/2009 Estimate
	£'000	£'000
HRA subsidy payable (including MRA)	17,727	18,941
Notional Rent Income from Council tenants	(23,119)	(24,290)
Negative Subsidy	(5,392)	(5,349)

HRA Borrowing and Debt Repayment

- 28 From 1 April 2004 authorities can determine for themselves what capital investment is required and have the freedom to borrow (within prudential principles) to deliver housing services. Some supported borrowing continues and the interest charges for the elements used to fund HRA capital expenditure is paid from the HRA and refunded through subsidy. Prudential borrowing which takes place over and above the (supported) capital financing requirement is "unsupported" in that the authority must find the means of paying back interest and principal from within its own resources. There are no proposals to undertake prudential borrowing for HRA purposes in 2008/09.
- 29 Previously authorities were required to make a revenue provision to repay 2% of net HRA debt and this was funded through HRA subsidy. Authorities are no longer compelled to make this provision and any voluntary contribution will not be paid by subsidy. Guidance suggested it would be advisable to make a voluntary contribution. From 2004/05 it was considered prudent to continue to make a provision based on the previous rules of 2% of the outstanding HRA debt and that future borrowing be repaid over the life of the capital scheme eg tenants' choice would be repaid over 30 years. This will continue in 2008/09.
- 30 The result of all the adjustments outlined within this report is an in-year surplus of £1,188k. Together with the brought forward working balance of £5,577k from 2007/08, and after making a contribution to the capital programme, this leaves a working balance of £6,478k on the account.
- 31 The HRA surplus is broadly in line with that forecast in the HRA business plan. The HRA surplus needs to remain on the account to be reviewed once the HRA business plan is updated to reflect both the budget detailed in this report and the 07/08 outturn position. Members are reminded that the HRA surplus is needed to fund future years in line with the Business Plan approved at Housing EMAP in July 2005.

Capital Programme

- 32 The Council's existing capital programme is shown at Annex 6.

- 33 The resources to fund new capital schemes are limited. Overall the existing programme is anticipated to generate a small receipts surplus of £0.6m, however, it is unlikely that there will be any new major receipts as all surplus land holdings have either been sold or are earmarked to be sold for existing commitments. A maximum of £1.25m is expected to be available for new schemes as part of the 2008/09 – 2010/11 programme, which if fully committed, leaves no contingency if sales are not made at their expected values. Against this background Officers have prepared a list of possible schemes to be considered for this portfolio. These are shown at Annex 7.

Consultation

- 34 This paper forms part of the Council's budget consultation. The other streams being undertaken include a recently held public meeting where participants sat at tables and tried to produce a balanced budget after considering growth and saving priorities, a leaflet circulated city wide with a fold-out return part, fora and a web-based process.

Options have been shared in outline with representatives of users of adult social services and carers. In terms of the proposals set out in the annexes to this report the comments received were:

- Opposition to raising the threshold for eligibility for social care.
- Support for means to improve independence e.g. by investing in preventative services and the use of assistive technology.
- Opposition to differential charging e.g. for people who need more than one carer
- A wish to see more transparent benchmarking of the value for money of services and the effectiveness of policy changes
- Support for increased use of direct payments to increase control by service users and to reduce overhead costs
- Concerns over charging levels already being high in York

Options

- 35 As part of the consultation process Members of EMAP are asked for their comments or alternative suggestions on the proposals shown in Annexes 2, 3, 5 and 7.

Analysis

- 36 All the analysis is provided in the body of the report and the annexes.

Corporate Priorities

- 37 The budget represents the opportunity to reprioritise resources towards corporate priority areas. Key examples of this happening within this portfolio area are:

- HSLDS2 Printing of leaflets: ceasing to print the annual Better Care Higher Standards report and including the HASS A-Z of services within the Council wide A-Z of services will save paper and help to reduce the

environmental impact of council activities.

- HSL51 Financial efficiencies have been gained by the Customer Finance Team from improving the customer process and the take up of benefits to improve people's health and lifestyles and the life chances of the most disadvantaged.
- HSMS4 Home Care: creating a city wide enabling and intermediate care team will improve access and the availability of this service to promote independent lifestyles and better health whilst also delivering savings in management time.
- HSDG5 Maintenance of equipment: a growth /service pressure arising from the increasing demands for more complex equipment requiring regular maintenance and servicing will enable more people to be supported to live at home with improved lifestyle or life chances to be economically active.

Implications

38 The implications are:

- Financial - the financial implications are dealt with in the body of the report.
- Human Resources - there are potential redundancy situations included in Annex 3 and all necessary consultations with the unions are currently underway.
- Equalities - there are no equality implications to this report.
- Legal - there are no legal implications to this report.
- Crime and Disorder - there are no specific crime and disorder implications to this report.
- Information Technology - there are no information technology implications to this report.
- Property - there are no property implications arising from the proposed options in this report.
- Other - there are no other implications to this report.

Risk Management

39 Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress made on investments and savings included within the budgets.

The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. This year has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the

monitor reports during the year

- 40 In compliance with the Council's risk management strategy the main risks that have been identified in this report are those which could lead to the inability to meet business objectives (Strategic) and to deliver services (Operational), leading to financial loss (Financial), non-compliance with legislation (Legal & Regulatory), damage to the Council's image and reputation and failure to meet stakeholders' expectations (Governance). This risk assessment relates to those proposals put forward in this report as recommended to members for consideration.

Measured in terms of impact and likelihood, the risk score all risks has been assessed at less than 16, This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

Recommendations

- 41 The Executive Member Advisory Panel is invited to consider whether the budget proposals are in line with the Council's priorities.
- 42 The Executive Member Advisory Panel is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 43 The Executive Member Advisory Panel is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 44 The Executive Member Advisory Panel is invited to provide comments on the capital proposals which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 45 The Executive Member is invited to consider whether the budget proposals are in line with the Council's priorities.
- 46 The Executive Member is asked to consider the budget proposals for consultation for Housing & Adult Social Services for 2008/09 contained in this report and listed below and provide comments to be submitted to the Budget Executive on 12 February 2008.
- 2008/09 Base budget as set out in paragraph 7;
 - Service Pressure proposals as set out in Annex 2;
 - Savings proposals as set out in Annex 3;
 - Fees and charges as set out in Annex 4.
 - Other Revenue Budget Options for Consultation as set out in Annex 5
 - Options for New Capital Schemes in Annex 7

- The HRA budget as set out in Annex 8

Reason: As part of the consultation for the 2008/09 budget setting process.

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Report Approved



Date 31/12/07

Specialist Implications Officer(s) None

Wards Affected: *List wards or tick box to indicate all*

All



Background Working Papers

None

Annexes

- Annex 1 - 2007/08 Budget
- Annex 2 - Service Pressure Proposals
- Annex 3 - Savings Proposals
- Annex 4 - Fees and Charges
- Annex 5 - Other Revenue Budget Options for Consultation
- Annex 6 - Existing Capital Programme
- Annex 7 - Options for new capital schemes
- Annex 8 - Housing Revenue Account

Social Services

Revenue Budget by Detail	2007/08 Budget £000's	Revenue Budget by Cost Centre	2007/08 Budget £000's
Employees	20,543	Corporate Services	2,077
Premises	913	Learning Disabilities	9,028
Transport	1,536	Mental Health	2,269
Supplies and Services	26,933	Older People and Physical & Sensory Impairment	20,552
Miscellaneous			
- Recharges	6,768		
- Other	234		
Capital Financing	983		
Gross Cost	57,910		
Less Income	-23,984		
Net Cost	33,926	Net Cost	33,926

Housing General Fund

Revenue Budget by Detail	2007/08 Budget £000's	Revenue Budget by Cost Centre	2007/08 Budget £000's
Employees	1,337	Housing non landlord	1,294
Premises	177		
Transport	50		
Supplies and Services	9,099		
Miscellaneous			
- Recharges	624		
- Other	1		
Capital Financing	59		
Gross Cost	11,347		
Less Income	-10,053		
Net Cost	1,294	Net Cost	1,294

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Service Pressures recommendedSOCIAL SERVICES

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
	a) Service Pressures assumed within the report			
HSDG2	Complex cases and transitions - known individuals who are transferring from children's services into adulthood with Learning Disability (LD) and Physical Disability (PD) issues. The bid consists of known costs associated with 15 individuals.	400	800	1000
HSDG5	Maintenance of equipment - The models of equipment needed to support people to continue to live in their own homes are becoming more complex with an increased reliance on equipment that need regular maintenance and servicing. A successful strategy to support people safely into their own homes means that there is an annual increase in the amount of equipment being issued and maintained.	35	35	35
HSNG6	Increased home care contract costs - Legislation has changed and statutory annual leave entitlements have increased from 4 to 4.8 weeks. The additional costs were not known when the home care contracts were awarded and are an additional financial cost for providers. The new annual leave entitlement is expected to add approximately 2% to the annual wage bill from October 2007 and a further 2% from April 2009 when legislation further increases the entitlement. This equates to a 1% increase in the hourly rate charged to the Council by the Providers.	23	45	45
HSRG2	Transfer of Access Grant into RSG - this is currently a specific grant and will be rolled into base funding for 2008/09. The main use of the grant is to fund staffing costs across the service plan.	1635	1635	1635
HSRG3	Transfer of Delayed Discharges grant into RSG - this is currently a specific grant and will be rolled into base funding for 2008/09. The main use of the grant is to fund a number of care beds to prevent delayed discharges from hospital. Without this investment the council would have to pay fines to the hospital for each delay.	302	302	302
HSUG2	Supporting People retraction - Supporting People funding is being withdrawn from a range of providers, mainly in LD and PD services. As the Council has a statutory duty to fund most of the customers the majority of the shortfall in funding must be picked up by the council.	720	850	850
	Total Social Services recommended pressures	3115	3667	3867
	b) Service Pressures to be included within the contingency			
HSUG2	Loss of income - The Hospital Trust currently funds the provision of an Advice and Information service at the hospital and are considering withdrawing this funding. We are reviewing jointly with them the nature of an ongoing presence at the hospital.	43	43	43
	c) Proposals not affordable at this time			
HSIG9	Safeguarding Adults - Referrals concerning allegations of adult abuse are increasing as public awareness and concern is rising. This proposal would increase the number of care management staff dealing with referrals to ensure a prompt response to any allegations made.	78	78	78

Service Pressures recommended

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
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HOUSING REVENUE ACCOUNT

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
	a) Service Pressures assumed within the report			
HRAUG1	Provision of Legionella testing and reporting A contract to be set up for testing and reporting on water services within sheltered housing schemes to reduce the risk of an outbreak of legionella spores.	30	37	34
HRAUG2	Increase costs in Annual Gas Servicing Contract The current gas servicing contracts are due to expire at the end of the current financial year. A benchmarking exercise has been carried out with Northern Housing Consortiums framework agreement for gas servicing and a proposal has been made to include the whole of the councils gas servicing within the Repairs Partnership with Neighbourhood Services. The costs for the service will increase, but are within the tolerances of what would be expected if the service was externally tendered. However, with the repairs partnership working on an actual costs basis and looking to streamline delivery through closer integration it is anticipated that the cost of delivering the service will reduce over time.	250	225	200
	Total HRA	280	262	234

SOCIAL SERVICES

Ref	Brief Description	Net Saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full year 2010/11 £(000)
	<u>a) Saving proposals assumed in the report</u>			
HSHS10	Increase charge for day care from £3.30 to £6.60 per day / session. Currently 225 customers attend some form of day service and this increase would impact on approx 114 of them. All customers receive an individual financial assessment and therefore only contribute the amount they can afford to pay.	29	29	29
HSHS12	To reduce the Face to Face mediation Service. This would provide a core service to council tenants and "vulnerable" people. People in private sector or in housing associations who did not meet vulnerability criteria would not be provided a service unless funded on case by case basis. Management arrangements for the service would be re-shaped to achieve the savings as well as a reduction in paid sessional mediators.	35	35	35
HSLDS1	Reduction in agency staffing within the Learning Disability Service.	7	7	7
HSLDS2	Printing of leaflets - Ceasing to print annual BCHS report and combining HASS A-Z of services with council wide A-Z of services.	5	5	5
HSLDS3	Increased vacancy factor in Corporate Services.	8	8	8
HSL1	Finance efficiencies - following process improvement work efficiency savings have been identified within the customer finance team.	40	40	40
HSL2	Receptionist - A need for reception function at 10/12 GHS was identified following review of service and the intention had been to create a reception role to provide a more efficient and effective service to people visiting the centre as well as providing administrative support for the customer advice function. Funding was allocated but the post has not been filled yet as other aspects of the service improvement have been undertaken.	21	21	21
HSL3	Relocation costs - To reduce the budget set aside to meet relocation expenses in accordance with the councils recruitment policy.	14	14	14
HSL4	IT project team - budget no longer required following implementation of IT project.	38	38	38
HSMS1	Reduction in residential and nursing care placements in Mental Health to reflect the reduced level of demand in this service area.	85	85	85
HSMS2	Reduction in residential and nursing costs following implementation of cross border protocol. A new cross border protocol (agreed via the assistant director group for Yorkshire and the Humber) relating to ordinary residence of a customer has been brought into effect. This reinforces the legal agreements and precedents around "ordinary residence" rules and has an impact on 19 current customers. 14 of these will become the responsibility of other local authorities, and CYC will become responsible for 5. This includes the financial support of those individuals as well as care management and commissioning support.	120	120	120
HSMS3	Home Care - reduction in home support hours. The aim of the Home Support Service is to offer support to customers living in their own homes to ensure their safety and physical, emotional and mental well being. The service is provided to assist customers who have low level needs maintain their independence within their own homes and does not include any personal care. As demand for this service has not been at the level anticipated this proposal will reduce the established hours in Home Support services.	22	97	97
HSMS4	Home Care - create city wide enabling & intermediate care team. There are currently Promoting Independence teams in 4 locations and one separately contracted Intermediate care service (contract due to expire Dec 07 and be incorporated within the CYC service). This proposal would combine the hours in the PIT service across the city, improving availability of a service that is required on demand and reducing both the total number of hours needed and management costs.	127	363	363
HSMS5	Home Care - amalgamation of High Dependency and EMI services. The amalgamation of these 2 teams will create efficiencies and result in fewer hours being needed for the service.	167	490	490
HSMS6	Administration - The deletion of two posts from Assessment & Purchasing administration from April 08 due to introduction of electronic social care record and the new social care IT system.	32	37	37

HSMS7	Day Centre efficiencies - The budgets will need to be reconfigured entirely on the closure of HRDC and it is anticipated that this amount can be saved.	17	17	17
HSMS8	Increased continuing care income - NHS continuing healthcare is the name given to a package of services which is arranged and funded by the NHS for people outside hospital with ongoing health needs. Customers get continuing healthcare in any setting, including their own home or in a care home. A national framework has been introduced which should result in more customers being eligible for continuing health care, therefore reducing the social services contribution required to an overall package of care.	75	75	75
HSMS9	Improved attendance management - Improving attendance and reducing levels of sickness absence across the department. This saving is dependent on the council's payroll system being improved to deliver the necessary reports and information.	30	60	60
HSMS10	Inflationary increases in charges - as set out in Annex 4	195	195	195
TOTAL SOCIAL SERVICES RECOMMENDED SAVINGS		1,067	1,736	1,736
b) other saving proposals not recommended				
HSMS1	Withdrawal of funding to voluntary organisation	44	44	44
HSMS11B	Increase eligibility criteria to critical	300	1200	1200
HSMS3	Re-provision of day support with private sector	1	44	44
HSMS4	Withdrawal of funding from various voluntary sector commissioned services	89	119	119
HSMS5	Closure of Elderly Persons Homes	22	50	98
HSMS6	Outsource Home Care	101	500	827
HSMS7	Yorkcraft	54	132	132
HSMS8	Increase charges for "double" carers	92	92	92

HOUSING GENERAL FUND

Ref	Brief Description	Net Saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full year 2010/11 £(000)
a) Saving proposals assumed in the report				
HSMS14	Reconfigure the early intervention and prevention contract This saving can be achieved by reconfiguring an existing contract providing early intervention and prevention of rough sleepers. The contracted service also provides a drop in centre and counselling, and contributes to the rough sleeper counts that are done 4 time a year.	20	20	20
HSL55	Additional income from Houses in Multiple Occupation (HMO) Licensing (Non recurring) More HMO's have been licensed than was originally estimated resulting in additional income.	19	0	0
HSL56	Capitalisation of staffing costs to Regional Housing Board funding The amount of work being carried out as part of the grants process is increasing as a result of the increasing number of options that are open to customers. It is proposed to capitalise half of the salary for a grants surveyor to be funded from the Regional Housing Board, Private Sector grant funding.	13	13	13
TOTAL HOUSING GENERAL FUND		52	33	33

HOUSING REVENUE ACCOUNT

Ref	Brief Description	Net Saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full year 2010/11 £(000)
HRALS1	<p><u>Reduced Bad Debt Provision</u> Housing Services have been focusing on performance improvements within the operational service areas. As a result of improved performance on recovering rent arrears, the requirement for bad debt provision has reduced. A £100k reduction in current arrears relates to a reduction in bad debt provision of approximately £60k.</p>	60	60	60
HRALS2	<p><u>Reduced Revenue Contribution to Capital</u> Housing Services have recently changed the product specification for replacement of gas central heating systems, moving from conventional boilers to combination boilers. This results in reduced capital cost of replacing a central heating system as a result of removing the need for a hot water cylinder and associated pipe work.</p>	33	33	44
HRALS3	<p><u>Additional income from Tees valley properties</u> Tees Valley Housing Association properties are managed by the council in return for a management fee. This saving reflects an increase in the number of properties being managed in 2008/09 within existing resources.</p>	15	15	15
TOTAL HOUSING REVENUE ACCOUNT		108	108	119

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STANDARD CHARGES FOR RESIDENTIAL CARE HOMES AND NON-RESIDENTIAL CENTRES

Type of Service	Current Charge 2007/08 £	Proposed Charge 2008/09 £
Residential Homes (weekly charge)		
Elderly Persons Homes	432.42	457.74
Residential Respite Care for Adults – Mental Health (22 The Avenue)	701.27	659.63
Residential Short Breaks for Adults with Learning Disabilities (Flaxman Avenue)	1,123.15	1,148.98
Discretionary Charges		
Personal Home Care	15.00 per hour	15.35 per hour
Day Care	3.30 per day or session	6.60 per day or session
Transport	1.70 per day	1.75 per day
Laundry*	3.45 per load	3.45 per load
Warden Call**	4.00 per week	4.10 per week
Meals at Day Centres	2.35 per meal	2.40 per meal

* Laundry only provided as part of an existing package of care

** Warden Call includes Mobile Warden visiting service

HOUSING FEES & CHARGES

Service		Current Charge 2007/08 £	Proposed Charge 2008/09 £	
Administration of Private Sector grants		500	500	
Houses in Multiple Occupation Licences	Band A	450	550	
	Band B	563	663	
	Band C	645	745	
	Band D	705	805	
Garages	Normal	Council tenant	5.39	5.51
		Private	5.39 + 0.94 VAT	5.51 + .96 VAT
	High Demand	Council tenant	6.46	6.61
		Private (local connection)	12.30 + 2.15 VAT	12.58 + 2.20 VAT
	Low Demand	Private (no local connection)	15.86 + 2.78 VAT	16.22 + 2.84 VAT
	All tenures	2.73	2.79	
Cookers	gas	3.95	4.04	
	electric	3.88	3.97	

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SOCIAL SERVICES
SAVINGS

Ref	Brief Description	Net Saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full year 2010/11 £(000)
HS11A	Increase eligibility criteria to substantial - savings would be achieved across all service areas for people with moderate needs including home care, day care, transport and support services. It is impossible to identify the exact level of savings achievable without individually reviewing the needs of every customer. The figures contained in this proposal are estimates based on the current customer base. Fair Access to Care Services (FACS) specifies an eligibility framework based on risks to the independence of individuals. These risks are categorised in terms of four levels – critical, substantial, moderate and low. Associated with each of these levels are four different types of risk – risks to autonomy and freedom, risks to health and safety, risks to personal and daily routines and risks to involvement in family and wider community.	200	300	300
HS2	Closure of CYC component of Sycamore House - Remove CYC staffing from Sycamore House and associated day care budgets. Replace with commissioned voluntary sector service to provide drop in facility to support the health services. The loss of this service would be detrimental to the other mental health services provided in the city.	111	142	142
HS9	Increased income from charges - Disability Related Benefit (DRB) policy change. Currently the council's charging policy is to disregard 35% of disability related benefits in lieu of an individual assessment of Disability Related Expenditure (DRE). This proposal suggests that 100% is taken into account when calculating the maximum assessed charge but that all customers are offered an individual DRE assessment. Approximately 80% of customers (around 1000 individuals) would be affected. It's difficult to predict the exact outcome as all customers would need an individual assessment. Additional staff would also be required to carry out the assessments.	216	216	216

GROWTH

Ref	Brief Description	Net Saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full year 2010/11 £(000)
HSIG1	Residential & nursing fee increase - Discussions have continued with the Independent Care Group aimed at increasing the fees that CYC pay. It has become difficult for the Council to secure placements at appropriate fee levels and previous inflationary increases have not fully taken account of increased costs such as insurance, utilities, regulatory fees and increases in labour costs over the past two years. The Council has indicated that in order to stabilise the market, assist in meeting demands upon capacity in specialist areas and to stimulate growth it would like to agree a Fair Price Fee level with Providers. Increases in fees will also enable Providers to improve quality and compliance with CSCI standards.	250	500	750

HOUSING GENERAL FUND
SAVINGS

Ref	Brief Description	Net Saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full year 2010/11 £(000)
HS13	Staffing reduction - Homeless Casework / Prevention worker Reduction of homeless casework / prevention worker. There are currently 8 casework / prevention workers who carry out the councils statutory duties under the 2002 Homelessness Act. The proposed saving is to reduce this team to 7. This will have an impact on services to customers.	27	27	27

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Current Capital Budget - 2007/08 to 2010/11

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
<u>Gross Expenditure by Department</u>							
Children's Services	100,025	40,740	17,239	40,397	2,412	0	100,025
City Strategy (P&T)	47,778	19,588	9,535	6,990	6,113	5,552	47,778
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	55,979	19,807	9,453	8,449	8,927	9,343	55,979
Leisure & Heritage	15,911	3,754	2,951	6,943	2,063	200	15,911
Neighbourhood Services	2,941	1,795	694	452	0	0	2,941
Resources	49,254	6,559	6,062	16,004	17,516	3,113	49,254
Social Services	2,632	1,371	646	205	205	205	2,632
Total by Department	274,783	93,618	46,839	79,440	37,236	18,413	274,783
<u>Total External Funds by Department</u>							
Children's Services	90,522	38,239	15,277	34,594	2,412	0	90,522
City Strategy (P&T)	33,936	9,977	7,815	5,903	5,276	4,965	33,936
City Strategy (Econ Devt)	0	0	0	0	0	0	0
Housing	53,831	17,859	9,253	8,449	8,927	9,343	53,831
Leisure & Heritage	4,576	2,136	811	1,629	0	0	4,576
Neighbourhood Services	1,496	1,135	361	0	0	0	1,496
Resources	31,921	3,652	2,553	6,660	17,138	1,918	31,921
Social Services	728	323	405	0	0	0	728
Total External Funds by Department	217,010	73,321	36,475	57,235	33,753	16,226	217,010
<u>Total CYC Funding required by Department</u>							
Children's Services	9,503	2,501	1,962	5,803	0	0	9,503
City Strategy (P&T)	13,842	9,611	1,720	1,087	837	587	13,842
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	2,148	1,948	200	0	0	0	2,148
Leisure & Heritage	11,335	1,618	2,140	5,314	2,063	200	11,335
Neighbourhood Services	1,445	660	333	452	0	0	1,445
Resources	17,333	2,907	3,509	9,344	378	1,195	17,333
Social Services	1,904	1,048	241	205	205	205	1,904
Total Capital Receipt Funding required	57,773	20,297	10,364	22,205	3,483	2,187	57,773

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Ref	Scheme Name	Scheme Summary	Gross Costs			CYC Costs		
			2008/09	2009/10	2010/11	2008/09	2009/10	2010/11
HASS2	Modernisation of Local Authority Homes	Programme of modernisation works to Council housing to modernise kitchens, heating systems and bathrooms.	460 ⁽⁺³⁵⁸⁾	276 ⁽⁺³¹⁵⁾	83 ⁽⁺⁰⁾	0	0	0
HASS1	Repairs to Local Authority Homes	Programme of repairs to local authority housing to keep them at decent homes standard.	2,520 ⁽⁺⁷⁸⁴⁾	2,966 ⁽⁺⁷⁸⁹⁾	2,992 ⁽⁺⁵¹⁴⁾	0	0	0
HASS3	MRA - Tenants Choice	The Major Repairs Allowance schemes allow tenants to have a choice about what modernisation project they can have on their property.	4,094 ⁽⁻⁶⁹⁷⁾	3,921 ⁽⁻⁹¹⁷⁾	4,225 ⁽⁻⁷²¹⁾	0	0	0
HASS6	Adaptations to disabled tenants homes	To provide adaptations to meet the needs of disabled tenants living in council homes in order they can live as independently as possible.	323 ⁽⁻²⁷⁾	325	327	0	0	0
HASS8	Private Sector Grants	To allow payments of grants and other forms of assistance in line with council policies (last reviewed in March 2007). These grants are aimed at vulnerable owner occupiers and private tenants to help in the repair of items affecting their health and safety and making their homes decent (PSA7). Currently the scheme is fully funded from Regional Housing Board grants. A three year (2008-2011) bid for £2.7m has been submitted. Should the bid be unsuccessful either in total or in part then funding would be required to sustain the programme at its current level.	850 ⁽⁻⁶²⁰⁾	900 ⁽⁻⁵⁷⁰⁾	950 ⁽⁻⁵²⁰⁾	0	0	0
HASS9	Community Equipment Loans Store	Enables people with complex and disabling conditions to be safely cared for in their own homes avoiding unnecessary admissions to hospital or nursing care. Provides support to carers to enable them to continue to care for their partner/relative. Contributes to the costs of specialist Occupational Therapy assessments (15K) and funds the purchase and maintenance of major items of equipment to aid daily living.(90k)	105 ⁽⁺⁰⁾	105 ⁽⁺⁰⁾	105 ⁽⁺⁰⁾	105	105	105
HASS7	Disabled Facilities Grant	To allow payment of mandatory disabled facilities grants in line with statutory and council policies (Housing Grants, Regeneration and Construction Act 1996 and Grants policy last reviewed in March 2007). Have bid for government subsidy (£375K) to be matched funded by the council (£274K). This shortfall has previously been funded by RTB receipts which can no longer be sustained.	649	649	649	274	274	274
HASS10	Telecare Equipment	Funding for 'Telecare' equipment - sensors which will be installed in vulnerable customers homes to deal with specific assessed risks. The sensors will be linked to our Community Alarm system and trigger alerts automatically given a programmed set of circumstances, ensuring speedy response to problems from our warden service. Telecare is a relatively new development and a 2 year grant for development funding from the Department of Health ends in March 08.	100	100	100	100	100	100
HASS11	Discus Bungalows	To provide adaptations to meet the needs of disabled tenants who are required to move due to the redevelopment of the Discus Bungalows	27	0	0	27	0	0

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ORIGINAL ESTIMATE	PROJECTED OUTTURN Q2	ACTIVITY AREA	BASE BUDGET	GROWTH	SAVING	TOTAL BUDGET
2007/08	2007/08		2008/09	2008/09	2008/09	2008/09
£'000	£'000		£'000	£'000	£'000	£'000
Expenditure:						
Repairs & Maintenance						
4415	4651	Jobs General	4573	280		4853
923	923	Projects	904			904
242	242	Estate Improvements	248			248
18	22	Publicity	18			18
102	102	Decoration Allowance	105			105
47	47	Rechargeable Repairs	47			47
<u>5747</u>	<u>5987</u>		<u>5895</u>	<u>280</u>		<u>6175</u>
General Management						
1716	1678	Recharges	1716			1716
3081	3218	Housing Services	3262			3262
<u>4797</u>	<u>4896</u>		<u>4978</u>			<u>4978</u>
Special Services						
17	16	Central Warden	17			17
724	725	Sheltered Housing	748			748
54	54	Energy Costs	56			56
416	425	Single Homeless	427			427
661	685	Temporary Accommodation	685			685
6	2	York Independence Bungalow	6			6
360	357	Grounds Maintenance	366			366
184	148	Caretaking - Employees	188			188
18	18	- Cleaning	19			19
3	4	- Communications	3			3
38	44	Lifts	39			39
3	3	Communal Aerials	3			3
6	6	Contribution to Energy Efficiency	6			6
<u>2490</u>	<u>2487</u>		<u>2563</u>			<u>2563</u>
Rents etc.						
5	4	Rent & Rates	5			5
154	144	Insurance	148			148
1		RTB Legal Fees	1			1
<u>160</u>	<u>148</u>		<u>154</u>			<u>154</u>
Provision for Bad and Doubtful Debts						
151	105	Council Housing	156		-60	96
<u>151</u>	<u>105</u>		<u>156</u>		<u>-60</u>	<u>96</u>
Housing Subsidy						
5354	5392	HRA Subsidy	5349			5349
<u>5354</u>	<u>5392</u>		<u>5349</u>			<u>5349</u>
Capital Charges						
9226	9226	Depreciation	9226			9226
344	344	Voluntary Debt Repayment	373			373
16111		Interest				
25	23	Debt Management	22			22
<u>25706</u>	<u>9593</u>		<u>9621</u>			<u>9621</u>
<u>44405</u>	<u>28608</u>	TOTAL EXPENDITURE	<u>28716</u>	<u>280</u>	<u>-60</u>	<u>28936</u>

ORIGINAL ESTIMATE 2007/08 £'000	PROJECTED OUTFURN Q2 2007/08 £'000	ACTIVITY AREA	BASE BUDGET 2008/09 £'000	GROWTH 2008/09 £'000	SAVING 2008/09 £'000	TOTAL BUDGET 2008/09 £'000
Income:						
Rents						
-23310	-23398	Council Housing	-23991			-23991
-124	-124	Single Homeless	-131			-131
-505	-411	Temporary Accommodation	-429			-429
<u>-23939</u>	<u>-23933</u>		<u>-24551</u>			<u>-24551</u>
Non Dwellings Rents						
-268	-272	Council Garages	-273			-273
-241	-246	Council Shops	-246			-246
-14	-15	General Rents	-15			-15
<u>-523</u>	<u>-533</u>		<u>-534</u>			<u>-534</u>
Charges for Services and Facilities						
-160	-168	Fees & Charges - Council Housing	-160		-15	-175
-111	-85	Cookers - Council Housing	-98			-98
-1		- Temporary Accommodation				
-19	-19	Charges - Central Warden	-20			-20
-456	-469	Fees & Charges - Sheltered Housing	-476			-476
-2	-1	- Temporary Accommodation	-1			-1
-87	-100	Leaseholder Admin Charge	-87			-87
<u>-836</u>	<u>-842</u>		<u>-842</u>		<u>-15</u>	<u>-857</u>
Contribution Towards Expenditure						
-13	-12	- Sheltered Housing	-12			-12
-11	-13	- Single Homeless	-11			-11
-47	-47	- Rechargeable Repairs	-47			-47
-826	-885	- Supporting People	-869			-869
<u>-897</u>	<u>-957</u>		<u>-939</u>			<u>-939</u>
Housing Subsidy						
-2	-2	Defects Act				
<u>-2</u>	<u>-2</u>					
Transfer from General Fund						
-3	-3	Amenities Shared by the Whole Community	-3			-3
-29	-29	Warden Recharge - Temporary Accommodation	-29			-29
<u>-32</u>	<u>-32</u>		<u>-32</u>			<u>-32</u>
<u>-26229</u>	<u>-26299</u>	TOTAL INCOME	<u>-26898</u>		<u>-15</u>	<u>-26913</u>
<u>18176</u>	<u>2309</u>	NET COST OF SERVICE	<u>1818</u>	<u>280</u>	<u>-75</u>	<u>2023</u>
AMRA						
-16111		Interest Charged to HRA				
1131	1121	Loan Interest	1171			1171
-4507	-4504	Non-Dwelling Depreciation	-4075			-4075
Interest Received						
-212	-212	Revenue Cash	-300			-300
-7	-7	Mortgages	-7			-7
<u>-1530</u>	<u>-1293</u>	NET OPERATING SURPLUS / DEFICIT	<u>-1393</u>	<u>280</u>	<u>-75</u>	<u>-1188</u>
912	1706	RCCO	320		-33	287
-618	413	SURPLUS / DEFICIT IN THE YEAR	-1073	280	-108	-901
-4835	-5990	(SURPLUS) / DEFICIT BROUGHT FORWARD	-5577			-5577
-618	413	(SURPLUS) / DEFICIT IN YEAR	-1073	280	-108	-901
-5453	-5577	(SURPLUS) / DEFICIT CARRIED FORWARD	-6650			-6478



HASS54

Meeting of Executive Members for Housing and Adult Social Services and Advisory Panel

14th January 2008

Report of the Director of Housing and Adult Social Services

Directorate Service Plan

Purpose of Report

1. To seek approval from the Executive Members for the directorate and service plans for Housing and Adult Social Services covering the period 2008-2011.

Directorate Plan

2. In March 2007 members received a departmental plan for Housing and Adult Social Services (HASS). This set out the vision for the department and 5 cross cutting themes for our work.
3. Attached to this report is a Directorate Plan. This takes the work to the next stage so that members can see how the work of HASS links into the council's corporate objectives and how we propose to work on some of the corporate cross cutting issues (e.g. health and safety).
4. Following this members will find the six service plans for HASS that give details of the service aims, key objectives and performance targets. These cover the period 2008-2011 although most of the detail refers to the coming year 2008/9.

5. Options

Options are not part of this report which is intended to set out the high level issues that influence the directorate plan and departmental service plans.

Implications

6. These are covered in detail in the directorate and service plans.

Recommendation

7. That the Executive Members endorse and approve the Directorate Plan for Housing and Adult Social Services and the associated service plans.

Reason: So that the council's corporate and departmental objectives can be achieved.

Author:

Bill Hodson
Director, Housing and Adult
Social Services
tel 01904 554000.

Chief Officer Responsible for the report:

Bill Hodson
Director

Report Approved

Date 24/12/07

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Annex 1: Directorate Service Plan



**Housing and Adult Social Services
Directorate Plan
2008/09 – 2010/11**

master copy

Foreword from Director of Housing and Adult Social Services



The Housing and Adult Social Services department came into being in 2005 but these services have been managed together in York since the council began in 1996. There are very good reasons for this – people need a decent place to live if they are going to enjoy happy and fulfilling lives and get the support they need to live independently. Equally, many people need individual support so that they can keep their home. I think this is self evident but we have never tried to demonstrate those links explicitly in one document before. This is what the directorate plan does and I hope that staff, elected members and partners find it helpful in seeing how we join up the different activities to meet the council's overall aims.

Bill Hodson, December 2007

Corporate Planning System

This page summarises how York's sustainable community strategy which sets out a long term vision for the city, links through to influence personal development plans for staff within Housing and Adult Social Services, via corporate, directorate and service level plans. These links ensure that individuals and teams work consistently towards clear objectives that build towards delivering the priorities set out in city and corporate level strategies.

	Sustainable Community Strategy	Without Walls (York's Local Strategic Partnership) has produced a City Vision and Community Strategy, which was agreed in April 2004. www.yorkwow.org.uk
Corporate Strategy	Corporate Vision (Values and Direction Statements)	The Council's corporate vision includes four values and seven direction statements.
	Corporate Priorities & Corporate Imperatives	<p>The Council has ten corporate improvement priorities – ten areas of council business where we have chosen to make significant improvements. ? of the ten are led by Housing and Adult Social Services:</p> <ul style="list-style-type: none"> ○ ○ ○ <p>The Council has seven corporate imperatives. These are highly significant 'must-do' projects and programmes.</p>
	Strategic Plans	<p>Housing and Adult Social Services Directorate Plan which:</p> <ul style="list-style-type: none"> ○ Sets out clear direction for the directorate – service development and staff development. ○ Shows how we contribute to the corporate agenda. <p>A HASS Portfolio Management Board sets priorities within this strategic direction for the delivery of its major change projects and manages the capacity available to deliver these.</p> <p>In addition, Housing and Adult Social Services has a number of service specific strategic commissioning plans that can be seen in their respective service plans.</p>
	Service Plans / Team Workplans	HASS has SIX service plans, supported by detailed Workplans. Taken together these set out how the directorate plan's priorities will be delivered. The service plans can be found on the intranet under: <i>Council / Service Planning / 2007/08 Service Plans / Housing and Adult Social Services</i>
	Performance & Development Review	It is expected that all staff have an annual appraisal to help set personal objectives, informed by Team, Service, Directorate and Corporate Plans.

Section 1: Introduction & Directorate overview

Directorate Plan

The purpose of this *Directorate Plan* is to:

- Communicate a clear direction for Housing and Adult Social Services.
- set out the directorate challenges and priorities for the medium term (1-3) years.
- outline how we will contribute to the delivery of the shared vision of the authority.

Our vision for Housing and Adult Social Services in York is:

To enable people in York to live independent, healthy lives in decent, affordable homes.

We will focus our work on providing well managed and maintained homes, supporting communities, ensuring that all customers have equality of opportunity to access services, and supporting people to remain active and independent in their own homes.

Our role is to act as the commissioner or provider of services to work with our partners so that people are enabled to achieve these outcomes in their lives :

- *Improved health*
- *Improved quality of life*
- *Making a positive contribution*
- *Exercise of choice and control*
- *Freedom from discrimination or harassment*
- *Economic well-being*
- *Personal dignity*

Housing and Adult Social Services Directorate

There are strong reasons why housing and adult social services are managed together:

- An integrated approach to support people e.g. one route in for adaptations and equipment
- Housing is often key to independence and the safe delivery of community care e.g. extra care housing and supported living schemes
- Long term commissioning strategies are needed to meet rising demand and these need to reflect both housing and care needs

One of the difficulties in describing the work of Housing and Adult Social Services (HASS) is the diversity of the activities. Six service plans are produced to cover the period 2007-10 and attached as annexes to this report. However, these should not be seen as separate plans and wherever possible within the size limitations of each we have sought to show the interdependencies between them. This Directorate Plan will outline the overarching key challenges ahead that are requiring a response from all our HASS services and often the Council as a whole.

HASS provides the following;

- A landlord service that manages approx 8039 tenancies and 428 leasehold properties
- Provides advice and information in accordance with the Housing Act 1996. In 2006/7 503 homelessness decisions were made and 214 acceptances.
- Contracts and provides homelessness prevention services, in 2006/7 287 cases of homelessness were prevented.
- Manage three traveller sites, with Asset Management Team responsible for current refurbishment programme.
- Administers grant assistance to people living in the private sector in accordance with the law and council policies, including disabled facility grants. In 2006/7 over 135 Repair grant, and over 25 landlord grants and more than 150 energy efficiency grants were completed

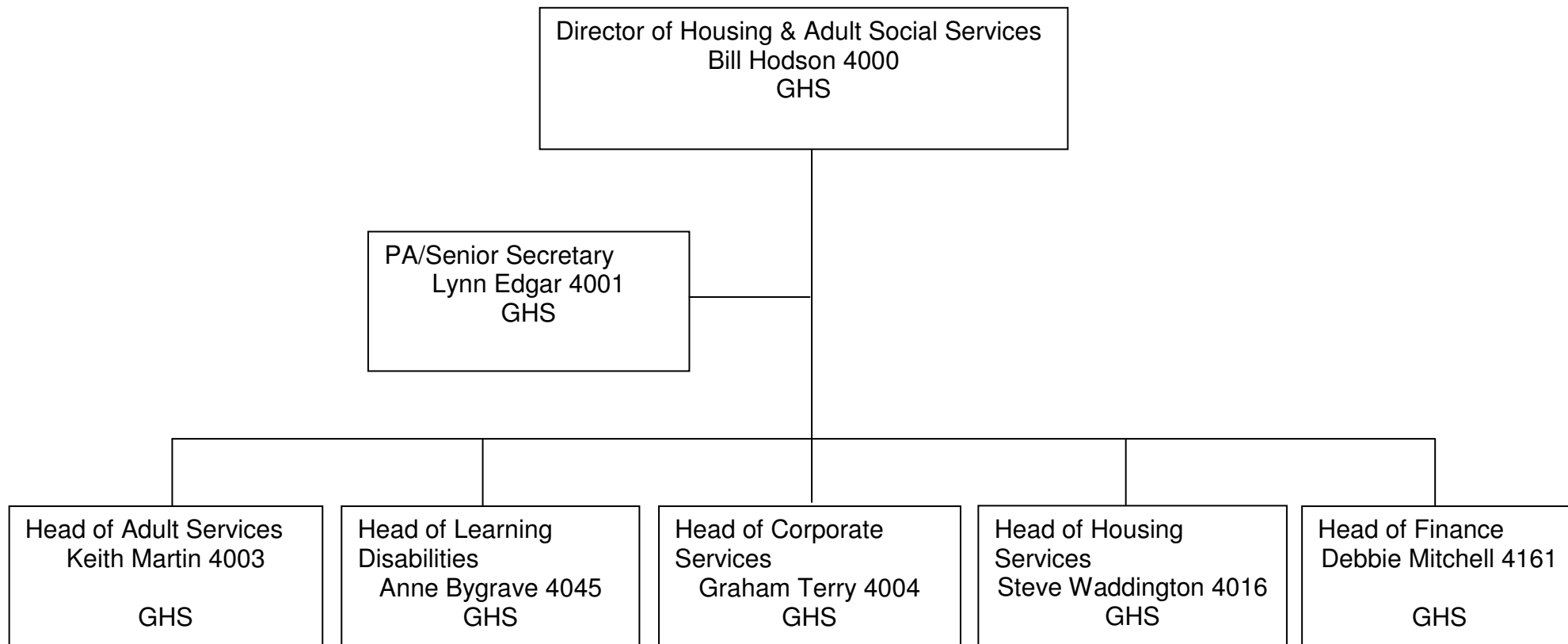
- Provides the statutory enforcement function in accordance with Housing Act and related legislation. In 2006/7 licensing of houses in multiple occupation was introduced and more than 305 HMOs were licensed and 40 properties inspected.
- 21 empty properties were returned to use.
- Negotiates and draws up agreements with developers and registered social landlords (RSLs) regarding the provision of housing in new developments. In 2006/7 56 units of affordable housing were completed and planning permission was granted for 232 units.
- Social care services to approx 4600 adults, and responds to over 2200 new referrals pa.
- Provides Social and Health Care services on behalf of the council and the North Yorkshire and York Primary Care Trust to a population of approx 902 adults with a learning disability
- Support to young people who are in the 'transitional' phase from childhood to adulthood (age 16-24) who have learning disabilities, physical or sensory impairments.
- Older people and physical disability service receives approx 2200 new referrals a year and serves approx 3500 existing customers
- In-house provision includes housing support, home care, registered residential care, respite care, day services, equipment to aid daily living, minor and major adaptations to property, transport and supported employment.
- Commissions from the independent & voluntary sectors, home care, residential care and community support services
- Assessment services are carried out jointly with health colleagues such as, Hospital Discharge; Occupational Therapy services; Intermediate Care and within health settings such as Renal Social Workers, a care manager in the Accident and Emergency department of York Hospital, a care manager in a non-acute facility and in a PCT Intermediate Care unit and Fast Response Team.
- Services for people of working age with mental health needs are provided within an integrated service provided by North Yorkshire & York Primary Care Trust and City of York Council, led by the PCT.
- Services include Mental Health Act '83 statutory duties undertaken by Approved Social Workers (ASW). They and the Mental Health Community Support Workers, who provide intensive support to customers with severe and enduring mental health needs, are integrated within 4 Community Mental Health Teams, Assertive Outreach, Early intervention and Crisis Resolution Teams.
- Financial assessment for 2750 residential customers and 1200 homecare customers.
- The Customer Advice Centre handles approx 50,000 enquiries a year
- The Supporting people team administer a grant of over £8M funding 210 services secured within 189 contracts, providing support for 4500 customers through 45 different organisations
- The Complaints team manages the response to around 330 complaints, 15 Ombudsman, 60 MP, 50 Councillor and 50 Freedom of information enquiries a year.

HASS employs approx 1075 full time equivalent staff, with an overall gross operating budget of £56.5m and a nett budget of £32.7m. Our services are delivered by over 300 teams of staff across approx 35 locations that reflects the range of services provided within, and accessible to our local communities.

The next page include a structure chart for the directorate, followed by an overview of the directorate's budget as an indication of the overall scope and size of HASS.

DIRECTORATE STRUCTURE CHART

**HOUSING AND ADULT SOCIAL SERVICES
Senior Management Team**



Housing and Adult Social Services Budget Overview 2006/07 Outturn

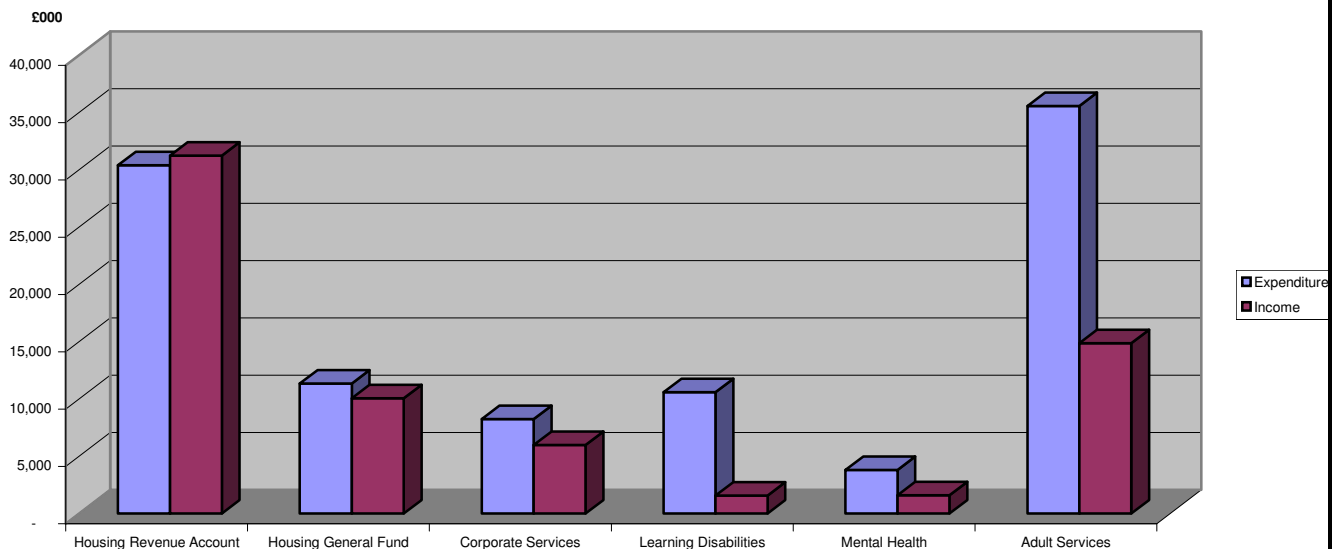
Savings/Growth: The Department identified £768k worth of in year savings in 2006/07 to help fund council budget pressures. The main areas were in Home Care efficiencies (£145k), revisions to charging policies (£160k) and staffing and procurement savings (£115k). £514k growth was identified. £100k was set aside for increasing Residential and Nursing Fees over and above inflation, £126k for staff increments and £98k to reprovide Windsor House as an EPH for those with dementia.

Total savings of £702k were offered up in the corporate budget savings round for 07/08 and £1413k of growth bids were also approved for the year. The major growth bid items concerned retraction of Supporting people funding (£700k), continued support for the implementation of the Electronic Social Care Record (ESCR) system (£226k and children transferring to Learning disabilities services (£145k). The major savings proposed included increasing income from customers (£416k) and service efficiencies (£178k). All growth and savings are on target except £40k saving identified in Learning Disability services.

Out-turn: Year end out-turn 2006/07, saw the Department underspend by £205k.

General Fund Services	Expenditure Budget £000	Income Budget £000	Net Budget £000	Outturn £000	Under spend £000	%
Total	56,560	23,830	32,730	32,525	205	0.6

HASS expenditure and Income budget 2007/08 by Service



Budget 2007/2008 – HASS GENERAL FUND*(£000)

Employees	£22,145
Premises	£1,090
Transport	£1,586
Supplies and Services	£36,031
Miscellaneous:	
– Recharges	£7,393
– Other	£235
Capital Financing	£1,042
Gross cost	£69,522
Less Income	£34,039
Net cost	£35,483

*For details of HRA budgets see Appendix 1 – HRA service plan

Section 2: Key Challenges and Opportunities

In considering the service plans for 2008-11 we need to be aware of the key contextual issues both nationally and locally. These include:

a) The White Paper – Our Health, Our Care Our Say

Our service plans for 2007-10 continue to move in the direction set out in the White Paper e.g. more work is being done to promote direct payments and to develop individualised budgets for self directed support (the 'In Control' project for people with a learning disability) whereby people directly manage the money for their care costs.

The White Paper has also confirmed the shift to achieving outcomes for adults – broad concepts that focus on basic aims that all people want to achieve e.g. choice and control over the way they live, freedom from harassment, economic well being and dignity. This presents a challenge to how services are provided and how community support networks function.

Putting People First, a concordat signed by adult social care and health providers across all sectors, the NHS Executive, central and local government, professional bodies and regulators, was published on 10 December 2007. The document jointly commits the signatories to a radical transformation of adult care services over the next three years. Key elements of the programme include: giving most people who receive funded care their own personal budgets; much closer collaboration between NHS and local government; a focus on early intervention and prevention; investing in support that tackles loneliness and isolation; and a joint strategic needs assessment undertaken by local authorities, relevant PCT and NHS providers.

b) Neighbourhood Management

A key element of managing Neighbourhoods is addressing anti-social behaviour. The Respect Standard sets out that all residents must respect their neighbours and the local environment and be aware of and abide by the conditions of their tenancy. It states that social landlords should be accountable to residents, so everyone is clear about what they can reasonably expect of each other.

Signing up to the standard will mean considering the level, quality and scope of services we provide and whether this meets the benchmark set by the Standard. This will be done in close consultation with residents. Through creating a more accountable model where residents are clear about what they can expect they will be better able to hold landlords to account. Critical to its success within York will be engaging with RSL landlords and other partners and gaining their commitment to signing up to the standard. We are also reviewing our regular estate walkabouts undertaken with partner agencies.

c) Increasing demand for services and the need for long term commissioning decisions

The work on the long term needs of older people in York and the gap analysis (i.e. what needs to be put in place to meet those needs) will be key to determining some of our long term commissioning decisions and we will want to work on this in partnership with the PCT, care providers and customers/carers.

This has set out the growth in the number of people over 85 (from 3,700 to 6,000 by 2020) and the potential impact on services (e.g. 700 more people with dementia). If services remain as they are it would cost over £7m more to provide care in the current way. That is why the next step is to look at alternative means of supporting people in the community. A major consultation exercise begins in Jan 08 to gain the views of all stakeholders on this issue and is due to report back to the March 08 EMAP meeting.

Work is completed on a commissioning strategy for people with a learning disability. There are significant demographic issues here as well with a clear trend for customers in transition from children's services having increasingly complex support needs. The number of 'transitions' customers is expected to increase by 70% by 2010. This will encompass a 55% increase in customers with complex support needs. There are currently approximately 70 customers in transitions, half of whom have complex support needs. There is also an aging population of both customers and carers which presents a different range of issues but cumulatively also adds to the number of people remaining in need of services.

There is a clear link across housing and social care in responding to these challenges e.g. the opportunities that the redevelopment of the Discus bungalow sites offers to commission new homes that will meet future care needs.

The Private Sector Housing Renewal Strategy is currently being updated to reflect these challenges and will consider a change in emphasis from grant based support to equity loan products.

d) Affordable Housing

It is one of the council's 13 corporate priorities "to improve the quality and availability of decent, affordable homes in the city".

The council is showing the way as a landlord and is on course to hit the government's target for decent homes by 2010/11.

Affordability is a key issue that underpins the social and economic life of the city and is inextricably linked to supply and demand issues e.g. the shortage of affordable homes has a direct link to the levels of homelessness and the availability of locally based staff to deliver key services in the city.

The 2007 Strategic Housing Market Assessment indicated that an additional 1218 affordable homes are needed per annum (CLG model) to meet identified needs in York. The Assessment also indicated high levels of under-occupation – in response to we are looking to commission research via the sub-regional Golden Triangle project, into under-occupation in the council and RSL sectors.

The North Yorkshire Sub Regional Housing Partnership has successfully applied to CLG for funding to explore the opportunities for sub regional Choice Based Lettings. This work will be progressed in 2008.

There is also a key role to play in the regulation of private rented homes (especially homes in multiple occupation – HMO's) and the condition of privately owned homes – through the use of grants for adaptations and repairs. The Housing Act 2004 brought the statutory the licensing of HMO's, a new fitness standard, the Housing Health & Safety Rating System. April 2007 saw the introduction of a Tenancy Deposit scheme for private landlords. Major government consultation is also underway looking at the future of Disabled Facilities Grants (DFGs). (This is still ongoing)

e) Health Improvement and the Local Area Agreement

This is also one of the council's 13 corporate priorities – to improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest. Increasing importance is being given to tackling the social, economic and lifestyle issues that affect the demand on health and social care services. The ban on smoking in public places in 2007 and the rising concerns about obesity and diabetes are examples of this. Without changes to some of these factors the demands will become unsupportable in terms of the finance and staffing required. The Local Area Agreement offers an opportunity to bring all the key statutory and voluntary partners together to work on joint objectives and programmes.

f) The need to continue the momentum to modernise and improve services for customers

A major piece of work is underway to modernise day care for people with disabilities to

build on the success of previous projects e.g. the re-provision of Hebden Rise. This is being linked to the opportunity to enable people to take more control of their care by determining their own care package and having the money to purchase it (see 2a) above). The replacement of the Peasholme hostel will provide residents with en suite facilities and space for training and support within the building.

In 2008 we will be introducing customer expert panels to ensure that customers are closely involved in service improvements taking place in housing services.

g) The introduction of improved IT systems to enable the council to meet statutory requirements and improve efficiency

The first phase of the implementation of the new social care system, Frameworki, went live in July 2007 with 2 further phases of development required throughout 2008. The departmental management team have identified the benefits that need to be realised by this investment and there will be an ongoing programme of staff training.

There is a major upgrade due to iworld in 2008 though the details are yet to be specified.

Housing Service are recruiting a post on a 6 month secondment to implement DMS within the Homelessness and Housing Registrations Teams and to update existing processes, and evaluate the use of the system by the Strategy and Enabling Team

The development of mobile working within the Housing Services area is critical to the long-term delivery of the service to our customers and the way in which staffs working practices will change. Currently the Housing Services have 40 staff that operate out in the field. It is envisaged that tenancy management, income management, repairs, homeless support and verification of housing registrations could all be carried out in the customers home resulting in significant improvements in customer satisfaction. Pilot on mobile working due to commence in January 2008 and run for 3 months. The success of this will be evaluated prior to any decisions on further rollout.

h) Climate change

A number of initiatives in HASS are seeking to reduce our environmental impact such as the development of the new Arclight and Peasholme developments to eco standards, installing energy saving boilers in our housing stock and offering insulation schemes, running switch off campaigns and extending recycling to our offices and buildings.

Directorate Major Risks

Directorate level risks have been identified and are held on the council's 'Magique' risk management system together with controls/actions to mitigate these.

Strategic Risks	<ul style="list-style-type: none"> ○ Failure to deliver council strategy ○ Failure to maintain or improve the Comprehensive Performance Assessment score in 2008
Partnership Risks	<ul style="list-style-type: none"> ○ Failure to deliver Local Area Agreement ○ Partnering-Regulation and Governance
Operational Risks	<ul style="list-style-type: none"> ○ Completion of the Pay & Grading Review ○ Implications of the forecast budget funding gap by 2020 ○ Failure of major programme and project management ○ Failure to deliver 'Transformational' Government ○ Failure to address Business Continuity Planning

Section 3: Priority Improvements

We have identified 5 high level themes that summarise the required developments in HASS in response to section 2. These 5 key themes have informed the prioritising of our major projects to be delivered, and overseen by the HASS Portfolio (of projects) Management Board.

Housing and Adult Social Services Vision and Departmental Service Plan Framework				
Long Term Business Change	Independence, Choice & Control	Preventative Strategy	Quality and Excellence	Customer Participation
<ul style="list-style-type: none"> ❑ Commissioning strategies for: <ul style="list-style-type: none"> • Older People • Learning Disabilities • Long term health conditions ❑ Housing Revenue Account: Financial options to be updated ❑ Affordable Housing Strategy ❑ Social Care IT system replacement ❑ Workforce Planning and Development 	<ul style="list-style-type: none"> ❑ Review of accommodation and support for older people ❑ Redevelopment of the Discus Bungalow sites ❑ Home Care Review ❑ Self directed support (individualised budgets) ❑ Consideration of Choice based lettings ❑ Learning Disabilities Accommodation review (with Joseph Rowntree Trust) ❑ Updated Private Sector Renewal Strategy will focus on the move from grants to equity based loans for owner occupiers 	<ul style="list-style-type: none"> ❑ Commissioning of voluntary sector support services ❑ 'Refresh' of the Supporting People Strategy ❑ Use of assistive technology in the home ❑ Review of the Homelessness Strategy with emphasis on a proactive preventative approach ❑ Reduction in the number of people in temporary accommodation 	<ul style="list-style-type: none"> ❑ Improvement plan for housing to achieve service excellence ❑ Day Services modernisation at Yearsley Bridge and Huntington Road ❑ Closure and re-provision of the NHS 'campus' at Easingwold ❑ Sign up to the RESPECT standard for housing management (tackling anti-social behaviour) 	<ul style="list-style-type: none"> ❑ Developing the Carers strategy and support services ❑ Increasing the involvement of tenants in housing strategy & management ❑ Linking partnership boards into service planning (e.g. via the Local Area Agreement) ❑ Developing an outcomes based approach to service delivery

The HASS Portfolio of Projects

HASS introduced a project toolkit in 2007 for use in delivering all its medium and large scale projects. Based on the Prince 2 Methodology it supports the application of sound project management disciplines and standards within HASS to underpin the work of the Portfolio Management Board. The full toolkit can be accessed via the following link
http://intranet.york.gov.uk/docsinf/navigate_tree.asp?intnavid=11416

The Portfolio Management Board assesses new and existing programmes and projects considering them in relationship to:

Strategic fit – how well each initiative supports corporate and directorate objectives
 Achievability – the likelihood of achieving success with our current capability and capacity
 ‘Affordability’ – whether it can be done with our available resources

All major programmes and projects are included in the Board’s portfolio, which receives exception, reports on their progress. Reshaping the portfolio will depend on:
 current capability and capacity to deliver programmes and projects within the portfolio
 Strategic plans and policy imperatives
 Possible trade-offs in the areas of benefits, risks, achievability, and scope
 Current commitments externally with partners and internally to existing service levels and operations.

Ongoing management of the portfolio

Track the portfolio’s performance and progress against key outcomes
 Take prompt corrective action when required
 Make hard choices when needed – reprioritise, defer or stop projects
 Check monthly on the mission-critical projects
 Monitor the organisation’s total exposure to risk
 Look to the future – plan for known changes and forecast the future demands on resources.

A group of key officers in HASS offer advice and support to managers and challenge their business case for individual initiatives, from start-up to close-down.

Constructively “challenging” projects and programmes so as to optimise overall delivery and benefits realisation possibilities. Those projects that are considered not to warrant further work are reported to the Portfolio along with those that pass this ‘challenge’ stage.

The Portfolio Board can accept new projects into the Portfolio if they can be adequately resourced eg; Project manager time, Finance, HR, IT, Planning, Commissioning etc.

A group of trained project managers provide advice, support and assurance to programme and project teams. Our ambition is to ensure that every team has access to the programme/project management skills it needs but in the interim we will focus on developing capability as required. The Project Toolkit includes steps to promote programmes and projects that are managed in line with best practice, so that they can do things in a repeatable way, learn and improve. We are seeking to promote the use of project management within the Council and through networking with peers and central bodies so as to learn from them and share experiences.

The current projects within the Portfolio for 2007-08 are;

Discus Bungalows

Day service modernisation (Yearsley and HRDC)

Home Care

Framework electronic social care record system

In Control

Attendance Management

The Long Term Commissioning Strategy for Older People Programme Board

HASS contribution to Corporate Projects: Council Performance Assessment, Pay & Grading/Job Evaluation

There are currently 4 project outlines being scoped for potential inclusion in the Portfolio for Jan 2008 to March 2009.

Section 4: Organisational Improvements

In addition to the 5 key themes and the Portfolio of Projects in HASS we also have 6 cross cutting directorate priorities to improve our organisational effectiveness;

Cross Directorate Organisational Effectiveness Priorities	Action	By when	Directorate Lead
1. Improving absence management.	1) Working with the HSE on a pilot use of their stress management standards to reduce absence due to stress. Established an Attendance Management Steering Group (reporting to Portfolio Board) to oversee work on occupational health, data collection, implementation of new Corporate attendance policy, a targeted support team, HSE stress pilot, training, and monitoring our performance.	Complete pilot in Oct 08 Ongoing	G Terry
2. Staff development.	2) Drafting a HASS Workforce Development Plan and a 3 Year Training plan to meet our key themes and challenges.	Agree plans by Mar 08	G Terry
3. Implementing job evaluation / pay & grading.	3) To ensure that the outcomes are implemented efficiently and fairly and we recognise the contribution of all HASS staff.	Ongoing	G Terry
4. Improving health & safety culture.	4) The Directorate Management Team and the HASS Health & Safety Panel will ensure that all services have active, current risk assessments in place and that we respond to inspection findings.	RA's in place by Oct 08	G Terry
5. Equalities	5) Conduct a baseline assessment of our current compliance with Equality Standards and produce an action plan for the achievement of a level 3 standard by 2009.	Agree the action plan by Feb 08	G Terry
6. Business Continuity	6) To produce a single overarching HASS Business Continuity Plan based on the individual service continuity plans. This will include areas for improvement and how they will be delivered.	Agree Plan by Feb 08	G Terry

This section shows how the Housing and Adult Social Services' priorities (right hand column) link to the corporate vision and corporate priorities set out in the corporate strategy (left hand column). Some directorate priorities support more than one workstream within the corporate strategy.

Corporate Strategy	HASS Directorate Plan
Corporate Vision	
<p>Corporate Values.</p> <p>We will:</p> <ul style="list-style-type: none"> • Deliver what our customers want. • Provide strong leadership. • Support and develop our people. • Encourage improvement in everything we do. 	<p>HASS will contribute through:</p> <p>Process redesign of customer access with easy@york phase 2 and consultation with customers on commissioning strategies and housing improvements.</p> <p>HASS1): Improved Absence Management. HASS2) Staff development HASS3): Implement Job Evaluation /Pay & Grading HASS4): Improved Health & Safety HASS5): Equalities HASS6): Business Continuity</p>
<p>Corporate Direction Statements.</p> <ul style="list-style-type: none"> • We want services to be provided by whomever can best meet the needs of our customers. • Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford. • The Council will provide strong leadership for the city using partnerships to shape and deliver the Community Strategy for the City. • We will listen to communities and ensure that people have a greater say in deciding local priorities. • We will seek to place environmental sustainability at the heart of everything we do. • We will be an outward looking council, working across boundaries to benefit the people of York • We will promote cohesive and inclusive communities 	<p>HASS will contribute through:</p> <p>A consultation with stakeholders on the Long Term Commissioning Strategy for Older People on how services could be configured and a prevention agenda adopted to meet the demographic challenges ahead.</p> <p>Ensure that the supply of affordable housing in York meets those housing needs identified in the Strategic Housing Market Assessment undertaken in 2007.</p> <p>Use the baseline data to develop the Private Sector Renewal Strategy and investment for private sector housing.</p> <p>Remaining on target to meet the Decent Homes Standard by 2010</p> <p>The new Arclight and Peasholme developments to meet eco standards, installing energy saving boilers in our housing stock and offering insulation schemes.</p>

In addition to the 5 key themes and the Portfolio of Projects in HASS and the 6 cross cutting directorate priorities to improve our organisational effectiveness; we also support some of the other corporate priorities through other work undertaken in the directorate.

Corporate Strategy	HASS Directorate Plan
Corporate Priorities	HASS Priorities
<p>Corporate Priorities for Improvement.</p> <ul style="list-style-type: none"> • Waste Management / recycling / landfill. • Environmentally friendly transport. • Condition of the city's streets, housing estates and publicly accessible spaces. • Reducing violent, aggressive and nuisance behaviour. • Skills and knowledge. • Promoting economic prosperity (income differentials). • Health and lifestyles. • Life chances of disadvantaged children and families. • Decent, affordable housing. • Reducing environmental impact. 	<p>HASS will contribute through:</p> <p>Running switch off campaigns and extending recycling to our offices and buildings.</p> <p>Reviewing Estate Walkabout process to improve effectiveness Estate improvement grants for Residents groups Tackling empty properties through improved void management processes</p> <p>Continue recruitment campaign with Job Centre Plus. Increased emphasis on supporting people with disabilities into employment Improved training resource in the new Peasholme and Arc Light to improve people's life chances.</p> <p>Undertake a Joint Health Needs Assessment with NYYPCT. Jointly deliver with the NYYPCT a campaign to improve nutrition and hydration for older people.</p> <p>Holistic approach to addressing young peoples training and employment needs in supported housing</p> <p>Increased provision of affordable homes, the affordability issue of existing homes, existing housing stock meeting needs, and improving how homeowners and private landlords maintain their homes.</p> <p>Energy Efficiency work and reduction in SAP ratings</p>

Corporate Imperatives.	HASS will contribute through:
<ul style="list-style-type: none"> • Pay & Grading • School Modernisation Strategy • York Stadium • Administrative Accommodation Review • Local Development Framework • FMS Replacement • Demographic Change: ageing population 	<p>Implementing pay and grading Preparing customer access points for integration into the new Hungate centre in 2010. Integrate Financial systems into Framework Convey outcomes of the Strategic Housing Market Assessment to the LDF</p> <p>See Older people & Physical Disability Service Plan</p>

The six Service Plans attached as annexes to this Directorate Plan are as follows;

Housing General Fund Service Plan
Housing Revenue Account Service Plan
Corporate Services Service Plan
Learning Disability Services Service Plan
Older People and Physical Disability Services Service Plan
Mental Health Services Service Plan

Monitoring and Reporting Arrangements

<p>HASS Directorate management team receives and considers on a monthly basis a dashboard of indicators to highlight the health of our Directorate and key performance information to monitor our progress. This includes dedicated Finance budget reports, HR information, Key PI's, Health & Safety, Training, and complaints. A performance statement is reported to EMAP meetings through the quarterly monitoring process. The Portfolio Management Board and individual project steering groups also report exceptions on progress to the DMT mtg.</p> <p>Our Directorate priorities are used to inform the six Service Plans. Actions and measures in Service Plans are measured and managed monthly through Heads of Service meetings. In addition to the actions and measures in this plan, the service plans will contain a range of other actions and measures such as BVPIs and LAA measures that are contained in service plans. These are reported to DMT and quarterly EMAPs as appropriate.</p> <p>HASS also has quarterly business meetings with CSCI (Commission for Social Care Inspection) and regular meetings with the Government office for Yorkshire and Humber and the Communities and Local Government Offices on specific issues such as homelessness etc.</p> <p>HASS was awarded 2 stars (in a range from zero to 3 stars) by CSCI in 2007 for delivering good social care services with promising prospects for improvement. Similar to the rating for LCCS this star rating is important to the overall rating of the council in its Council Performance Assessment.</p>



Service Plan Template for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Housing Revenue Account

Directorate: Housing and Adult Social Services

Service Plan Holder: Steve Waddington

Workplans: Housing Service Improvement Plan

Director: Bill Hodson

Signed off

Date:

EMAP : Housing

Signed off

Date:

The following service plan template must be no longer than **8 pages** long. (excluding workplans)

Section 1: The service

The Housing Revenue Account is the council’s housing landlord service, managing 8039 tenancies and 428 leasehold properties.

- **Tenancy Services**
 - Estate management
 - Void management
 - Allocations
 - Tenancy enforcement
 - **Support Services**
 - Income management
 - Maintaining the housing register
 - Right to buy and leaseholder administration
 - Customer Services
 - **Asset Management**
 - Responsive repairs
 - Repairs to void properties
 - Planned and capital investment
 - Lead on Asset Management for the directorate & ensure service priorities represented at Corporate Level
 - **Service Development**
 - Develop and monitor service and improvement plans
 - Reviewing and developing plans, policies and procedures
 - Service Improvement & self assessment against KLOE standards
 - Training and staff development
 - Ensuring customers are involved in the service
- Our Main customers:**
- Existing City of York Council tenants
 - Applicants for City of York Council housing
 - People living in hostels owned by the HRA

Service objectives

1	Meet the Decent Homes Standard by 2010
2	Increase tenant satisfaction
3	To be customer focused
4	To assess the impact of the revised allocation policy and review access routes
5	Reduce the time it takes to relet void properties
6	Increase the level of rent collected and reduce the level of arrears
7	Through partnering provide an excellent responsive repairs service
8	Work with tenants in developing sustainable communities'
9	Work in partnership to reduce anti-social behaviour
10	Ensure leaseholders have an opportunity to be involved in the development of the service
11	To deliver an excellent adaptations service
12	Meet the needs of vulnerable tenants
13	Ensure appropriate training and staff development opportunities
14	Ensure value for money
15	Increase leadership capacity in the Housing Service
16	Ensure that affordable housing stock is utilised and allocated in a way that best addresses housing needs
17	To reduce negative impacts on climate change from housing activities in York including Energy Efficiency

Section 2: The Drivers

Driver	How might this affect our service
External	
CLG requirement that all housing stock meets the Decent Homes Standard by 2010	Programme of work in place detailed in business plan
CLG requirement that the use of temporary accommodation is reduced by 2010	Additional pressure on general needs housing stock Delivery of Action Plan to reduce usage of temporary accommodation
CLG target that Choice Based Lettings introduced by 2010	Sub Regional bid for funding Possible expansion of CBL in York Working sub-regionally Change to IT and customer access around housing registrations
Government encourages councils to identify land for affordable housing from their own stock (Housing Green Paper 2007)	HRA land is a potential source for affordable housing Development
Options based approach to accessing housing (Housing Green Paper 2007)	Consider models for developing housing options centre
Corporate	
Changes to LAA in York	Ensure strong emphasis on housing
Administration and Accommodation review to 2010	Loss of Acomb office as housing office accommodation, transformation of public access point to One stop shop likely. Integration of contact with housing service, including options approach
Directorate	
Long Term Business Change	Long Term Business planning for the HRA
Independence Choice and Control	Potential expansion of Choice based lettings Options approach to accessing housing
Preventative Strategy	Any reductions in budget or changes to services following Supporting People reviews could impact on services to Housing customers
Quality and Excellence	Key areas of performance improvement needed to a) increase tenant satisfaction b) produce savings to balance HRA: <ul style="list-style-type: none"> ◆ Income Management ◆ Responsive repairs ◆ Void Management Programme of Self Assessment of service areas against the Audit Commissions Key lines of Enquire KLOE and delivery of associated action plans
Improving the Skills and competencies of Managers and Staff	Embed Corporate Leadership standards Deliver Housing element of HASS training plan Consolidate HASS induction programme
Customer Involvement and Participation	Develop action plan to take forward Customer Involvement Compact Objectives Establish Customer Expert Panels and track customer influence on Service improvements Effective Delivery through Neighbourhood Pride Unit (NPU) Key Performance Indicators for both CPA and Housing
Housing Service Drivers	
End to End Review of Responsive repairs service	Changes to service delivery and development of end to end measures
Streamlining of services delivered under the Repairs Partnership, to reduce duplication and costs	Evaluate the success of the repairs partnership and its impacts on customer satisfaction, quality and cost
Tenant Satisfaction with the housing service	Deliver new methods of customer engagement
Achieving Value for Money (Gershon, Audit Commission KLOE, Balanced HRA)	Value for money to be embedded in housing service including exploring alternative methods for procurement and options for existing contracts and identifying efficiency savings

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
Remaining on target to meet the Decent Homes Standard by 2010	It is paramount that the service seek to meet the Decent Homes Standard by 2010, as is required by Government and subject to stock remaining in local authority management/ownership.
Improved performance across the Housing Service functions	To improve customer satisfaction and to ensure Housing Services deliver excellent services, including improved performance in: <ul style="list-style-type: none"> • Income Management • Void Management • Responsive Repairs • Tackling anti-social behaviour • Satisfaction with the council as a landlord particularly among younger age groups
Consolidate our approach to Customer Service: Roll out refreshed Customer Service and working with colleagues standards across housing, and embed in induction, training and monitoring.	<ul style="list-style-type: none"> • To improve customer satisfaction across the service. • To achieve a standardised quality of customer service across housing • To improve customer satisfaction with opportunities for participation

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	<i>No direct support links for this year.</i>
Reduce the environmental impact of council activities and encourage, empower and promote others to do the same NEW	<ul style="list-style-type: none"> • Energy Efficiency work and reduction in SAP ratings • Awareness raising around green agenda with hostel residents • Articles in Streets Ahead magazine • Ending of Residents Association skip programme in order to promote alternatives such as recycling • Embrace environmental concerns as part of Hostel improvements • New Arclight and Peasholme developments to eco standards • Energy Saving Boilers and insulation schemes
Increase the use of public and other environmentally friendly modes of transport	<i>No direct support links for this year.</i>
Improve the actual & perceived condition and appearance of city's streets, housing estates & publicly accessible spaces	<ul style="list-style-type: none"> • Decent Homes improvement programme and enhanced <i>York Standard</i> • Reviewing Estate Walkabout process to improve effectiveness • Estate improvement grants for Residents groups • Tackling empty properties through improved void management processes
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	<ul style="list-style-type: none"> • Introductory & demoted tenancies • Sign up to the Respect Standard for Housing Management
Increase people's skills and knowledge to improve future employment prospects	<i>No direct support links for this year.</i>

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Improve the economic prosperity of the people of York with a focus on minimising income differentials	<ul style="list-style-type: none"> Work with other council departments and voluntary agencies to ensure income maximisation for tenants, and the prevention of debt. Incentive schemes to reward rent payment and avoidance of debt Money and debt management support work with hostel residents
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest	<ul style="list-style-type: none"> Decent Homes Improvements Energy Efficiency work and reduction in SAP ratings Workshops and awareness raising with hostel residents on healthy living, cooking, food hygiene, stress management, sexual health and drug alcohol awareness
Improve the quality and availability of decent, affordable homes in the city	<ul style="list-style-type: none"> Meeting the Decent Homes Standard Monitoring nominations to RSLs, to maximize the number of properties made available to customers on the CYC housing register Reducing the time taken to re-let empty homes
Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city	<ul style="list-style-type: none"> Baby group for parents at homelessness hostels – caring for babies, socialization and feeding

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

Customer Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of Decent Council Homes NPI 158	9.8%	7.92%	5.61%	2.82%
Local Authority tenants' satisfaction with landlord services NPI 160	80%	92%	93%	94%
SAP ratings of Local Authority Dwellings SAP 2005 rating	65%	67%	67%	68%
Urgent repairs completed within government time limits	88%	99%	99%	99%
Average time taken to complete non-urgent repairs	9 days	8 days	7 days	7 days
Repairs partnership end to end measure	(In development tbc in year)			
Local Authority Tenant satisfaction with opportunities for participation	57%	78%	79%	80%
% of external calls answered in 20 seconds (Housing Services)	96%	100%	100%	100%

Customer Actions	
Improvement action	Deadline
Consult with customers during the review of the responsive repairs process and about proposals arising from end to end review including any changes to repair priorities	January-June 2008
Via development of the Asset Management Strategy explore how HRA stock can be better utilised to optimise meeting housing needs including assessing potential of extra care models and including housing options for people with learning disabilities	During 2008/9
Refreshed Customer service standards developed in consultation with customers and staff, rolled out and regularly monitored	April 2008 onwards
Implement recommendations from responsive repairs review including appointment system	June 2008
Work with easy@york team to develop single customer contact point for tenants	Preparation from January 2008 Launch August 2008

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Work with the Residents Group to ensure suitable housing options for tenants of Discus Bungalows	2010 (Ongoing until redevelopment complete)
Deliver actions in support of the Housing Customer Involvement Compact 2007-10, including: <ul style="list-style-type: none"> Establish mechanisms for involving customers in monitoring the repairs Partnership Develop customer expert panels Develop tracking methods to monitor customer impact in service improvement Develop programme of mystery shopping and tenant inspection linked to the customer panels Develop customer involvement in the adaptations service 	Co-ordinator in place April 2008 During 2008-9
Complete relocation of Peasholme Resettlement Unit and ensure smooth transfer of service for existing residents and staff	August 2008
Develop profile of housing customers relating to ethnicity, needs, communication including making links to easy@york	Jan -June 2008
Consider response to findings of analysis of take up rate of Tenants Choice improvements by older people	By June 2008
Establish and Equality and Diversity Standard for Housing	August 2008
Consult with leaseholders over revisions to the service charging process Revise leaseholder handbook and customer standards in consultation with customers	January-June 2008 September 2008 –March 2009

Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Average relet times for Local Authority Dwellings	19.78 days	18 days	15 days	14.5 days
% dwellings with gas supply having gas service within financial yr	New	100%	100%	100%
% of minor council adaptations completed within 20 days (target subject to change to reflect new NIs)	New	85	90	90
% of major council adaptations completed within 60 days* (target subject to change to reflect new NIs)	New	50	55	55
% Take up of nomination rights to housing association properties * includes bathing waiting list	New	100%	100%	100%

Process Actions	
Improvement action	Deadline
Analyse the impact of the changes made to the Housing Registrations and Lettings Policy in 2006: including evaluating the benefits of extending choice based lettings including considering a sub regional approach & the targeting of low cost home ownership initiatives	June 2008
Develop an Asset Management Strategy For Housing HRA stock	April 2008
Implement systems for monitoring outcomes of nominations to RSLs in order to maximise level of need met through nominations	April 2008
Review and develop the Housing Partnership agreement to encompass RSL landlord role /joint protocols, and map links between housing partnership bodies in York Key RSLs to sign up to joint action plan to tackle homelessness	July 2008
Undertake further service reviews against the Audit Commission KLOE	During 2008/9

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Continue to implement improvements to gas servicing processes (ongoing) and implement new gas contract	April 2008
Consolidate Performance Management framework for Housing including mapping	September 2008
Implement changes following end to end review of responsive repairs process	June 2008
Sign up to the Respect standard for housing management and deliver actions identified in Respect Gap analysis	Report to EMAP April 2008
Deliver priority actions identified in KLOE self assessment of Income Management	April-October 2008
Monitor the impact of revised void procedures implemented following the end to end review	April 2008 onwards
Undertake research to establish the level and extent of under occupation in HRA stock	September 2008
Apply research to develop actions to maximize the use of existing HRA stock	April 2009
Assess pattern and impact of mutual exchange activity	September 2008
Develop and deliver decanting strategy for vacation of the remaining 'Discus' sites at Regent, Richmond and Faber Streets.	During 2008/9
Explore wider use of mobile technology, following evaluation of mobile working Pilot with frontline staff	During 2008/9
Review the process for setting leaseholder service charges	September 2008

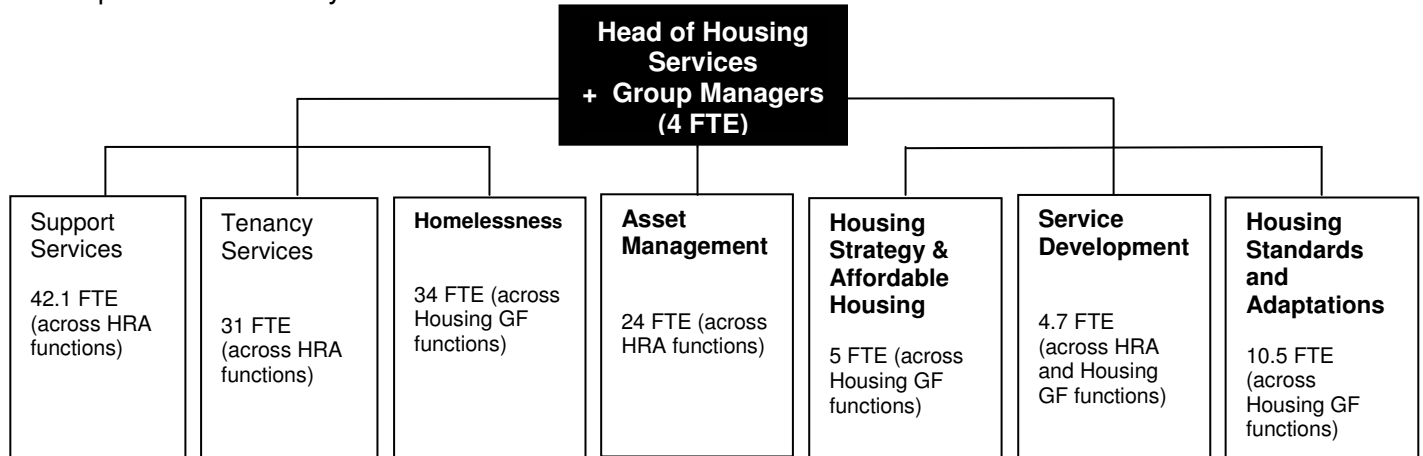
Resource management improvements

Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of rent collected	97.46%	98.17%	98.37%	98.58%
Rent arrears as a proportion of the rent roll	2.60%	2.32%	1.91%	1.65%
Rent lost through voids	1.04%	0.90%	0.85%	0.80%
Repairs partnership under/overspend	Tbc	On budget	On budget	On budget
% of planned to responsive housing repairs funded from revenue expenditure	25.38%	28%	30%	32%

Resources Actions	
Improvement action	Deadline
Implement actions arising from Value for Money Self Assessment and develop strategy	October 2008
Analyse long term financial options for HRA	December 2008
Review the setting and collection of service charges in consultation with leaseholders	January – June 2008
Consider options to enable a co-ordinated approach to staff training	During 2008 -9
Assess the impact of the incentive schemes including Golden <i>Goodbye</i> for tenants, including financial benefits	April-June 2008
Develop joint protocols to manage collection from customers with multiple corporate debts	March 2009
Hold a conference for all Housing Services staff.	During Autumn of 2008, 2009 and 2010
Service Managers in Housing to complete IDEA Future leadership course	During 2008-9

Section 6: Resources

Please provide details of your resources:

**Budget**

	<u>2007/08</u> £000s	<u>2008/09</u> £000s
Repairs and Maintenance	5,801	6,175
General Management	4,918	4,978
Special Services	2,505	2,563
Rents etc	150	154
Provision for bad and doubtful Debts	152	96
Housing subsidy	5,354	5,349
Capital Charges	9,595	9,620
TOTAL EXPENDITURE	28,475	28,935
Rents	(23,940)	(24,492)
Non Dwelling Rents	(523)	(534)
Charges for Services and Facilities	(836)	(857)
Contributions Towards Expenditure	(71)	(70)
Supporting People Income	(825)	(869)
Housing Subsidy	(2)	0
Transfer from GF	(32)	(33)
TOTAL INCOME	(26,229)	(26,855)
Loan Interest Paid	1,131	1,171
Non Dwelling Depreciation	(4,504)	(4,074)
Interest Received	(219)	(307)
Net cost	(1,346)	(1,130)
Revenue Contribution to Capital Expenditure	1,706	287
(Surplus)/Deficit in Year	360	(843)

NB The budget shown for 2008/09 is only indicative, as detailed proposals have not been finalised.

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Service Plan for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Housing General Fund

Directorate: Housing & Adult Social Services

Service Plan Holder: Steve Waddington

Workplans: Housing Service Improvement Plan

Director: Bill Hodson

Signed off _____ *Date:* _____

EMAP : _____

Signed off _____ *Date:* _____

The following service plan template must be no longer than **8 pages** long. (excluding workplans)

Section 1: The service

Service description

Homelessness

- Provides advice and information in accordance with the Housing Act 1996. In 2006/7 503 homelessness decisions were made and 214 acceptances.
- Contracts and provides homelessness prevention services, in 2006/7 287 cases of homelessness were prevented.
- Provides suitable temporary accommodation and relevant support to those people who are statutorily homeless. In 2006/7 there was an average across the four quarters of 223 households in temporary accommodation, of which 155 were families with children
- Co-ordinates, contracts and provides services in accordance with the Rough Sleepers Strategy. The number of rough sleepers at the latest count in October 2007 was 5
- Manage three traveller sites, with Asset Management Team responsible for current refurbishment programme.

Housing Standards and Adaptations

- Administers grant assistance to people living in the private sector in accordance with the law and council policies, including disabled facility grants. In 2006/7 over 135 Repair grant, and over 25 landlord grants and more than 150 energy efficiency grants were completed
- Works with the York Home Improvement Agency and the Energy Efficiency Advice Centre.
- Provides the statutory enforcement function in accordance with Housing Act and related legislation. In 2006/7 licensing of houses in multiple occupation was introduced and more than 305 HMOs were licensed and 40 properties inspected.
- 21 empty properties were returned to use.
- The service investigates complaints regarding poor housing. In 2006/7 more than 330 complaints were investigated.

Housing Strategy

- Develops, reviews and monitors the housing strategy and other specific strategies and policies.
- Undertakes research in relation to specific policies.
- Responds to government consultation and completes the Housing Investment Programme (HIP) return.
- Represents the council on housing issues in regional and sub regional activities.

Affordable Housing

- Identifies the need for affordable and specialist accommodation through research and surveys.
- Negotiates and draws up agreements with developers and registered social landlords (RSLs) regarding the provision of housing in new developments. In 2006/7 56 units of affordable housing were completed and planning permission was granted for 232 units.
- Develops and supports proposals for funding from the housing corporation and regional housing board.
- Contributes to the renewal of development land owned by the council for housing purposes.
- Contributes to cross authority initiatives.

Service Development

- Review and develop plans, policies and procedures.
- Service Improvement including ensuring customers are involved in service improvements and carrying out service reviews.
- Training and staff development.

Asset Management

- Deliver the Social Services Capital Programme.
- Lead on Asset Management for the directorate & ensure service priorities represented at Corporate Level.

Our main customers are:

- Individuals and families living in York who have housing needs & people at risk of losing their home.
- People who have difficulty accessing appropriate accommodation or improving their current accommodation whether because of issues of affordability or because they are vulnerable in other ways.

HASS 54 – Appendix 2

Service objectives

1	To provide leadership and champion the importance of housing within the city including promoting the use of council assets to deliver housing objectives
2	To provide sufficient new affordable homes in York and its surrounding rural areas
3	To ensure that all housing provided in the City is appropriate and meets the needs of all its citizens
4	To influence, develop and deliver priorities of the Regional Housing & Economic Strategy via the North Yorkshire Sub Regional Housing Board and the Leeds City Region Housing and Sustainable Communities Panel
5	To influence the Local Development Framework
6	To prevent people from losing their homes or sleeping rough
7	To promote the achievement of the decent homes standard in private housing stock and to encourage good quality management of the private rented sector
8	To be customer focused
9	To ensure appropriate training and staff development opportunities
10	To ensure value for money
11	To increase leadership capacity in the Housing Service
12	Ensure that affordable housing stock in York is utilised and allocated in a way that best addresses housing needs
13	To reduce negative impacts on climate change from housing activities in York including Energy Efficiency

Section 2: The Drivers

Driver	How might this affect our service
External	
White Paper: Strong and Prosperous Communities	Develop housing aspect of place shaping role
Increase in affordable housing delivery targets (Housing Green Paper)	Need to ensure York capitalises on the opportunities presented Deliver more homes (plus increased RSS targets) New growth points / Eco towns (potential Eco Town in east of Y&H region, close to York) Ensure housing options fully considered as part of all council land disposal.
Regional & Sub regional strategy	Better integration of housing and economic development objectives Change in sub-regional focus towards 'City Regions' May lead to change in regional governance arrangements in relation to Housing
Increasingly housing investment is allocated on a regional and sub regional basis.	Bids to be informed by evidence from the 2007 Housing Market Assessment (HMA) and housing needs survey
Supporting People Funding	Potential reduction in the level of service funded by Supporting People
Government target to reduce Temporary accommodation units by 50% by 2010	Delivery of action plan in place containing measures to reduce the numbers in temporary accommodation. Achieving targets to increase affordable housing supply should also have an impact.
Decent Homes in the Private Sector	Continue to deliver and develop a variety of methods to improve the condition of private sector homes
Disabled Facilities Grant New Statutory Framework for delivery	Respond to outcome of CLG consultation document and Implement the subsequent revised statutory framework for adaptations in accordance with government guidance
'Hills Review' of Social Housing	Changes to Housing Policy may result from some of the policy directions suggested in the report.
Changing Demographics in York	Need to use demographic information to develop appropriate housing choices to meet identified needs and aspirations of households in York. Sub Regional research into BME Needs
Corporate	
Outcome of 2007 Housing	Respond to the findings and aim to meet identified needs – in partnership with City

HASS 54 – Appendix 2

Market Assessment	Strategy www.york.gov.uk/housing/Housing_plans_and_strategies/strategic_hsg_market_assessment
Changes to LAA in York	Ensure strong emphasis on housing
Increased emphasis on LA enforcement role	Awareness raising Tackling private sector blight
Improve the Quality and Availability of decent affordable homes in the City	The majority of the objectives in this service plan contribute to this Corporate Priority.
Climate Change	Reduce impact on climate change of all housing stock and activity across Private Sector, new homes and HRA stock.
LDF process over next three years led by City Strategy	Contribute to development of framework – providing information, joining task and steering groups (up to 2009)
Accommodation move to Hungate	Extend access to electronic records across the whole of Housing Services Investigate implications of introducing DMS across Strategy and Enabling and Homelessness
Directorate	
Long Term Business Change	Ensure that housing choices, including owner occupation, are available for older people. Consider how assistive technology can be used in new and existing homes to promote independence
Independence Choice and Control	Redevelopment of Discus Bungalow sites Review impact of Allocations policy including Choice based lettings
Housing Service Drivers	
Emergency accommodation for homeless young people	Explore potential for reconfiguring of existing projects/CYC buildings to provide direct access accommodation for young people

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
Ensure that the supply of affordable housing in York meets those housing needs identified in the Strategic Housing Market Assessment undertaken in 2007	<ul style="list-style-type: none"> • Increase supply of affordable homes (consider intermediate / rent split) • Shift in balance/mix of supply • Meeting needs of increasing number of older people / people with support needs • Increasing services that support/enable independence/choice • Addressing under occupation • Private rented sector standards (will continue to be an important sector what with many excluded from H/O, increased students and increased migration.) • Tackling barriers to PRS for homeless households • Debt advice services • Meeting needs of BME/migrant groups (changing population of York) • More affordable / cheaper market homes in rural areas
Analyse results of Private Sector Stock Condition Survey	<ul style="list-style-type: none"> • Essential to supply baseline data on which to develop the Private Sector Renewal Strategy and investment for private sector housing • To establish where to direct funding to tackle Energy Efficiency, Fuel Poverty and Decent Homes
Development and Delivery of new Homelessness Strategy	<ul style="list-style-type: none"> • Government Requirement that Strategy updated • To set priorities for targeting homelessness grant

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	<ul style="list-style-type: none"> • Peasholme and Arc Light will be of ecological design wherever possible. • Improve recycling in our workplaces and at homeless hostels • All housing association homes built using public subsidy designed to eco homes very good standard
Reduce the environmental impact of council activities and encourage, empower and promote others to do the same	<ul style="list-style-type: none"> • Energy Efficiency work and reduction in SAP ratings • Awareness raising around green agenda with hostel residents • Code for sustainable homes • Embrace environmental concerns as part of hostel improvements • New Arclight and Peasholme developments to eco standards
Increase the use of public and other environmentally friendly modes of transport	<ul style="list-style-type: none"> • Affordable housing schemes designed to minimise car usage with good public transport links and Homezones e.g. Derwenthorpe,
Improve the actual & perceived condition and appearance of city's streets, housing estates & publicly accessible spaces	<ul style="list-style-type: none"> • All hostels to meet decent homes standard • Develop design briefs for all Affordable Housing, ensuring Secure by Design standard is met • Empty Property Strategy (Private Sector) • Licensing of Houses in Multiple Occupation and code of practice for student houses • Private Sector grants – improving housing stock in the private sector with emphasis on decent homes
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	<ul style="list-style-type: none"> • Security Grants to vulnerable private sector residents linked to Safer York initiatives • Licensing of Houses in Multiple Occupation and code of practice for student properties • Secure by Design standard on all affordable homes
Increase people's skills and knowledge to improve future employment prospects	<ul style="list-style-type: none"> • Improved training resource in the new Peasholme and Arc Light to improve peoples life chances • Holistic approach to addressing young peoples training and employment needs in supported housing
Improve the economic prosperity of the people of York with a focus on minimising income differentials	<ul style="list-style-type: none"> • Work with RSLs and developers to deliver housing affordable to those on low incomes.
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest	<ul style="list-style-type: none"> • Ensure health issues are addressed as part of the revised homelessness strategy being developed in 2007 • New Arc Light will provide facilities for health care • Improved resettlement and Young Persons move on programme to focus on healthy eating and personal & social issues • Private sector housing – fuel poverty work via Energy Advice Centre • Increase housing options for older people ensuring choice and independence e.g. extra care housing across all tenures, increased use of assistive technology • Reprovision of accommodation for older people on the Discus bungalow sites
Improve the quality and availability of decent, affordable homes in the city	<ul style="list-style-type: none"> • Many of the actions in this service plan support this DIP and includes not only the increased provision of affordable homes but includes the affordability issues of existing homes, existing housing stock meets the needs, and improving how homeowners and private landlords can be helped to maintain their homes.
Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city	<ul style="list-style-type: none"> • Reduce use of temporary accommodation • Investigate direct access provision for 16-17 year olds • Improved educational facilities in homeless and resettlement services • Continue to target grant and adaptations work on those residents who are frail and vulnerable including families with disabled children • Decent homes in the private sector

Section 5: Balanced Scorecard of outcomes and measures**Customer based improvements**

Customer Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Number of Households in York assisted into home ownership via the Golden Triangle Homebuy Scheme in partnership with Northern Counties Housing	18	15	12	12
Number of households living in temporary accommodation NPI 156	215	150	121	110
Number of Affordable Homes Delivered (gross) NPI 155	19	In development tbc in year (to link to LAA)		
Average length of time to complete a HAL	New	In development tbc in year		
% of external calls answered in 20 seconds (Housing Services)	96%	100%	100%	100%

Customer Actions	
Improvement action	Deadline
Develop policy to meet Gypsy and Traveller Housing Needs utilizing information from the 2007 survey of needs in North Yorkshire	September 2008 following final needs survey report in May
Undertake consultation around specific actions for inclusion in the Private Sector Renewal Strategy	April-July 2008
Refreshed Customer service standards developed in consultation with customers and staff, rolled out and regularly monitored	April 2008 onwards
Complete relocation of Peasholme Resettlement Unit and ensure smooth transfer of service for existing residents and staff	August 2008
Identify priorities for action based on the findings of the Housing Market Assessment 2007 and develop these for inclusion in the 2009-12 Housing Strategy for York	November 2007-January 2009
Deliver support worker service for tenants with mental health issues (subject to confirmation of Supporting People funding)	Dependent on outcome of SP grant
Examine options for resettlement services for young people as part of the development of the Homelessness Strategy	July 2008
Work with Corporate Services to address the implications for access to General Fund Housing Services following transfer of Advice and Information to Easy@york programme	During 2008
Assess the implications of future changes to the administration of DFGs and revised policy	May 2008
Sub regional research into the housing needs of BME and migrant workers – potentially encompassing housing support needs	September 2008
Raise awareness of loan schemes and develop wider marketing strategy. Marketing or products to tackle issue of perception of loans	December 2007-October 2008
Analyse the impact of the changes made to the Housing Registrations and Lettings Policy in 2006: including evaluating the benefits of extending choice based lettings including considering a sub regional approach & the targeting of low cost home ownership initiatives	June 2008

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Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Number of households presenting as homeless where casework resolved (old LAA SSC15.4)	200	220	220	240
Number of Private rented sector homes made decent old LAA SSC 15.3	35	35	35	35
Private Dwellings returned to use	22	23	24	25
% Private sector homes vacant > 6 months	1.12%	1.12%	1.12%	1.12%
Rolling average (3 year) annual number of affordable dwelling completions	74	200*	200	200

*Baseline from 2008/09

Process Actions	
Improvement action	Deadline
Affordable Housing	
Establish a forum for new approaches to release of public land through the LDF strategic land assembly process (DIP9) To monitor and evaluate additional land being brought forward for affordable housing.	Ongoing
Monitor impact of 50% affordable homes target	Ongoing
Continue involvement in contributing to the emerging LDF	Ongoing until 2009
Maximise the proportion of affordable housing achieved from the development of the York North West Growth Point	Ongoing until 2009 and finalisation of LDF
Delivery of affordable homes on former Discus Bungalow Sites Completion of first phase at St Anne's site	Target date January 2009
Integrate Rural Housing Enabler post into the Housing Strategy & Enabling Team, and develop workplan	In post from April 2008 Workplan by April 2008
Implement systems for monitoring outcomes of nominations to RSLs in order to maximise level of need met through nominations	April 2008
Private Sector Housing	
Analyse data from the Private Sector Stock Condition survey develop actions for Private Sector Renewal Strategy <ul style="list-style-type: none"> • Map private sector non decency & proactively market grants and loans in these areas • To examine how management orders could be used to complement licensing and empty property work 	July 2008
Deliver Home Appreciation loans scheme in partnership with other local authorities in the sub region	To 2011
Complete process mapping of all elements of the service and identify IT solutions within the FLARE system to enable paperless working and service improvements	Dec 2007-Dec 2009
Homelessness	
Produce and Publish a revised Homelessness Strategy	June 2008
Monitor the delivery of the Arclight reprovion project & work in partnership to shape and structure the new Service	To May 2008
Key RSLs to sign up to joint action plan to tackle homelessness	July 2008
Strategic Role and Overarching Issues	

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To consider options for joint working as set out in the action plans from North Yorkshire Joint working project. To address current areas of weakness and create greater efficiency, transparency and drawing on examples of good practice and expertise.	July 2008
Assess and develop potential of extra care models with RSLs, including housing options for people with learning disabilities and non building based support methods	During 2008/9
Develop Register of adapted properties	September 2008
Ensure that housing issues are reflected in the refreshed LAA	April 2008
Review and develop the Housing Partnership agreement to encompass landlord issues and joint protocols and map links between housing partnership bodies in York	July 2008
Consider a sub regional approach to Choice Based Lettings - awaiting outcome of sub regional bid	September 2008
Consider options for roll out of Mobile working to improve service delivery in General Fund services informed by pilot in housing operations	September 2008
Consolidate Performance Management framework for Housing including mapping.	September 2008
Develop a Revised Housing Strategy for York 2009-12	Business Case and Outline Project plan to be signed off by September 2008

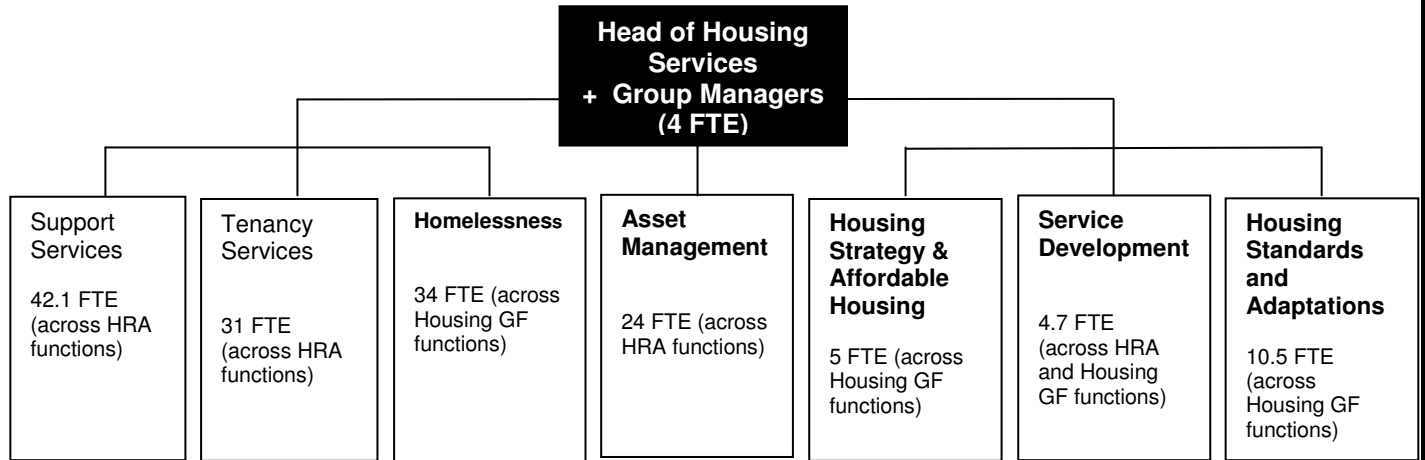
Resource management improvements

Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Take up of HALs	6	6	10	10
Private sector take up of energy efficiency schemes and grants LAA HCO902	800	800	800	800

Resource Management Actions	
Improvement action	Deadline
Implement actions arising from Value for Money Self Assessment and develop strategy	October 2008
Service review of the activities of the Home Improvement Agency (HIA) and explore joint approach to recommissioning with other Local Authorities in the region	Revised contractual arrangements in place by April 2009
Work with RSLs to ensure value for money in the delivery of Disabled Facilities Grants	During 2008/9
Improve network opportunities to enable co-ordinated approach to staff training	During 2008/9
Hold a conference for all Housing Services staff.	During Autumn of 2008, 2009 and 2010
Service Managers in Housing to complete IDEA Future leadership course	During 2008/9
Develop strategic Housing capacity via the IDEA programme	During 2008/9

Section 6: Resources

Please provide details of your resources:

**Budget**

	<u>2007/08</u> <u>£000s</u>	<u>2008/09</u> <u>£000s</u>
Employees	1,337	1,366
Premises	177	180
Transport	50	50
Supplies and Services	9,099	9,007
Miscellaneous		
– Recharges	624	625
– Other	1	1
Capital Financing	59	59
Gross cost	11,347	11288
Less Income	(10,054)	(10,090)
Net cost	1,293	1,198

NB The budget shown for 2008/09 is only indicative, as detailed proposals have not been finalised.

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Service Plan Template for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Corporate Services

Directorate: Housing and Adult Social Services

Service Plan Holder: Graham Terry

Workplans:

- Complaints and Information
- Corporate Support
- Customer Advice
- Face to Face (Mediation)
- Finance
- Human Resources
- IT
- Management Information
- Planning and Commissioning
- Supporting People
- Training

Director: Bill Hodson

Signed off

Date:

EMAP : Social Service; Housing

Signed off

Date:

Section 1: The service**Service description**

Corporate Services' prime customers are internal to the directorate i.e. other divisions. However, there are external customers in relation to some of the functions such as complaints, mediation, customer advice:

Functions

Description	Statistics
Finance services provide advice to the Executive Members, Management Team and all teams across Housing and Adult Social Services on accounting and financial matters. This work includes preparation of revenue and capital estimates, regular monitoring reports of income and expenditure in key areas, preparation of final accounts, completion of financial returns and grant claims. The team also covers payments to private sector providers, financial assessments, billing of social services customers and welfare benefits advice.	Financial assessment for 2750 residential customers and 1200 homecare customers. Support for the management of budgets with a turnover of approx £190M
The Customer Advice Centre at the hospital and in George Hudson Street provides a single gateway to all Housing and Adult Social Services. The Emergency Duty Team (joint with NYCC) act as out of hours access point for emergencies and give advice on how to gain access during office hours where there is no need for immediate action.	Around 50,000 enquiries handled each year.
The Planning and Commissioning team ensure the effective planning and commissioning of quality, value for money services for customers of adult social care. It also supports policy development in response to local or government priorities	Management and administration of around 150 health and social care contracts, to the value of approximately £9.7m
The Supporting People team ensure the effective planning and commissioning of quality, value for money supported housing services across health, social care and probation for the city.	Administer a grant of over £8M funding 154 services secured within 117 contracts, providing support for 4500 customers through 38 different organisations
Management information assemble and collate information on needs and activity, delivering government statistical returns, and regular performance monitoring	Over 250 service PI's collated and reported on monthly and quarterly basis. Statutory returns made twice yearly in social care
IT services develop and maintaining information technology systems, to record and support social care and housing activity electronically	500 IT users, and 15 major databases supported (12 social care, 3 housing) Largest database holds 250k records; 20 emails, 25-30 telephone support requests received per day.
Human resources provide administration and professional HR advice to managers within Housing and Adult Social Services as well as contributing to corporate initiatives.	FTE equivalent staff supported in department is 1,075 Annual recruitment around 350 HR staffing issues requiring formal action with in year (ie disciplinary, grievance, regrading, probation, sickness) around 131. Miscellaneous one off requests for specific HR advice = 100+ Daily enquiries handled by team 100+
Training team organise through direct provision or commissioned training NVQ, post qualification and other training primarily for social care	The training team supported around 60 staff a year to achieve NVQ and commissioned/administered 200 training courses
Complaints and information team ensures the department meets its statutory and corporate responsibilities.	Complaints team manages the response to around 330 complaints, 15 Ombudsman, 60 MP 500 Councilor and 50 Freedom of information enquiries a year. It co-ordinates the production of leaflets and web based information for the department.
The mediation service offers a range of mediation support to tenants, work place and offenders / victims. It also offers the	Range of work each year includes 100 referrals neighbour dispute of which 50

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service to Selby District Council	became cases, 40 anti social behaviour cases & 60 workshops, Homelessness 50 cases,
Corporate Support Service provides full administrative support and deals daily with building maintenance, security and practical health and safety issues for staff in the George Hudson Street complex. Also the Blue Badge disabled parking scheme	2800 new or reissued blue badges pa 81,000 items of outgoing post p.a. Secretarial service to Director and 4 Heads of Service

Service objectives

The role of Corporate Services is threefold.

- It supports and enables other divisions and their staff in Housing and Adult Social Services (HASS) to achieve the council's and department's strategic and business objectives for adult social care and housing.
- It takes a leadership role on behalf of HASS in relation to Council wide policies and ensuring that the department has consistent approach to departmental issues across the department.
- In some areas it delivers services directly to residents of York.

It aims to achieve these by

- providing an easy, equitable access for residents to the services provided by HASS.
- reducing the demand for services provided by HASS by providing good information, advice and signposting to alternative appropriate services
- planning commissioning and contracting services that are needs led, outcome focused, provide quality and are value for money.
- ensuring that people who require support to maintain or access housing receive effective services.
- helping people who are in dispute (neighbor, education, young people) resolve their differences.
- ensuring that complaints and information enquiries in the department are handled swiftly, effectively and within statutory guidance
- providing support services (HR, Finance, training, IT, Management Information, general admin/ secretarial) to other parts of the department in the most efficient, effective and timely manner.
- contributing to the delivery of corporate initiatives related to specific functions
- ensuring that the department complies with corporate and statutory guidance/regulation in relation to their functional areas.

Section 2: The Drivers

Driver	How might this affect our service
<p>External drivers</p> <p>Electronic recording and delivery of information</p> <p>Adult Social Care White Paper</p> <p>Supporting People funding arrangements</p> <p>Increasing demand for services and demographic change</p> <p>Registration of Social Care Workers</p>	<ul style="list-style-type: none"> • Systems to deliver Single Assessment Process (SAP) with PCT/Hospital. • Introduction of Electronic Social Care Records (ESCR) Impact will be delivery of IT systems, training on systems and supporting business process re-engineering • Development of information governance arrangements • Significant changes to long-term delivery of adult social care across all customer groups, and to commissioning and contracting arrangements • Reduction in grant • Funding to move to Area Based Grant by 2009 • Work needed with health, care providers and customers/carers to reshape services to better met =need and deliver greater efficiencies – Long term commissioning strategy development and delivery • Information, awareness and processes for staff to register
<p>Corporate drivers</p> <p>Administration and Accommodation review</p> <p>HR Strategy</p> <p>IT Strategy</p> <p>Health improvement and the Local Area Agreement</p>	<ul style="list-style-type: none"> • Specifying requirements, planning changes for new office accommodation • Reversion of day services from Huntington Rd site in line with capital programme and plan • Pay and grading review • Management Competencies • Attendance management • E- Government, Corporate DMS, Easy@York • Partnership work to improve the health and well being of people in York, particularly those whose levels of health are poorest

<p>Directorate drivers</p> <ul style="list-style-type: none"> • Long term business change • Independence Choice and control for customers • Preventative Strategy • Quality and excellence • Customer participation 	<ul style="list-style-type: none"> • Implementation plans and commissioning and procurement activity. Commissioning strategies for older people and learning disability. Involvement of PCT, Older People, providers and Voluntary sector • Replacement of Social Care system • Workforce development • Implementation and commissioning and procurement activity. • Modernising Day Services • In Control project will change way that services are commissioned and funded • Development of prevention strategy and change programme. • Commissioning and decommissioning of services • Housing Support through Supporting People • Programme and project delivery • A&I, Charging Unit, Finance improvements • Developing outcome based approach to contracts and services • Involvement of customers in planning and commissioning services
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<p>Service drivers</p> <p>To consider the future role and most appropriate location for the mediation service</p> <p>Complaints response times improved</p> <p>Finance process improvement</p> <p>Capacity in Commissioning and contracts</p> <p>Efficiencies in HR processes</p> <p>Delivery of integrated housing and social care IT support service</p>	<ul style="list-style-type: none"> • Sustainability, funding arrangements, governance • Procedures and training for business areas • New IT system, training and staffing • Impact of individualized services and new social care contracts • Recruitment, and establishment control • Relocating staff and reviewing processes and work plan priorities
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Section 3: Critical Success Factors (CSFs) (half page max)

CSFs for 2008/09	Why a CSF?
Completion of replacement of Social Care recording system	<ul style="list-style-type: none"> • Finance modules and interfaces key to delivery of benefits of new system
White paper implementation and modernization of services	<ul style="list-style-type: none"> • Cost of increasing demand if we do not change services – delivery of improved efficiency • Delivery of customer focused services • Government objectives and performance measures • Delivery of local consultation on options to meet future challenges • System change with development of preventive services • Developing joint commissioning with PCT
Delivery of Easy@York Phase 2in Advice and Information service	<ul style="list-style-type: none"> • Improving service access for customers • Preparation for Hungate move

Section 4: Links to corporate priorities (half page max)

Corporate Priority	Contribution
Reduce the actual and perceived impact of violent and aggressive nuisance behaviour on people in York	<p>Current priorities for new SP housing support services include drug users, Offenders, and Young People.</p> <p>Current Housing Support services can contribute to improving life chances and outcomes for vulnerable people</p>

HASS 54 Appendix 3

Improve the life chances of the most disadvantaged and disaffected children and young people and families	SP programme funds housing related support for young people. Exploring joint commissioning of Place of change with Housing and LCCS
Improve the quality and availability of decent affordable homes in the city	Development of the commissioning plans for the Commissioning strategy for older people will include work on increasing options for older people's housing choices. Creation and maintenance of financial model for 30 year HRA business plan IT and MI support for delivery of Decent Homes.
Increase people's skills and knowledge to improve future employment prospects	Organization and delivery of training and skill development Workforce development strategy.
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest	Commissioning activity to support independence and choice for vulnerable customers
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	Corporate Support initiatives to increase recycling within 10-12 GHS
Reduce the greenhouse emissions from council activities and encourage, empower and promote others to do the same	Corporate Support initiatives to reduce electricity usage within 10-12 GHS
Increase the use of public and other environmentally friendly modes of transport	Promotion of alternative methods of transport for corporate services staff
Improve the economic prosperity of the people of York with a focus on minimizing income differentials	Welfare Benefits check for social services customers to increase their income and combat dependency

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)**Customer based improvements**

Measure	Current (Q2 07/08)	2008/09 Target	2009/10 Target	2010/11 Target
CG4 % of visitors seen by an officer within 10 minutes	94.5%	95%	95%	
CG5: % of visitors referred to the correct officer within a further 10 minutes	96.9%	95%	95%	
(All) % of external calls answered in 20 seconds or less	97.5%	97%	97%	
(All) % of external emails and correspondence answered within 10 working days	99.3%	97%	97%	
(Complaints) Number of customer complaints dealt with within time	79.7%	95%	95%	
(Complaints) Number of Ombudsman enquiries dealt with on time				
(SP) KPI 1 Service users who are supported to establish and maintain independent living (average for customer groups)	99.15	98%	98%	
(SP) KPI 2 Service users who have moved on in a planned way from temporary living arrangements (average for customer groups)	79.68	75%	75%	

Improvement action	Deadline
<i>Individualized Service Funds available for people with learning difficulties, using both social care and Supporting People funding</i>	<i>September 2008</i>
<i>Ongoing SP Service Review Programme and development of outcome monitoring of services – young people, learning disability, physical disability, generic</i>	<i>March 09</i>
<i>Joint project with PCT – produce proposals to reshape older people's mental health services, offering more community based support</i>	<i>Sept 08</i>
<i>Joint project with PCT to develop more preventive services – investment plan</i>	<i>Sept 08</i>
<i>Develop services to enable customers with learning disability to return to York form out of area placements</i>	<i>March 09</i>
<i>Complete service development for closure of Yearsley Bridge and Huntington road centres</i>	<i>May 08</i>
<i>Development plan for older people's support services</i>	<i>July 08</i>
<i>Respond to regional research on housing and support needs of new immigrants</i>	<i>Sept 08</i>
<i>Jointly commission young persons 'place of change' hostel, (SP) with Housing and Learning Culture and Children's</i>	<i>March 09</i>
<i>Training for business teams on complaints procedure and timescales</i>	<i>Sept 08</i>
<i>Improved customer information available on the web</i>	<i>March 09</i>
<i>Review of Visiting officer role</i>	<i>Dec 08</i>

Process based improvements**Process Measures**

HASS 54 Appendix 3

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Process Actions				
Improvement action				
		Deadline		
<i>Phase 3 social care system implementation (2008/9).</i>		<i>March 2009</i>		
<i>Develop management information Strategy</i>		<i>Sept 08</i>		
<i>Prepare for introduction of electronic monitoring of home care provision</i>		<i>March 2009</i>		
<i>Prepare for and begin to deploy mobile working in adult social care and housing</i>		<i>March 2009</i>		
<i>SP Capacity building and preparation for current providers for market testing</i>		<i>(2008/10)</i>		
<i>Develop plan and co-ordinate action in relation to preparing departmental records for move to Hungate</i>		<i>Sept 08</i>		
<i>Complete work identified in Easy@York phase 2</i>		<i>March 2009</i>		
<i>Develop finance processes to support individual budgets for customers</i>		<i>September 2008</i>		
<i>Equality strategy delivery</i>		<i>March 09</i>		
<i>Complete delivery of training sessions for Information Security</i>		<i>Sept 08</i>		

Resource management improvements

Resource Measures				
Measure	Current (Q2 07/08)	2008/09 Target	2008/09 Target	2009/10 Target
Overall variation from Corporate Services budget less than 1% budget		√	√	√
Proportion of business placed with vol sector remains at or above current level (42% social care, 72% Supporting People)		√	√	√
% Staff appraisal completed in year in Corporate Services		98%	98%	98%
Average staff sick days below Departmental and Council wide average (in days/FTE)	4.27 (HASS total) (+2.06 compared to corporate)	√	√	√
Average level of incidence of absence below Departmental and Council wide average (in incidence /head count)		√	√	√
The level of turnover of staff is comparable to other similar authorities with a target over next five years to achieve the level of best practice authorities	4.52 (HASS total)	10%		
NVQ level 2 qualifications achieve Government target (50%)		50%	50%	50%

Resource Actions	
Improvement action	Deadline
<i>Deliver Frameworkki financial modules – non residential services and supporting people</i>	<i>Oct 2008</i>
<i>Prevention Strategy developed</i>	<i>June 2008</i>
<i>Older People’s commissioning plan produced</i>	<i>June 2008</i>
<i>Replacement of FMS</i>	
<i>Commissioning input to delivery of efficiencies in older people’s services</i>	<i>Throughout the year</i>
<i>Review of ILS scheme, supporting direct payments</i>	<i>Sept 08</i>
<i>Delivery of required actions from Workforce Development Strategy</i>	<i>March 09</i>
<i>Delivery of training on Mental Capacity Act</i>	
<i>Prepare and start to implement Departmental IT Training strategy</i>	<i>June 08</i>

Resource Actions	
Improvement action	Deadline
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<i>Delivery of required actions from Workforce Development Strategy</i>	<i>March 09</i>
<i>Delivery of training on Mental Capacity Act</i>	
<i>Prepare and start to implement Departmental IT Training strategy</i>	<i>June 08</i>

Section 6: Resources (1 page max)

Please provide details of your resources:

- Staff numbers and budget to support your service improvements.
- Increases/decreases in capacity (financial and/or staffing) to support your service level objectives
- Recruitment issues

Budget

	<u>2007/08</u>	<u>2008/09</u>
	£'000s	£'000s
Employees	2,987	2,944
Premises	12	12
Transport	14	14
Supplies and Services	1,048	1,151
Miscellaneous	4,212	4,238
– Recharges	4,212	4,238
– Other		
Capital Financing	53	53
Gross cost	8,326	8,412
Less Income	6,083	6,064
Net cost	2,243	2,348

NB The budget shown for 2008/09 is only indicative as detailed proposals have not been finalised.



Service Plan Template for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Older People & Physical Disability Services

Directorate: Housing & Adult Social Services

Service Plan Holder: K Martin

Workplans: _____

Director: B Hodson

Signed off _____

Date: _____

EMAP : Housing & Adult Social Services

Signed off _____

Date: _____

The following service plan template must be no longer than 12 pages long. (excluding workplans)

Section 1: The service (1 page max)**INFORMATION, IN CONTROL, INDEPENDENCE****Service description**

Services include: -

Assessment

Community Care assessments which identify the needs of individuals and, where appropriate, their carers. Assessments follow a generic format, which can be expanded to include specialist assessments from Occupational Therapists and Sensory Impairment workers. The assessments forms the bank of information from which a care plan is developed and agreed. All people in receipt of services have a review 6 weeks after the start of services and then at least an annual re-assessment.

	2005	2006
Approximate number of referrals pa	2145	
Number of "open" customers	4600	
Number receiving service	3460	
%age with service	75	

ProvisionAdvice and Information

Advice and Information is available through leaflets, from staff at the Advice and Information centres, (managed by Housing), and the Assessment service. Written information can be made available in a range of formats and languages to meet the needs of people with sensory impairments from black and minority ethnic communities.

The service funds welfare benefits advice and financial assessments under the Fair Charging system. The service also financially supports a number of voluntary organisations to provide advice and information.

In House Provision

Services provided directly through in-house provision include housing support, home care, registered residential care, respite care, day services, equipment to aid daily living, minor and major adaptations to property, transport and supported employment. Our workforce is trained, or in the process of training to national standards.

Commissioning/Contracted Services

A significant range of services are purchased from the independent and voluntary sector and include registered residential and nursing home care; respite services; day care; personal or home care and transport.

Partnership Working

An increasing number of assessment services are carried out jointly with health colleagues. These include Hospital Discharge; Occupational Therapy services; Intermediate Care. We also have a number of assessment staff based within health settings such as Renal Social Workers, a care manager in the Accident and Emergency department of York Hospital, a care manager in a non-acute facility and within the PCT Intermediate Care unit and Fast Response Team. We also offer professional support to social workers employed by the Hospital Trust and the PCT. The integrated Community Equipment Loan service is an excellent example of partnership working.

Service objectives

The Adult Services for Older People and Adults with Physical Disabilities supports vulnerable people over 18 years old and their carers to achieve independent and fulfilling lives as citizens in their communities.

We will do this by:

- providing equal and effective access to services within eligibility that support an individual achieve a quality of life, well-being, independence and inclusion in the community they live.
- providing effective joined up services which allow vulnerable adults and their carers to take control over their own lives.
- Creating an environment that encourages individual choice in the services received, the way they are delivered and how they are arranged.
- ensuring assessments are comprehensive; sensitive to the diversity within our community; delivered promptly and fairly; involve people fully in a way which will reflect their views and wishes
- ensuring support and services are provided in a way that offers people as much choice as possible, recognising and supporting the crucial role of carers.
- promoting a culture of tolerance that is free from bullying, harassment and intimidation for customers and staff alike.
- working in partnership with other agencies to achieve a set of common aims; provide continuous improvement for our customers; provide a more seamless service for customers and reduce duplication
- deliver services which give value for money to the people of York
- ensuring that we contribute to the development of modernised social care in response to National Service Frameworks for Older People and Long Term Conditions and other related initiatives.
- ensuring that we have competent staff that are well managed and develop their skills and knowledge to provide a high quality service

Section 2: The Drivers (2 page max)

This section should represent a summary of the challenges (or drivers) that might affect future service delivery and/or performance over the next 1-3 years. This be based on stage 1 of the planning process (i.e. 'Investigate' stage).

Driver type	How might this affect our service	Sources
<p><u>SOCIAL INCLUSION AGENDA</u> Social Exclusion Unit - various initiatives relevant to adult social care:</p> <ul style="list-style-type: none"> • Health inequalities • Equality agenda 	<ul style="list-style-type: none"> • Increased emphasis on supporting people with disabilities into employment • Personalised support • The need to develop supported 	Disability Equality Plan White Paper SP strategy
<p><u>Modernisation of social care:</u></p> <ul style="list-style-type: none"> • Greater emphasis on the commissioning role of the LA • Greater emphasis on public health & prevention • Self- directed care and focus on outcomes • expansion of direct payments / individual budgets/ assistive technologies 	<ul style="list-style-type: none"> • Activity to achieve 7 outcomes of White Paper • Improved integration of health and social care • De-commissioning & re-commissioning services. • Shift in culture/practice • self-directed care • stronger links with primary care 	<p>Adult Services White Paper (Our Health, Our Care Our Say- published early 2006</p>
<p><u>Improve carer support</u> New PIs introduced Revised National carer Strategy to be published early in 2008</p>	<ul style="list-style-type: none"> • Need to improve number of carer assessments undertaken, • Improve quality of carer assessment outcomes • supporting employment, training and leisure needs of carers • Revise flexible services to carers • Re-commission carers Centre • Revise carer representation forums 	Carers (Equal Opportunities) Act 2005
<p><u>ELECTRONIC SOCIAL CARE RECORD</u></p> <ul style="list-style-type: none"> • Second phase of the implementation of the electronic social care records in 2008 • Embedding phase 1 of the programme • Planning for implementation of the Mobile working and home care monitoring pilots in 2008/9 	<ul style="list-style-type: none"> • Changed recording practices for all social care staff • development of mobile working and hand held technologies • Substantial data loading to scan current files by agreed dated • integrated PCT/SSD systems eg integrated mental health record 	e-Gov't target
<p><u>Regulation of provision/commissioned services</u></p> <ul style="list-style-type: none"> • Inspection of older people's services in June 2008 • Introduction of new national PI's in 2008/09 • CPA audit in Jan/Feb 2008 	<ul style="list-style-type: none"> • Preparation for inspection April- June 2008 • Identify key local targets • Identify key PI's for inclusion in LAA 	CSCI DH
<p><u>DEMOGRAPHIC CHANGES</u></p> <ul style="list-style-type: none"> • Increase in longevity and complexity of care needs • Changing patterns of caring - fewer working age adults 	<ul style="list-style-type: none"> • Potential increase in community care assessments/services • Planning for future needs for • Increased demand for dementia services, complex care & functional 	long-term commissioning plan

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<p>to support aging population /more older carers</p> <ul style="list-style-type: none"> • Changing expectations • Isolation due to these changing family patterns 	<p>mental health services for older people</p> <ul style="list-style-type: none"> • Increased need to support carers effectively • Increased demand for independent supported housing. • Elderly Mentally Infirm – strategy 	
<p>National priorities for older people</p> <ul style="list-style-type: none"> • improve the standards of care • dignity and respect • personalisation • prevention • rehabilitation • specific service development: falls, strokes etc • The single assessment ensuring older people's care needs are assessed without duplication <p>Local priorities for older people include:</p> <ul style="list-style-type: none"> • more power and control to older people • Services that promote health & independent living • Widening the partnership beyond health and social care • Services that are more 'joined up' 	<ul style="list-style-type: none"> • The development of Out of Hospital and close to home services. • Older people want more say in their own care - i.e. more of a professionally supported approach rather than a professionally directed approach - this needs to be central to the Assessment, Care Management and Review process- self assessment is encouraged • Continued involvement/engagement of older people in planning and strategy - via the Partnership Board and the OP Assembly, & LAA structure • Continued development of Intermediate Care Services • Need to ensure services do not discriminate on grounds of age • Promoting improvements to quality of life for People in care • SAP Pilots currently in place, • Cross-agency project plan • Need to build into all related areas of ESCR implementation • Need to raise staff awareness of SAP and its implications 	<p>OLDER PEOPLE'S NSF</p> <p>White Paper 2006-OHOCOS</p> <p>York strategy- 'Never too old' 2006</p> <p>(Green Paper on funding roles & responsibilities is due 2008)</p>

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<p><u>Disability/long-term conditions</u> The NSF's for Long Term Conditions (Chronic & Neurological) - focus on the needs of people with neurological disease and brain or spinal injury. Integrated framework for health & social care delivery of local services to people with long-term conditions. Local partnership for provision of service model and appropriate pathways of care Standards to comply with in relation to sensory impairment Implementation, when passed of the Independent Living Act</p>	<ul style="list-style-type: none"> ○ A range of accommodation from supported housing to registered residential and nursing care ○ Opportunities to engage in fulfilling day time/vocational/leisure and community activities- modernisation of day care ○ Support to carers ○ Support at all stages of a condition ○ Integration of provision and processes where agreed ○ Government standards are providing tools for benchmarking of local services and frameworks for future development work ○ Development of a Centre for Independent Living 	<p>long term conditions national service frameworks- neurological & chronic; 'Improving the Life Chances of Disabled People' Independent Living Act White Paper 2006- OHOCOS</p>
<p><u>DELAYED DISCHARGES</u> System of reimbursement for delayed hospital discharges and removes local authorities' ability to charge for community equipment and intermediate care</p>	<ul style="list-style-type: none"> ● Regular partnership overview of the local health/care economy ● Use of grant to negotiate before April 2008 ● Focus currently on acute services – ● Work under way within non-acute sector 	<p>The Community Care (Delayed Discharges) Act</p>
<p><u>Mental Capacity</u> Implementation of sections of the mental health Act that amend the mental capacity Act- Deprivation of Liberty</p>	<p>Priority Action will be to have in place:</p> <ul style="list-style-type: none"> ● Identifying people to undertake the assessments ● Establishing process & training all relevant staff ● Coordination of implementation through a LA led Steering Group 	<p>Mental Capacity Act 2005</p>
<p><u>Develop services to become more appropriate & responsive to Black and minority community</u> Expand on connexions and networks that have developed in 2007/08</p>	<ul style="list-style-type: none"> ● Consultation links with Black and minority communities need strengthening ● Staff training ● Monitoring of performance through star blocker PI's ● Adapting services as indicated from the connections with BME community 	<p>Corp[or]ate objectives & CSCI standards</p>
<p><u>EMPLOYMENT/LIFE-LONG LEARNING</u> Implement ALI inspection action plan.</p>	<ul style="list-style-type: none"> ● Will have some implications for individual budgets ● Action Plan from ALI inspection to implement ● Review arrangements to support individuals within CYC. 	<p>. Welfare to Work 'Improving the Life Chances' NSF's</p>
<p>Corporate drivers</p>		
<p>Job Evaluation implementation</p>	<ul style="list-style-type: none"> ● Time required to resolve any outstanding issues beyond April 2008 	<p>National Pay Agreement</p>

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<p><u>Replacement day services</u></p>	<ul style="list-style-type: none"> • Closure of HRDC in May 2008 • Implement individual plans for current service users • Identify spaces to use • Support people with the movement. 	<p>Admin.and Accom. review</p>
<p>Transforming York – Access to Services</p>	<ul style="list-style-type: none"> • Review content of Adult Service’s public information • Complete work with Corp support & CSED on the A&I & intake • Longer- term impact of first-stop shop unclear at this stage. • Preparation for direct access for customers through internet at later stage in programme development. 	<p>(Easy@york) CSED</p>
<p>Directorate Drivers <u>Long Term Business changes</u></p> <ul style="list-style-type: none"> • Strategic Needs Assessment & joint commissioning: <ul style="list-style-type: none"> ○ regional approaches to procurement ○ Improving Assessment & Review • Promoting Well –being • Embedding technology • Improved integration- LA/NHS • Improved partnership with 3rd sector • Financial balance 	<ul style="list-style-type: none"> • Developing longer term commissioning plans in conjunction with the NHS commissioning organisation • Collaborative commissioning with neighbour authorities. • Improved efficiency in operations • Support for smaller local services commissioned through 3rd sector • Closer links with corporate and regional procurement centres • Streamline assessment processes • ON-line access for customers • Resource difficulties if savings are taken in a cashable form. 	<p>Joint Commissioning with PCT; PBC & 3rd Sector</p>
<p><u>Independence Choice and Control</u></p> <ul style="list-style-type: none"> • Putting People in control • Developing system wide approaches to support choice • Carer support 	<ul style="list-style-type: none"> • Home support services Make further adjustments as required. • Modernise day service provision for people with physical impairment • Contribute to development of CIL by 2010 • development of individual budgets with replacement of HRDC • develop a plan for implementation of the ‘in control’ model across adult services by 2011 	<p>EMAP requirement Independent Living Act</p>
<p><u>Prevention</u></p> <ul style="list-style-type: none"> • role of Local Authorities in promoting health & protection of vulnerable adults • LAA objectives • carer support; community support and assistive tech. • Reforming emergency care through partnership with PCT • proactively case manage ‘very vulnerable’ people (aged 75+) their care needs to avoid hospital admissions • Fair Access to Care Services 	<ul style="list-style-type: none"> • Consultation on long-term care challenges • Include main themes and PI’s within the refreshed LAA. • Social care enhancement to Multi-disciplinary teams • Review commissioning of low level medical support • Fair Access through guaranteed standards and review of eligibility. • Closer links with primary care • Outcome focus • Build on good practice and implement agreed training plan through the Local safeguarding boards • Review & revise support systems to carers 	<p>Public Health White Paper 2004; White paper 2006 Community care Act 1990 Independent Living Act</p>

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<p><u>Quality and Excellence</u></p> <ul style="list-style-type: none"> • Staff & sector wide training • Leadership • Fitness for purpose of AS structures • QA systems & regular monitoring • Performance monitoring • Customer feedback 	<ul style="list-style-type: none"> • Adherence to & improvement in inspection outcomes against regulation standards • Older people's Service Inspection 2008 • CPA cross cutting themes • Resolving dual input issues in partnership services • Reducing sickness & absence • Monitoring performance against LAA objectives. 	<p>Performance assessment</p>
<p><u>Customer participation</u></p> <ul style="list-style-type: none"> • Developing & supporting robust customer forums & representation groups • Partnership Boards • Regular quality of life surveys 	<ul style="list-style-type: none"> • Increasing the involvement of tenants in housing strategy & management • Linking partnership boards into service planning (e.g. via the Local Area Agreement) • Developing an outcomes based approach to service delivery 	<p>Long-term commissioning plan Carer Strategy</p>
<p><u>Service Drivers</u></p>		
<p>Revision of care management approach to outcome focus</p>	<ul style="list-style-type: none"> • Plan to develop to meet personalisation & the prevention objectives 	
<p>OT Service management within LA to resolve whilst ensuring joint working continues.</p>	<ul style="list-style-type: none"> • Organisational and professional cultural changes • To review processes to streamline approach & reduce waiting lists 	<p>Targets for integrated equipment services</p>
<p>Fair price for care</p>	<ul style="list-style-type: none"> • Further adjustments as required 	
<p>PSI strategy development</p>	<ul style="list-style-type: none"> • Complete consultation & publish strategy in April 08 	
<p>Personalisation/Individual budgets</p>	<ul style="list-style-type: none"> • Lead provided by services for people with learning difficulties need to be reflected in day support for people with PSI then Older people. 	<p>White Paper;</p>
<p>Further development of the older people's accommodation & support strategy</p>	<ul style="list-style-type: none"> • Complete consultation • Remodelling of the accommodation and support services- • Further development of dispersed supported housing and extra care • Support developments to Discus Housing 	<p>White Paper Gershon</p>
<p>Maximising external income</p>	<ul style="list-style-type: none"> • Changes and efficiencies in the discretionary charging system • Developing potential bids for external funding • Effective use of grants 	
<p>Improving the Skills and competencies of Managers and Staff</p>	<ul style="list-style-type: none"> • Induction/Foundation training & NVQ training • Improve IT training and support to enhance basic IT skills • Application of appraisal system • Joint approaches to social care recruitment required across sector • Improve flexibility of staffing resources • Post qualifying training • Progression within revised pay & grading structure 	<p>Workforce Plan</p>

Section 3: Critical Success Factors (CSFs) (half page max)

Taking account of the service objectives in section 1 and the drivers identified in section 2, decide what is critically important for your service to achieve over the next 1-3 years? This might be

- something your service has to deliver or improve without fail, or;
- an enabling factor which will be a barrier to your staff delivering the broad service objectives.

CSFs for 2007/08	Why a CSF?
ESCR- electronic record keeping	To realize efficiencies in business processes, information storage and information sharing
Planning for modernization of Disability day services & development of strategy for Long-term conditions	To achieve delivery of alternative model of day service and movement from current day centre site by May 2008
Completion of consultation and implementation of components of the of long-term commissioning plan, related to: <ul style="list-style-type: none"> • role of CYC older people's homes • prevention & diversion from intensive support • support to carers 	To remodel service provision in a way that stabilises social care markets. Delivery of White Paper and targets Delivery of local OP strategy 7 LAA targets Matching resources available to known demand
Implementation of Mental Capacity Act amendment	National legislation
Joint commissioning and delivery with PCT (Pbc): <ul style="list-style-type: none"> • Older people with mental health problems • Rehab/intermediate care • Long-term conditions (inc. telecare) • Primary prevention 	Essential to release of funding for investment in alternative services
Implement action plan resulting from SAS and subsequent CSCI inspection	Critical to the improvement of customer outcomes

Section 4: Links to corporate priorities (half page max)

Improvement Statement (IS)	Contribution
Objective 10- customer focus	Implementation of mental capacity Act amendment and movement to individual budgets and self-directed care enhances customer choice & control. Improving key activity in assessing, reviewing and supporting people at home will enhance choice & independence Dignity in care campaign and target to improve achievement of CSCI standard 15 will improve quality of service Successful outcome from CSCI Inspection
Objective 12 – partnership working	Improved integration of social care with NHS services- Primary, Community & OP Mental Health will require enhanced partnerships Delivery of White paper inclusion agenda will involve corporate partnerships
Objective 7= improved health	Improved integration of social care with NHS services- Primary, Community & OP Mental Health will improve health of residents Achievement of CSCI standard 15 will improve health of care home residents

Objective 8- supporting disaffected families	Improving support to carers will enable an increasingly marginalised group of people, many with young families to have improved quality of life
Objective 5- Increasing skills	Development of workforce strategy within HASS that will support the recruitment, retention and development of a skilled staff group
Objective 13- efficiency	ESCR; development of alternative service models, self-directed care; reduction of absence; review of EPH's ;stabilising independent sector fees will enhance efficiency improvement. Budget savings – home care.
<p>Links to other plans</p> <p>List the higher level plans and strategies that your service area supports (i.e. a partnership strategy)</p> <ul style="list-style-type: none"> • Older People's long term commissioning plan • Local Area Agreement • York & Selby Older Persons strategy- 'Never too old' • Older people's Housing strategy • Discus bungalow replacement programme • Accommodation strategy • Transport Review • Supporting people Strategy • York & Selby carers strategy • Day services Modernisation Project • Social care record replacement programme • Public Information Review 	

Section 5: Scorecard of improvement measures & actions (3 pages max)**Customer based improvements****Customer Measures**

How will you check whether you are improving from a **customer** perspective?

Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
NI 125 Achieving independence for Older people through rehabilitation/intermediate care	Baseline to establish			
NI127 Self-reported experience of social care users	Methodology to establish			
NI 128 User reported measure of respect and dignity in their treatment	Methodology to establish (CASSR)			
NI 130 Social care clients receiving self-directed support (Direct payments and Individual budgets	75 (current)			
NI 131 Delayed transfers of care from hospitals	3	2	2	2
NI 135 Carers receiving assessments or review and a specific carers service or advice and information.	Baseline to establish			
NI 136 People Supported to live independently through social services (all ages) –care managed and non-care managed and grant funded services, per 1,000 adults aged 18+	Baseline to establish			
NI 138 Satisfaction of people over 65 with both home and neighbourhood	Baseline to establish			
NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	Baseline to establish			
NI 141 Number of vulnerable people achieving independent Living (or SP PI)	Baseline to establish			
NI 142 Number of people who are supported to achieve independent living (or SP PI)	Baseline to establish			
HCOP8.3 Older People aged 65 or over with supported admissions on a permanent basis in the year to residential or nursing care per 10,000 of the population aged 65	58.4 (2006/07 baseline)	65	67	
HCOP8.6 Number of new users aged 65 and over who have 1 or more items of telecare equipment	Baseline to establish (LAA target 390)	520	630	

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Customer Actions

What are the main **customer** based actions you need to deliver in order to improve your services?
Please list improvement actions for next 12 months

Improvement action	Deadline
Start the development of self-directed care, further extension of direct payments and introduction of individualised budgets.	May 2008
Reprovision of day services for people with PDSI & Contributing to development of user led PDSI services (CIL) & one stop shop for support	May 2008
Start the development of an extensive range of statutory and voluntary community care supports	March 2009
Extended integration of service delivery and care pathway management with NHS	To be set
Development of housing options that extend the range of available sheltered, supported and extra care housing and telecare	July 2008
Improvements in quality assurance processes; Audit of EPH accommodation and staffing requirements	March 2008
Preparation for implementation of mental health amendment Act & DOL	March 2009
Improved quality/access to public information	December 2008

Process based improvements**Process Measures**

How will you check whether you are improving from a **process** perspective?

Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
NI 132 Timeliness of social care assessments	76.5	76.5	77	
NI 133 Timeliness of Social care packages to older people	85	92	93	
BV56 – D54 (PAF) % items of equipment and adaptations delivered with 7 working days	96	95	95	
BV58 (PAF D39) %age of people receiving a statement of their need and how they will be met (all customer groups)	92	93	94	
%age of adult users assessed and/or reviewed in the year that had ethnic origin missing or not stated	Less than 10%	Less than 10%	Less than 10%	
New or revised local policies and protocols required by Mental Capacity Act amendment	October 2008			

Process Actions

What are the main **process** based actions you need to deliver in order to improve your services?

Please list improvement actions for next 12 months

Improvement action	Deadline
<ul style="list-style-type: none"> Introduction of self-directed processes of assessment & care planning. 	To be set
<ul style="list-style-type: none"> Improved business processes of information provision and screening- link to A&I review and public information strategy and remodelling of initial point of service delivery 	To be set
Evaluation & amendment to review process	March 2009
Revision of policies & procedures	June 2008

Resource management improvements

Resource Measures				
How will you check whether you are improving from a resource management perspective? This covers financial/budget/staff based improvements, such as cost, budget management, staff absence, etc.				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Achieve agreed saving target				
Increasing customer income				
Unit cost of employment services				
CP 14 - percentage of staff appraisals completed	90%	94%	95%	
BV 12 - days lost per year per FTE due to sickness absence	9%	8%	7%	
Percentage of staff registered social work staff receiving on average 30 hours post qualification professional development each year (90 hours over 3 years)	100%	100%	100%	
BV 16a - percentage of staff with a disability (Community Services as a whole)	5%	5.5%	6%	
BV 17a - percentage of staff from and ethnic minority (Community Services as a whole)	2%	2.5%	3%	
Local CP58 - percentage of voluntary turnover of staff	2.8	2.7	2.6	
S3: numbers of new staff undergoing Induction training (CM Review) newly employed staff within the first 6 months of employment	100%	100%	100%	
Customer Actions				
What are the main resource management based actions you need to deliver in order to improve your services? You may also want to include staff broad workforce training and development issues for your service. This may have come out of the future challenges exercise you carried out in the planning process. <i>Please list improvement actions for next 12 months</i>				
Improvement action			Deadline	
<ul style="list-style-type: none"> • Development of long-term service development and financial plan. • 			July 2008	
<ul style="list-style-type: none"> • Provision of self-financing alternatives to care • 			March 2009	
<ul style="list-style-type: none"> • Restructure of Adult Services management 			April 2008	
<ul style="list-style-type: none"> • Accommodation & support strategy development & implementation- 			October 2008	
<ul style="list-style-type: none"> • Revise absence management scheme 			March 2009	
<ul style="list-style-type: none"> • Proactive recruitment campaigns 			Ongoing	
<ul style="list-style-type: none"> • Agreed, implemented & refreshed training plans & review arrangements on progression 			March 2008	
<ul style="list-style-type: none"> • Develop strategy for employing people with a disability & Implement ALI action plan 			March 2008	

Section 6: Resources (1 page max)

Please provide details of your resources:

- Staff numbers and budget to support your service improvements.
- Increases/decreases in capacity (financial and/or staffing) to support your service level objectives

The ability to deliver specific projects will be assessed at the beginning of the process using the standard project management toolkit. It is anticipated that changes in the adult service structure and unfreezing some posts will allow greater capacity for supporting developments from within the service and less reliance on external support.

- Recruitment issues

Recruitment of care staff within CYC & contracted care services is becoming increasingly difficult leading to a reliance on agency staff and potential for failures in care. The problems are particularly acute at week-ends.

Budget

	<u>2007/08</u>	<u>2008/09</u>
	£'000s	£'000s
Employees	14,136	14,104
Premises	679	694
Transport	1,153	1,154
Supplies and Services	16,068	17,417
Miscellaneous	2,333	2,296
– Recharges	2,116	2,074
– Other	217	222
Capital Financing	603	603
Gross cost	34,972	38,268
Less Income	14,309	14,859
Net cost	20,663	21,409

NB The budget shown for 2008/09 is only indicative as detailed proposals have not been finalised.



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Mental Health Services

Directorate: Community Services

Service Plan Holder: Keith Martin, Head Of Adult services
John Clare, Assistant Director NYYPCT

Workplans: _____

Director: Bill Hodson

Signed off _____ *Date:* _____

EMAP : _____

Signed off _____ *Date:* _____

The following service plan template must be no longer than 12 pages long. (excluding workplans)

Section 1: The service (1 page max)**Service description**

Services for people of working age with mental health needs are provided within an integrated service provided by North Yorkshire & York Primary Care Trust and City of York Council, led by the PCT.

Service Definition**Assessment and Community Support**

The CYC funded services include Mental Health Act '83 statutory duties undertaken by Approved Social Workers (ASW). They and the Mental Health Community Support Workers, who provide intensive support to customers with severe and enduring mental health needs, are integrated within 4 Community Mental Health Teams, Assertive Outreach, Early intervention and Crisis Resolution Teams.

Customers receiving service @ 31/12/07	
Number of new customer over 12 month period	
Assessments were made under the Mental Health Act 1983	225

Provision (In house)

An ASW provides statutory and social work support to the Forensic Inpatient and Community Service. The Mental Health Training and Mental Health Accommodation Officers provide their own respective services across mental health services in York.

Residential provision – number of rehabilitation and crisis beds	13
Residential provision – respite beds	1
People attending day services	195

Provision (Independent)

Residential& nursing places	80
Residential provision – respite places	1

Service objectives**Service objectives**

Our overall aim within community services is to increase the quality of life opportunities to all vulnerable adults with mental health, disabilities, learning difficulties, ageing or illness so they can live safe and fulfilling lives.

We will do this by working with the Primary Care Trust to commission and provide integrated health and social care mental health services for adults of working age with mental health problems that will support its customers by:

- Increasing independence and delaying the need for more intensive support services.
- Providing effective joined up services, which allow them to take more control over their own lives.
- Encouraging individual choice and providing equal and effective access to services that support their quality of life independence and inclusion in the community they live.
- Ensuring assessments are comprehensive; sensitive to the diversity within our community; delivered

promptly and fairly; involve people fully in a way which will reflect their views and wishes

- Ensuring support and services are provided in a way that offers people as much choice as possible.
- Recognising and supporting the crucial role of carers.
- Promoting a culture of tolerance that is free from bullying, harassment and intimidation for customers and staff alike.
- Working in partnership with agencies external to the integrated service to achieve a set of common aims; provide continuous improvement for our customers; provide a more seamless service for customers; reduce duplication
- Commissioning, procuring and delivering services which give value for money to the people of York
- Ensuring that we have competent staff that are well managed and develop their skills and knowledge to provide a high quality service

Section 2: The Drivers (2 page max)

This section should represent a summary of the challenges (or drivers) that might affect future service delivery and/or performance over the next 1-3 years. This be based on stage 1 of the planning process (i.e. 'Investigate' stage).

Driver type	How might this affect our service	Sources
<p><u>SOCIAL INCLUSION AGENDA</u> Social Exclusion Unit - various initiatives relevant to adult social care:</p> <ul style="list-style-type: none"> • Health inequalities • Equality agenda 	<ul style="list-style-type: none"> • Increased emphasis on supporting people with disabilities into employment • Personalised support • The need to develop supported 	<p>Disability Equality Plan White Paper SP strategy</p>
<p><u>Modernisation of social care:</u></p> <ul style="list-style-type: none"> • Greater emphasis on the commissioning role of the LA • Greater emphasis on public health & prevention • Self- directed care and focus on outcomes • expansion of direct payments / individual budgets/ assistive technologies 	<ul style="list-style-type: none"> • Activity to achieve 7 outcomes of White Paper • Improved integration of health and social care • De-commissioning & re-commissioning services. • Shift in culture/practice • self-directed care • stronger links with primary care 	<p><u>Adult Services White Paper</u> (Our Health, Our Care Our Say- published early 2006</p>
<p><u>Improve carer support</u> New PIs introduced Revised National carer Strategy to be published early in 2008</p>	<ul style="list-style-type: none"> • Need to improve number of carer assessments undertaken, • Improve quality of carer assessment outcomes • supporting employment, training and leisure needs of carers • Revise flexible services to carers • Re-commission carers Centre • Revise carer representation forums 	<p>Carers (Equal Opportunities) Act 2005</p>
<p><u>ELECTRONIC SOCIAL CARE RECORD</u></p> <ul style="list-style-type: none"> • Second phase of the implementation of the electronic social care records in 2008 • Embedding phase 1 of the programme • Planning for implementation of the Mobile working and home care monitoring pilots in 2008/9 	<ul style="list-style-type: none"> • Changed recording practices for all social care staff • development of mobile working and hand held technologies • Substantial data loading to scan current files by agreed dated • integrated PCT/SSD systems eg integrated mental health record 	<p>e-Gov't target</p>

<p>Demographic Changes</p> <ul style="list-style-type: none"> • Increase in number of older people with functional mental health problems • Young people affected by dementia • Changing patterns of caring - fewer working age adults to support aging population /more older carer's • Isolation due to changing family patterns 	<ul style="list-style-type: none"> • Increase in numbers of people likely to request/require community care assessments/services • Increased demand for complex care packages • Increased demand for dementia services, and access to functional mental health services for older people • Increased need to support carer's effectively 	<p>Census 2001 Social Services Key Indicators Graphical System (KIGS)</p>
<p>Mental Health Act 2007</p> <ul style="list-style-type: none"> • To be implemented on 1st October 2008, apart from early implementation of some sections • Extended & simplified definition of Mental Disorder • Community Treatment Orders • Patient can apply to discharge Nearest Relative • Approved Social Workers (ASWs) replaced by Approved Mental Health Professional (AMHPs)(likely but not necessarily to be ex ASW). New training schemes • CSIP consulting with LAs & PCT's re implementation & training 	<ul style="list-style-type: none"> • Civil Partners as nearest relatives from 1st December 2007 – compliant with HRA and 16/17 yr old admissions from 1st January 2008 • Appointment of p/t Senior ASW Practitioner to strengthen professional support to ASWs and future AMHPs • Impact of less restrictive treatment in the community on services and practice unclear at present. • Becomes HRA compliant • LA will continue be responsible for approving the new AMHPs & ensuring there is a sufficient number. Non CYC AMHPs will act on behalf of the LA • Significant training and familiarization will be required & LAs will be required to provide & fund AMHPs, even if they do not employ them .Funding details awaited. AMHP training may take 2 years instead of existing 90 dyas, with significant workforce implications and recruitment & retention • Transition training for ASWs to AMHPs to be arranged for mid 2008 • Regional Local Implementation Group (LIG) well established for NE, Yorks & Humber – DH requires that Local LIG be set up for York/N Y 	<p>Mental Health Act 2007</p>

<ul style="list-style-type: none"> • New Statutory Advocacy (IMHA) for some categories of detained patients – potentially separate service to existing IMCA service under MCA 05 	<ul style="list-style-type: none"> • Commissioning of new Independent Mental Health Advocacy Service (IMHA) – await clarification of lead responsibility & funding 	
<p>Mental Capacity Act 2005</p> <p>Fully implemented on 1st October 2007 is to be amended as described below.</p> <p>Deprivation of Liberty Safeguards (DoLS)</p> <ul style="list-style-type: none"> • Implemented in April 2009 – introduced by the Mental Health Act 2007 and will amend the Mental Capacity Act 2005 • LAs & PCTs will become supervisory bodies responsible for providing assessments and make decisions around authorisation of deprivation of liberty • Assessment under DoLS has 6 elements including Mental Health Assessors and Best Interests Assessors. Timescale: 7 days = urgent request & 21 days = standard request • Provider services: care homes & hospitals will become the managing authorities and must request authorization for DoLS • IMCA service extended to include those being assessed under DoLS 	<p>Ongoing monitoring and review of processes, policies, training and jointly commissioned IMCA service, overseen by York MCA Local implementation Network (LIN)</p> <ul style="list-style-type: none"> • Compliance with EctHR- HL ‘ Bournemouth ‘ case • DH advises the development of joint systems, policies & training with PCTs, Acute trust, & care homes, to deliver DoLS & reduce the numbers referred unnecessarily for assessment, including the identification of lead staff who would receive the requests for authorisation, allocate assessors and decide upon deprivation of liberty of the individual • Scoping exercise to establish extent of potential backlog of DoLS in the area • Issue of current low numbers of S12 doctors must be addressed • LAs & PCTs must identify & train Best Interests assessors from existing staff. Workforce planning & training issues. Need to develop reciprocal arrangements between the PCT & other LAs • Development of robust interagency systems & training implications for provider services • Commissioning & cost implications around 	<p>Mental Capacity Act 2005</p> <p>Mental Health Act 2007 and Deprivation of Liberty Safeguards draft Code of Practice – consultation ending 02/12/07</p>

<ul style="list-style-type: none"> Representatives must be appointed by the supervisory body to those deprived of their liberty under DoLS CSIP consulting with LAs & PCTs re : implementation & training 	<p>provision of extended IMCA service</p> <ul style="list-style-type: none"> Potential commissioning & funding implications if representative had to be paid (if not family or friend) – rep cannot be an IMCA Well established regional and local MCA LINs will take this forward 	
<p>Develop services to become more appropriate & responsive to Black and minority community</p>	<ul style="list-style-type: none"> 1-community development worker to be appointed by April 2007 and a further worker by April 2008 to improve services to people from Black and minority communities. Staff training 	<p>Delivering Race Equality: A Framework for Action Oct 2003 DoH</p>
<p>Corporate drivers</p> <ul style="list-style-type: none"> Job Evaluation implementation 	<ul style="list-style-type: none"> Full implementation 2008 	
<ul style="list-style-type: none"> Changes to supporting people funding 	<ul style="list-style-type: none"> Actions to be taken by partnership board Further work to be undertaken with the supporting people team 	
<ul style="list-style-type: none"> Capital scheme 	<ul style="list-style-type: none"> To upgrade 22 The Avenue, improving the residential environment to improve standards for privacy and dignity 	
<p>Directorate drivers</p>		
<p>Partnership working</p>	<ul style="list-style-type: none"> Partnership agreement to be revised through the partnership board Working across organisational IT systems Developed common/integrated training approaches Change of services within the integrated services as part of the modernisation plan for mental health e.g. developing day services 	

<p>Improving performance</p>	<ul style="list-style-type: none"> • Improving attendance performance in department • Improving data entry • Application of Fair Access to care eligibility criteria 	
<p>Service drivers</p>		
<p>Improve performance</p> <ul style="list-style-type: none"> • Mental Health Act 2007 Implementation 1 October 2007 • Deprivation of Liberty Safeguards implementation April 2009 	<ul style="list-style-type: none"> • Develop systems & training to implement the MHA 2007 including the transition of ASWs to AMHPs & appoint p/t senior ASW practitioner to strengthen support to ASWs/AMHPs • Develop interagency systems with PCT, Acute trust and care homes in readiness for April 2009 implementation • Continue to develop the crisis resolution & home treatment service across the PCT boundaries to cover 24/7 • Continue to develop operational cover of the early intervention in psychosis service for people with first episode psychosis. • Continue to roll out the integrated mental health record across all professional groups within the service. • To continue to develop a range of community based services for older people with mental health problems as alternatives to hospital admission. • Develop services for people from black & minority ethnic groups by employing 2 BME workers. 2007/08 • Develop a low secure service for women by the appointment of a project worker and an interagency steering group. • Develop a psychiatric intensive care unit for North Yorkshire Mental Health Services • Develop a place of safety for those requiring assessment under the mental health act 1983 	

<p>Ongoing Internal restructuring to meet service development and budgetary requirements</p>	<ul style="list-style-type: none"> • Remodeling of the rehabilitation services • Development of supported housing • Remodeling of day support 	
<p>Recruitment and retention of approved social workers</p>	<ul style="list-style-type: none"> • Current situation improved upon last year – all ASW posts filled except for 1 vacancy and 1 SW on ASW training – expected to qualify April 2008 • Appointment of p/t senior ASW practitioner to strengthen support to ASWs/AMHPs • Future AMHP training could take 2 years day release instead of current 90 day block – workforce implications • Future AMHPs could be employed by the PCT 	

Section 3: Critical Success Factors (CSFs) (half page max)

Taking account of the service objectives in section 1 and the drivers identified in section 2, decide what is critically important for your service to achieve over the next 1-3 years? This might be

- something your service has to deliver or improve without fail, or;
- an enabling factor which will be a barrier to your staff delivering the broad service objectives.

CSFs for 2008/09	Why a CSF?
CSF description. Please keep it short and snappy.	Give 'brief' explanation of why you have chosen this as a critical success factor for your service
Implementation of Joint Health & Social care Mental Health Strategy	Clear vision required of the nature of services that the budget is used to commission
Implement the requirements of the Mental Capacity Act from October 2007	Statutory requirements under legislation
Prepare for the impending Mental Health Act 2007 and workforce planning in terms of Approved Social Workers (ASWs) and Approved Mental Health professionals (AMHPs)	Statutory requirement under legislation. The absence of ASWs & AMHPS and other social care staff will directly affect the PI of the service and fulfilling statutory duties under the MHA '83, the new MHA 07 and the Mental Capacity Act 2005 and DoLS April;09
Prepare for the implementation of Deprivation of Liberty Safeguards (DoLS) from April 2009	Statutory requirement under legislation. Best Interests Assessors must be identified and trained and interagency systems developed to deliver DoLS
ESCR- electronic record keeping	To realize efficiencies in business processes, information storage and information sharing

The corporate service planning guidance issued with this template gives details of how your service CSFs can be determined.

Section 4: Links to corporate priorities (half page max)

Improvement Statement (IS)	Contribution
Objective 10- customer focus	Implementation of Mental Health Act 2007 & Deprivation of Liberty Safeguards 2009 Improving key activity in assessing, reviewing and supporting people at home will enhance choice & independence
Objective 12 – partnership working	Improved integration of social care with NHS services Delivery of White paper inclusion agenda will involve corporate partnerships
Objective 7= improved health	Improved integration of social care with NHS services-
Objective 8- supporting disaffected families	Improving support to carers will enable an increasingly marginalised group of people, many with young families to have improved quality of life
Objective 5- Increasing skills	Development of workforce strategy within HASS that will support the recruitment, retention and development of a skilled staff group
Objective 13- efficiency	ESCR; development of alternative service models, self-directed care; reduction of absence; review of EPH's ;stabilising independent sector fees will enhance efficiency improvement.
Links to other plans	
List the higher level plans and strategies that your service area supports (i.e. a partnership strategy)	
<ul style="list-style-type: none"> • Local Area Agreement • Supporting people Strategy • York & Selby carers strategy • Social care record replacement programme • Public Information Review 	

Section 5: Scorecard of improvement measures & actions (3 pages max)**Customer based improvements****Customer Measures**

How will you check whether you are improving from a **customer** perspective?

Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
NI127 Self-reported experience of social care users	Methodology to establish			
NI 128 User reported measure of respect and dignity in their treatment	Methodology to establish (CASSR)			
NI 130 Social care clients receiving self-directed support (Direct payments and Individual budgets	1 (current)			
NI 135 Carers receiving assessments or review and a specific carers service or advice and information.	Methodology to establish- figures will be available			
NI 136 People Supported to live independently through social services (all ages) –care managed and non-care managed and grant funded services, per 1,000 adults aged 18+	Baseline to establish, figures will be available through commissioners			
NI 141 Number of vulnerable people achieving independent Living (or SP PI)	Baseline to establish			
NI 142 Number of people who are supported to achieve independent living (or SP PI)	Baseline to establish Figure will be available from SP records			
NI 149 Adults in contact with secondary mental health services in settled accommodation	Methodology to establish- could figure be available from CPA?			
NI 150 Adults in contact with secondary mental health services in employment	Methodology to establish- could figure be available from CPA?			

Customer Actions

What are the main **customer** based actions you need to deliver in order to improve your services?

Please list improvement actions for next 12 months

Improvement action	Deadline
Development of self-directed care, further extension of direct payments and introduction of individualised budgets.	To be set
Development of an extensive range of statutory and voluntary community care supports	To be set
Development of further supported housing	To be set through SP contract

HASS 54 - Appendix 5

Implementation of Mental Health Act 2007	1 st October 2008
Develop systems in readiness for DoLS implementation	April 2009
Improved quality/access to public information	To be set
Improved access to employment services	ongoing

Process based improvements

Process Measures				
How will you check whether you are improving from a process perspective? Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
NI 132 Timeliness of social care assessments	Figures will be available 3 rd quarter			
NI 133 Timeliness of Social care packages to older people (may be extended to others)	Figures will be available 3 rd quarter			
BV58 (PAF D39) %age of people receiving a statement of their need and how they will be met (all customer groups)	Figures will be available 3 rd quarter			
%age of adult users assessed and/or reviewed in the year that had ethnic origin missing or not stated	Less than 10%	Less than 10%	Less than 10%	Less than 10%
New or revised local policies and protocols required by Mental Health Act	October 2008			
New systems, policies and protocols required by Deprivation of Liberty Safeguards	April 2009			
Process Actions				
What are the main process based actions you need to deliver in order to improve your services? <i>Please list improvement actions for next 12 months</i>				
Improvement action			Deadline	
• Introduction of self-directed processes of assessment & care planning.			To be set	
• Improved business processes of information provision and screening- link to A&I review and public information strategy and remodelling of initial point of service delivery			To be set	

Resource management improvements

Resource Measures
How will you check whether you are improving from a resource management perspective? This covers financial/budget/staff based improvements, such as cost, budget management, staff absence, etc.

HASS 54 - Appendix 5

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Achieve agreed saving target				
CP 14 - percentage of staff appraisals completed	90%	94%	95%	
BV 12 - days lost per year per FTE due to sickness absence	9%	8%	7%	
Percentage of staff registered social work staff receiving on average 30 hours post qualification professional development each year (90 hours over 3 years)	100%	100%	100%	
BV 16a - percentage of staff with a disability (Community Services as a whole)	5%	5.5%	6%	
BV 17a - percentage of staff from and ethnic minority (Community Services as a whole)	2%	2.5%	3%	
Local CP58 - percentage of voluntary turnover of staff	2.8	2.7	2.6	
S3: numbers of new staff undergoing Induction training (CM Review) newly employed staff within the first 6 months of employment	100%	100%	100%	

Customer Actions

What are the main **resource management** based actions you need to deliver in order to improve your services? You may also want to include staff broad workforce training and development issues for your service. This may have come out of the future challenges exercise you carried out in the planning process. *Please list improvement actions for next 12 months*

Improvement action	Deadline
<ul style="list-style-type: none"> • Development of mental health strategy and delivery plan • 	March 2008
<ul style="list-style-type: none"> • Effective joint commissioning of 3rd sector services. 	March 2008
<ul style="list-style-type: none"> • Revise absence management scheme 	March 2009
<ul style="list-style-type: none"> • Continued implementation of supervision & appraisal policies 	Ongoing

Section 6: Resources (1 page max)

Please provide details of your resources:

Staff Resources

- 11 ASWs & 1 student ASW expected to qualify April 2008
- 1 vacancy
- 4 Support time and recovery workers (community support workers)
- 2 social workers within older peoples mental health(inc 1 ASW within the 11)
- Range of day service and residential care staff at 22 The Avenue and Sycamore House

Budget

	<u>2007/08</u>	<u>2008/09</u>
Employees	1,459	1,526
Premises	57	58
Transport	21	21
Supplies and Services	2,100	2,062
Miscellaneous	166	166
– Recharges	166	166
– Other	0	0
Capital Financing	106	106
Gross cost	3,909	3,939
Less Income	1,632	1,667
Net cost	2,277	2,272

NB The budget shown for 2008/09 is only indicative as detailed proposals have not been finalised.

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Service Plan Template for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Learning Disabilities

Directorate: Housing and Adult Social Services

Service Plan Holder: Anne Bygrave

Workplans: LD work plan 2007-11

Director: Bill Hodson

Signed off *Date:*

EMAP : _____

Signed off *Date:*

Section 1: Our service (1 page max)**Service description**

The Learning Disability Service is managed through an integrated arrangement.

City of York Council manages the service on behalf of the SYPCT area of the North York's and York PCT area.

The Learning Disability Service is an integrated one covering:

- all learning disability health and social care services for adults within the City of York Council boundary.
- the health commissioning and provision for Selby and Easingwold (old SYPCT boundary)
- a population of 905 adults across the combined area, that covers City of York Council and the Primary Care Trust residents.
- young people who are in the “transitional” phase from childhood to adulthood (16-24), who have learning disabilities, physical or sensory impairments

Within Housing and Adult Social Services department in the City of York it consists of:

- an assessment service through care management, to identify needs and then arrange relevant supports, or offers advice and support to help meet needs through a variety of different provider organizations and commissioning methods.
- Directly provided services to people with a learning disability – through day supports or through a respite unit.
 - Commissioned services to a wide range of customers in both housing support and day and short break supports

Within the health part of the integrated service it consists of:

- a community learning disability team, of multi disciplinary staff, including OT. Physiotherapy, Speech and Language therapy, learning disability nursing, psychology and psychiatry.
- Directly provided eight bedded assessment and treatment service
- Long stay provision of accommodation and supports for 15 people.
- Commissioned services and contract management for people out of area and also within the NYYPCT boundary

These services are provide through approximately 220 staff and an annual budget of £18 million (net)

Service objectives

The Vision of the service and therefore its intent is:

“ Adults with Learning Disabilities are treated as real citizens- to be supported using a self directed model of support based upon real views, informed choice and realistic aspirations.”

In essence we are

- Striving for a model of self directed support with views from the family and their networks giving ownership for making things happen.
- We are looking at a continuum of support where services are joined up and an understanding of shared risk and acceptance of this risk by family members and individuals themselves.

Section 2: The Drivers

Driver	How might this affect our service
<p><u>External drivers</u></p> <ul style="list-style-type: none"> • Legislation/practice guidance: <ul style="list-style-type: none"> ○ Valuing People Now- “From progress to Transformation” ○ Mansell 2 ○ Commissioning Specialist Adult Learning Disability Services Good Practice Guidance ○ Healthcare Commission Audit on in-patient facilities • Demographics: <ul style="list-style-type: none"> ○ Increase in young adults with complex needs requiring service and ○ Increase in older people with dementia and learning disability • External Performance targets • External grants <ul style="list-style-type: none"> ○ Withdrawal of supporting people funding <p><u>Corporate drivers</u></p> <ul style="list-style-type: none"> ○ Improving the life chances of the most disadvantaged and disaffected children, young people and families in the city ○ Increase peoples skills and knowledge to improve future employment prospects <p><u>Directorate drivers</u></p> <ul style="list-style-type: none"> • Personalisation agenda • Performance Indicators for Directorate <p><u>Service drivers</u></p> <ul style="list-style-type: none"> • Valuing People Now- outcomes: <ul style="list-style-type: none"> ○ Personalisation ○ What people do during the day ○ Long stay campus closure ○ Better health ○ Improving housing situations • Transitions planning • Re-provision of Joseph Rowntree Accommodation in the City of York 	<p>Updated guidance from Government on how to deliver LD services.</p> <p>Higher demand on budgets and resources to meet demand Development of differing sustainable service models</p> <p>Additional targets linked to housing and employment</p> <p>Increased financial pressures on budgets</p> <p>Partnership Working with health, education and housing, and employment agencies</p> <p>Development of new service models</p> <p>Ensuring service responds to new targets and performance drivers</p> <p>Continuation of strategies within service for improvement in the lifestyle of people with learning disabilities</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
Increase the number of people using individualized budgets or direct payment	Personalisation agenda- Measurable performance indicator for DOH, local wishes of customer group. DoH target and Valuing People Now Objective
Closure of Long Stay Campus provision	DoH target and Valuing People Now Objective
Closure of large day centres	Valuing People Now Objective

Section 4: Links to corporate priorities

Corporate Priority	Contribution
Improving the life chances of the most disadvantaged and disaffected children, young people and families in the city	People with learning disabilities are shown to be one of the most disadvantaged groups- implementation of the new Valuing People Now, will support this priority
Increase peoples skills and knowledge to improve future employment prospects	Building further employment opportunities for people with learning disabilities will assist both those people individually in relation to income and skills, but also the City as a whole in employment figures.

Section 5: Scorecard of improvement measures & actions (3 pages max)**Customer based improvements****Customer Measures**

How will you check whether you are improving from a **customer** perspective?

Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Closure of long stay campus- number of customers in long stay	15	5	0	0
Closure of large day centre- number of customers in large day centre	65	15	0	0
More people with individualized budgets and self directed support- number of people receiving an individualized budget or self directed support	20	50	80	100
Better health – number of people with a Health Action Plan offered	40%	60%	70%	80%

Customer Actions

What are the main **customer** based actions you need to deliver in order to improve your services?

Please list improvement actions for next 12 months

Improvement action	Deadline
Pursuance of plan for long stay closure	2010
Closure of large day centre- continuation of plan	2009
Self directed support option /Individualized budget offered to customers	Ongoing from 2008
Health Action plans offered through GP screens- increase percentage	Ongoing from 2005
Person Centre reviews- increase number	

Process based improvements**Process Measures**

How will you check whether you are improving from a **process** perspective?

Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
New way in which customer reviews are undertaken-number of person centered reviews undertaken (%)	0%	20%	40%	100%

Process Actions

What are the main **process** based actions you need to deliver in order to improve your services?

Please list improvement actions for next 12 months

Improvement action	Deadline
Continue to work with families and customers to develop new system and way of working	Sept 2008

Resource management improvements**Resource Measures**

How will you check whether you are improving from a **resource management** perspective? This covers financial/budget/staff based improvements, such as cost, budget management, staff absence, etc.

Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
Increasing income for customer packages from alternative sources – Continuing Health Care and Independent Living Fund.	52k per annum	65k per annum	TBC	TBC
Diminish payments to out of area based customers- ordinary residency issues	100k per annum	20k	-0k	-

Resource Actions

What are the main **resource management** based actions you need to deliver in order to improve your services? You may also want to include staff broad workforce training and development issues for your service. This may have come out of the future challenges exercise you carried out in the planning process.
Please list improvement actions for next 12 months

Improvement action	Deadline
Apply robustly the protocol for CHC funding and ILF funding	Ongoing for all new customers
Apply robustly ordinary residency rules	Sept 08

Section 6: Resources (1 page max)

Please provide details of your resources:

There are approximately 220 staff within the integrated service. These work in:

- o Care management team- co-located with health staff
- o City of York in-house services are: Flaxman Avenue short break service, Day Supports at a variety of locations across the City, project support managers and officers and person centered planning team.
- o Health assessment team- multi disciplinary team of OT/Physio /SALT/Psychology /Psychiatry/ Learning Disability Nursing
- o PCT in-house health provision services are Oak Rise assessment and treatment unit and Easingwold long stay unit
- o Commissioning function is joint with health managed through City of York Council.
- o Management of the service is through a Head of Learning Disabilities and a Deputy head jointly funded with health but managed through City of York Council.

Budget

	<u>2007/08</u>	<u>2008/09</u>
	£'000s	'000s
Employees	2,071	2,162
Premises	159	163
Transport	412	412
Supplies and Services	7,252	7,999
Miscellaneous	290	290
– Recharges	274	274
– Other	16	16
Capital Financing	221	221
Gross cost	10,405	11,247
Less Income	1,400	1,412
Net cost	9,005	9,835

PCT budget

Employees and premises	3,450	3,500
Commissioning Budget	3,967	4,140
TOTAL	7,417	7,640

NB The budget shown for 2008/09 is only indicative as detailed proposals have not been finalised.

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HASS 51

**Meeting of the Executive Members for
Housing and Adult Social Services and
Advisory Panel**14th January 2008

Report of the Director of Housing and Adult Social Services

**DRAFT HOUSING RENTS AND MANAGEMENT AND MAINTENANCE
ALLOWANCE 2008/09****Summary**

1. This report asks the Executive Member to consider the draft rent guidelines and the draft management and maintenance allowances issued by the Department for Communities and Local Government (CLG) for 2008/09.

Background**Rents**

2. In 2000 the Government announced that from April 2002 all councils and housing associations had to set their rents on a new, fair and consistent basis. This involved a phased change in rents over 10 years beginning in April 2002 based on a formula for rent setting created by Central Government. This is known as rent restructuring and will mean that rents charged will move towards a Government set target rent. By 2012 similar properties should be charged similar rents regardless of who owns the property. This is known as rent convergence.
3. Current Government rents' policy assumes that through the process of rent restructuring there will be eventual convergence between the rents in the local authority and registered social landlord (RSL) sectors. At this point actual and guideline rents for a single authority should all have the same value.
4. The actual rent is the rent charged to the tenant. The guideline rent is a notional rent and a feature of the HRA subsidy system. This is the level of rent the HRA subsidy system assumes an authority is receiving for the purpose of calculating its HRA subsidy entitlement. It is generated by the Government formula referred to in paragraph 2 above.
5. This Government formula rent takes account of various factors including the number of bedrooms a property has, property valuation, average earnings and the date at which all rents are expected to converge.

6. Continuing to implement rent restructuring would result in an average increase in council rents (on a 52 week basis) of 6.28%. This would result in council rents being on line to achieve convergence with the formula rent for the majority of properties by 2011/12.
7. However, the CLG have proposed in the draft subsidy determination that the convergence deadline is extended to 2016/17. This revised timescale applies for 2008/09 only and is subject to review in future years. The effect of the extension is to reduce potential rent increases for tenants. If the rent calculations are altered to take account of this extension the average 2008/09 rent increase would be 5.25%.

Management and Maintenance Allowance

8. The management and maintenance allowances are based upon objective indicators of local authorities' need to spend on both housing management and maintenance. In determining the allowances, weightings are given to different dwelling types and allowances made for 'social factors' such as crime levels.
9. The government's provision for City of York Council draft management and maintenance allowances per dwelling in 2008/09 is £1537.63, an increase of 7.9% on last year's actual figure of £1424.63.
10. A target allowance is set which is considered to be the real need to spend and this is set at £1565.35 per dwelling in York. In future years the authority's allowance will be increased until the target is reached. The target allowance will be increased by inflation each year.

Major Repairs Allowance

11. The major repairs allowance represents the estimated long term average amount of capital spending required to maintain a local authority's housing stock in its current condition. The major repairs allowance forms part of the resources for the housing capital programme.
12. The government's provision for City of York Council draft major repairs allowance per dwelling in 2008/09 is £639.24, an increase of 9.5% on last year's actual figure of £583.68.

Implementation Timetable

13. It is necessary to serve notices on tenants to vary their current rent and a minimum of four weeks notice is required.

Consultation

14. None specifically required.

Options

15. Option 1

To continue rent restructuring with convergence in 2011/12 and increase rents by 6.28%.

16. Option 2 – RECOMMENDED OPTION

To continue rent restructuring with convergence in 2016/17 and increase rents by 5.25%.

Analysis

17. Option 1 – increase rents by 6.28% in line with the council's policy on rent restructuring. This would be against the Government guidance on rent restructuring which has indicated that the date for rent convergence should be extended to 2016/17 pending a further review of rent restructuring and HRA subsidy in 2008/09. This level of rent increase would generate additional income over and above the level assumed in the Governments subsidy calculation and the HRA budgets included elsewhere on this agenda.
18. Option 2 – increase rents by 5.25% in line with Government guidance. This is in line with the recommendation from CLG and matches the assumed level of income in the HRA subsidy calculations.
19. The rent increase will apply to all council properties including hostels and travellers sites.

Corporate Objectives

20. Implementing the recommended option would ensure a balanced Housing Revenue Account (HRA) budget in 2008/09 thus allowing the work on improving the quality of the councils affordable housing to continue.

Implications

21.

- **Financial**

The financial implications have been included within the Housing & Adult Social Services 2008/09 budget report elsewhere on this agenda. Implementing the higher increase of 6.28% would generate a further £235k income over the amount included in the budget report.

- **Human Resources (HR)** – none arising from this report
- **Equalities** - none arising from this report
- **Legal** - It is necessary to serve notices on tenants to vary their current rent and a minimum of four weeks notice is required.

- **Crime and Disorder** – none arising from this report
- **Information Technology (IT)** – none arising from this report
- **Property** – none arising from this report

Risk Management

22. There is a risk to the long term viability of the HRA should the rent increase not be agreed, as income will be lower than accounted for in the HRA business plan which could in turn effect future planned expenditure.

In compliance with the Councils risk management strategy the main risks that have been identified in this report are therefore those leading to financial loss (Financial).

Measured in terms of impact and likelihood, the risk score all risks has been assessed at less than 16, This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

Recommendations

23. That the Advisory Panel advise the Executive Member to approve option 2 to increase rents in York by 5.25% and that this be referred to Executive for approval.

Reason: To ensure a balanced Housing Revenue Account.

Contact Details

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Report Approved



Date 24 December 2007

Specialist Implications Officer(s) *None*

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

CLG Housing Revenue Account Subsidy Determinations November 2007
OIC Housing December 2001 – Implications of Rent Restructuring

Annexes

None

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HASS 65

**Meeting of the Executive Members for
Housing and Adult Social Services and
Advisory Panel**14th January 2008

Report of the Director of Housing and Adult Social Services

Future options for temporary accommodation on Ordnance Lane**Summary**

1. To consider future options available to bring the temporary accommodation at Ordnance Lane up to decent homes standard, and give an in principle endorsement of a capital bid to Communities and Local Government for a resettlement project for Young people through the "Places of Change" programme.

Background**Ordnance Lane**

2. During the last 2 years the council has spent in excess of £400K refurbishing its main temporary accommodation hostel on the west side of the city at Howe Hill. This has resulted in a scheme that is now fit for the purpose and meets Decent Homes standard. Six additional self-contained 2-bedroom flats have been developed and the existing building has been modernised with new kitchens, bathrooms and security features. A recent Government Office visit acknowledged the work that had been done to improve the facilities but also that any further investment in temporary accommodation should look to provide self-contained units.
3. On the east side of the city the main temporary accommodation is Ordnance Lane hostel. This provides 32 units of varying size with some shared facilities. Historically the buildings were part of Imphal Barracks and have been converted for use as temporary accommodation. The existing hostel buildings are made up of 4 separate buildings making it difficult to manage as a hostel.
4. Ordnance Lane has not been modernised and is in need of significant refurbishment to bring it up to a Decent Homes standard, and make it fit for purpose. Recent surveys of the scheme advise that the minimum cost of refurbishment would be in excess of £1.3 million. This would have its limitations as it would still leave the authority with a hostel that is difficult to manage, has some shared facilities and limited accommodation for staff and facilities to work with residents on life skills/employment skills training. There are clear messages

from government that modernisation and replacement programmes should look to provide self-contained accommodation.

16 / 17 Year Olds

5. In recent years the council has witnessed an increasing trend for young people (16/17 year olds) to present as homeless. These do not include those young people that are currently known and are working with agencies, such as the council's Children's Services, and are going through a planned route of resettlement and support. The young people presenting as homeless are frequently chaotic young people, who have been excluded from school, and have a history of trouble with the police
6. During the two year period between October 2005 and October 2007 the case-worker team have dealt with 339 representations by young people under the age of 21 years old that have required a homeless decision. 203 of these cases have led to a decision of accepted homeless and of these 109 were 16/17 years of age. Of these 109 16/17 year olds 65 % have subsequently failed whilst in temporary accommodation and have either been evicted or abandoned accommodation.
7. Young people are currently being accommodated in temporary family accommodation such as Ordnance Lane and Howe Hill. The recent increase in numbers has led to a number of management issues. During the summer of 2007 it was not unusual for there to be in excess of twenty 16/17 year olds in the hostels - that represents approximately 30% of our temporary hostel accommodation.
8. The majority of these young people have a lack of basic life skills, and their lack of educational achievement means they are unlikely to be able to sustain employment. Many also have complex issues around drugs, alcohol and mental illness. These problems are not being properly addressed whilst in temporary accommodation due to the limited appropriate support available. This has led to some young people being evicted, and some others who are offered a permanent tenancy subsequently fail and are ultimately evicted for arrears or nuisance. Closer examination of introductory tenancies has revealed that in the 3 years since they were introduced 70 households either abandoned or were evicted. Taking a random sample of 44 of these cases showed that over 50% of these tenants were under the age of 20.
9. Many of the young people who present as homeless make representations to other services. Since April 2007 Children's Services have dealt with 130 16/17 year olds that have had a housing issue. Closer inspection of these young people's educational attainment demonstrates a close connection between homelessness and educational achievement. Only 60% completed year 11, 9% gained 5 GCSEs at grades A-C and only 36% achieved any qualification. 11 were noted as having at least 1 permanent exclusion.
10. A new post funded by Supporting People has been established to pick up young people at the homelessness assessment stage and try to resolve difficulties with the family through intensive support to prevent young people coming through the

homelessness route. This has prevented 40 young people (16-17 year olds) leaving the family home.

11. Although the homelessness prevention post has been very successful, and the service provision increased to reflect this, there will still be cases (estimated 20-25) that will need further intervention. The provision of a “safe house” to assess, support and resolve problems is essential to minimise young people continuing through the homelessness route.

12. Supporting People carried out a mapping exercise of young people services based on a standard three tier approach used with all other client groups where the temporary support is required to enable the customers to develop the confidence and lifeskills to live independently in the community.

Tier 1 – front line or direct access accommodation (no more than 6 months)

Tier 2 – temporary short term supported accommodation (up to 2 years)

Tier 3 – visiting support to customers in their home

This is an effective model that has demonstrated its effectiveness for homelessness, domestic violence and offenders and has since been developed with mental health.

13. Young people services only has Nightstop as a tier one service. Although effective this is only suitable for young people with less complex needs and where facing homelessness can be resolved in up to 3 days.

14. Improving the health and well being of young people is a key priority in the Community Strategy for York (“Without Walls”) and in the Local Area Agreement for York. Young people at risk is one of the 4 top priorities in the Supporting People Programme for York. Contact with the Director of Children’s Services and the Associate Director of Public Health at North Yorkshire and York Primary Care Trust has confirmed in principle support for the development of a more focused and well resourced service for young homeless people.

Places of Change

15. The Communities and Local Government (CLG) Department has announced the second phase of the Hostel Capital Improvement Programme. This programme is known as *Places of Change*, recognising not only the importance of high quality accommodation but also the wider input of support, education and training to ensure positive move on to independence and real change and opportunity in peoples lives. There are specific criteria that need to be fulfilled to be eligible, however it is not necessary to address all of them in detail, and those listed below are the key ones which relate to any bid submitted from York:

- The bid must be received from the Local Authority
- The proposal must demonstrate that it addresses issues around Rough Sleeping.

- Demonstrate that it is dealing with service users' holistic needs and provide appropriate training in life skills, employment and health.
- Demonstrate voluntary sector agencies working in partnership
- Include social enterprise or links to social enterprise
- Work with the 'Move on Plan Protocol' developed by Homeless Link

The total amount of money available nationally is £70M and the initial expressions of interest need to be submitted to CLG by 25 January 2008 with a decision being announced on the 29 February 2008. CLG have also indicated that any unsuccessful schemes will automatically go on to their reserve list and will be considered if successful scheme find they are unable to deliver. There will not be a future opportunity to bid for this money.

Consultation

16. There have been discussions with the Supporting People Commissioning Body , Learning, Culture and Children's Services, and the PCT around the needs of 16/17 year olds. All are of the view that there needs to be specific accommodation for the most chaotic and difficult to house young people. It is accepted that the most appropriate solution would be to create a Foyer type scheme that would initially assess the young people and start to work with them to develop the skills that they will need to sustain an independent tenancy and contribute to the economy.

The Director of Learning, Culture and Children Services has commented:

"The proposals are consistent with the priority expressed in the Children and Young People's Plan 2007-2010 to reduce the number of young people who are not in education, employment or training ("NEET") and are likely to be welcomed by the Children's Trust partners (YorOK). They will provide an opportunity to engage with some of the most troubled young people, and to ensure that they have access to the full range of support services that will be available from 1 April as part of the plans to introduce integrated Young People's Support Services in York."

17. Early discussion has been had with Foundation Housing and York Housing Association. Both organisations are currently providing resettlement services for young people in York. They have both indicated that they would be interested in working with the council on future proposals to develop a Places of Change scheme and a structured plan for young people.

18. There was a consultation meeting with young people services in November 2006. It was agreed in this meeting that there needed to be a clear throughput of young people and that services needed to be identified as part of the process towards independence.

The Voice (a group of young people 16-25 who had experienced homelessness in York) did a consultation event in October 2006 at York on the needs of young people that included: young people; councillors; providers; statutory services and more. This identified a number of requirements including a Foyer type provision.

In March 2007 Supporting People contacted all providers and stakeholders regarding proposals for future development of supported services. The two accommodation services proposed were for a direct access young persons service and a young offenders service. Further consultation with Youth Offending Team and other strategic services concluded that a mixed Young Persons scheme was more appropriate.

In September 2007 a consultation exercise took place through The Voice to establish the needs of young persons accommodation. The exercise included a visit to Batley Foyer where the young people at the Foyer were consulted to compare their experiences and understand what service should be provided. The key points that came out of the consultation were:

- i. There should be a separate direct access provision to adults for young people aged 16-20.
- ii. The service should be short term (up to 6 months)
- iii. Housing support should be provided to develop life skills
- iv. It should only be for young people facing homelessness and mechanisms need to be in place to ensure that they are all genuine cases.
- v. The service would not be suitable for young parents unless the design of the scheme enabled there to be a separate section for single parents/young families.

Options

19. A number of different options will need to be explored in more detail concerning the future of Ordnance Lane. This will be necessary irrespective of the success of any Places of Change bid. Proposals for the future could include:

- Demolish the existing scheme and replace it with a new build which could provide 25 x 2 bed self contained units for temporary accommodation, and a Places of Change/Foyer scheme of 20 x en suite units for 16/20 year olds. The Places of Change scheme would include workshop, leisure, training facilities and office accommodation.
- Demolish the existing facility and rebuild a 25 x 2 bed self-contained scheme for temporary accommodation and to consider redeveloping the remainder of the site for affordable housing.
- Refurbish the existing buildings up to decent homes standards, acknowledging that there will be an element of shared facilities
- Dispose of the current site of Ordnance Lane hostel on the open market and relocate the existing use with or without the Places of Change / foyer scheme to an entirely new site. Depending on the availability and size of a replacement site, the projects may have to be sited on separate new sites.

Analysis

20. Decisions will have to be made on the overall future of Ordnance Lane as the current accommodation does not meet modern standards and is not 'fit for purpose'. At a minimum, en suite and individual cooking facilities would need to be provided as well as substantial investment in the fabric of the building. A detailed analysis of all options available will need to be considered once further work has been done on the future asset management appraisal and business case.

- Demolition of the existing building and re-provision, and a Places of Change scheme is only possible if we are successful in a bid to CLG. The CLG bid will only be for the young persons accommodation, workshop / training and office accommodation. The criteria of the bid does not include statutory homeless provision. By creating the Places of Change project the council would be providing the one part of the jig-saw required to recreate a resettlement process for Young People 16/20 year olds and would ensure that they had a much better prospect of sustaining a long term tenancy. By providing the young people with life skills and vocational training, and dealing with other issues such as drug or alcohol the council would be breaking the cycle of state dependency and avoiding these chaotic young people becoming the Rough Sleepers of tomorrow.
- It would be possible (although not preferable) to develop a new service for young people on part of the Ordnance Lane (provided funding can be obtained from CLG) whilst considering how best to refurbish the remaining buildings on the rest of the site.
- The Government's Youth Homelessness Strategy outlines a 'pathway approach' to tackling youth homelessness. The strategy recommends services available should include early intervention and prevention, access to mediation, access to supported lodgings, emergency and short term hostel accommodation, specialist provision for complex needs and move on accommodation and support. In York the missing component of this pathway is a short term hostel, able to address young homeless peoples' needs in a holistic and integrated way.
- Replacing the temporary accommodation would provide modern facilities and by selling the remainder of the land could cross subsidise the funding the scheme and attract grant funding through a Housing Association.
- Refurbishment of the current accommodation and model of service would be possible. However, even with substantial investment it will not address the management issues nor will it provide a 21st century solution with families still being required to share facilities.
- Disposal of the site would provide a HRA capital receipt, which could be ring fenced to fund a proportion of a new build scheme, however this is unlikely to cover the full cost of redevelopment on another site.

Corporate Priorities

21. Redevelopment and a Places of Change for young people would contribute to the following corporate priorities:

- Improve the economic prosperity of the people of York with a focus on minimising the income differentials – By providing the young people with employment training and employment advice while they are going through the resettlement path.
- Increase people's skills and knowledge to improve future employment prospects – Similar to the above.
- Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest – Those people going through the resettlement or homeless route are known to suffer from poorer health. The training provided at the resettlement centre will include life skills training that will help residents to sustain and maintain a permanent tenancy later in life.
- Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city
- Improve the quality and availability of decent affordable homes in the city – Ordnance Lane in its current form is not fit for purpose the alternatives do bring the scheme up to standard.

Implications

21. **Financial** – All potential options for the future of the site will be explored in detail and evaluated when the outcome of the expression of interest to CLG for the Places of Change capital grant is known. It is anticipated that the council will bid for £2 million from the CLG Places of Change programme. The outcome will be reported back to March 2008 EMAP.

- **Human Resources (HR)** - no implications arising directly from this report.
- **Equalities** - no implications arising directly from this report.
- **Legal** - no implications arising directly from this report.
- **Crime and Disorder** - no implications arising directly from this report.
- **Information Technology (IT)** - no implications arising directly from this report.
- **Property** – The Corporate Landlord has indicated that there are no suitable replacement sites on the east side of the city for homeless services. The site at Ordnance Lane is a well established site for hostel accommodation.

- **Other** – In consultation with Learning, Culture and Children's Services (LCCS) it is widely recognised that the number of young people who have multiple issues that lead to them becoming homeless, are on the increase. LCCS are supportive of this initiative.

Risk Management

22. The current building is not fit for purpose and therefore doing nothing is not a long-term option for this scheme. There is an opportunity to access substantial capital funds which will not be available after the 25 January 2008 deadline. It should be recognised that a submitted bid will be a detailed Expression of Interest rather than a detailed scheme proposal and a further report will need to be presented to EMAP detailing the scheme when the outcome of the bid is known.
23. In compliance with the Councils risk management strategy the main risks that have been identified in this report are those which could lead to the inability to meet business objectives (Strategic) and to deliver services (Operational), leading to financial loss (Financial), non-compliance with legislation (Legal & Regulatory), damage to the Council's image and reputation and failure to meet stakeholders' expectations (Governance).

Measured in terms of impact and likelihood, the risk score all risks has been assessed at less than 16, This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

Recommendations

24. The Executive Member is asked to endorse the expression of interest submission to Communities and Local Government for capital funding for a Young Persons Places of Change project, and explore future options for Ordnance Lane temporary accommodation.

Reason: This solution will provide people going through the homeless or resettlement route with accommodation that is fit for the 21st Century and which improves their life chances by providing training in trades and life skills which will also help to sustain future tenancies in the long term.

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Director of Housing and Adult Social Services

Report Approved

Date 31 December 2007

Report Approved

Date 31 December 2007

Specialist Implications Officer(s) *None*

Wards Affected: List wards or tick box to indicate all

All

For further information please contact the author of the report

Background Papers:

All relevant background papers must be listed here

Submission of Expression of Interest to CLG for Places of Change project for Young People
Homeless Strategy
Supporting People Strategy
JAR (Joint Area Review) Refresh Document - LCCS

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HASS 38

**Meeting of the Executive Members for
Housing and Adult Social Services and
Advisory Panel**14th January 2008

Report of the Director of Housing and Adult Social Services

Review of Hard Wired Sheltered Street Schemes**Summary**

1. This report has been produced to examine the options surrounding the sustainability of the current hard-wired street schemes that the council manages, and to seek approval for the redesignation of the properties to general needs housing.

Background

2. The Housing Division has experienced some difficulties with letting street sheltered properties for some time. Life expectancy has continued to rise, the needs and aspirations of older people have changed, and there is growing evidence nationally that older people are delaying their entry into sheltered housing. It has therefore become necessary to review the way the authority uses the stock to ensure it is still viable and provides the type of accommodation that people want. A separate report is to be presented to the Executive Member at another meeting to look at this wider review of sheltered accommodation.
3. The Sheltered Street Schemes were originally built as general needs flats, but were redesignated for older people because of the shortage of sheltered properties in the city at the time. Unlike the traditional sheltered schemes there are no communal areas such as Lounges or Laundry Rooms although each of these properties has a Warden Call unit to alert the Warden or York Warden Call at any time by pendant or emergency pull cord. As these properties are currently designated as part of a sheltered street scheme, when they become empty offers are restricted in the first instance to applicants who are over 60 or who have a medical condition that would benefit from the facilities of a sheltered scheme. It is only if there is nobody suitable on the Housing Register that the age criteria is relaxed.

4. In September 2005 a report went to EMAP seeking the redesignation of the Dale and Swann Street scheme because of the difficulties of letting these properties, with higher than average relet times and numbers of offers as well as less people on the waiting list. This year in Dale and Swann Street there have been 9 properties relet in an average of exactly 3 weeks - a reduction of nearly 4 weeks - and these properties have only had an average of 2 offers compared with 4 previously.
5. The hard-wired sheltered street schemes that this report seeks to redesignate are listed in the table below, and are based in 2 areas - Bell Farm and The Groves.

Scheme	Numbers of Properties
Bell Farm Ave	16
Huntington Rd	4
Jackson Street	21
Lowther Street	17
March Street	9
Middleham Ave	3
Total	70

Consultation

6. Consultation has taken place with Adults Social Services who recognize the need to review the service provision and have no objections to the options presented in the report. Depending on the decision of the Executive Member it will also be necessary to consult with the existing customers, as happened when Dale and Swann Street were redesignated.

Options

7. Option 1 ~ convert from hard wired to lifeline phones
Disconnect the hard-wired systems and offer existing customers a lifeline phone and remove the dedicated warden service. When vacancies occur these would be offered as sensitive general needs lettings.

Option 2 ~ maintain the status quo
Keeping the schemes as they are

Analysis

8. Option 1 ~ converting from hard wired to Life Line phones

The waiting list for hard wired street schemes is considerably less than if these properties were let as general needs. The table below shows the demand for the two lettings areas

Lettings Area	Nos. for Hard Wired	Nos. for General Needs
Bell Farm	24	591
Groves	8	376

If any existing tenants do not have a current landline they would need to pay for line rental if they required a lifeline phone. When Dale and Swann Street were reclassified 26% of the tenants did not have a landline. However, the percentage that did not have a landline *and* who wanted a lifeline phone was 12.5%. This would equate to approximately 8 tenants if this percentage were replicated within these schemes.

If this option is approved then it is recommended that future empty homes be allocated sensitively to minimise the potential for a clash of lifestyles with existing residents. These properties would be subject to the Right to Buy as they would no longer be covered under the exemption - excluding any properties that may have been adapted.

9. Option 2 ~ maintain the status quo.

This would mean that the current problems around letting these properties would continue. The table below shows the average relet times and numbers of offers needed to relet properties over the last two years.

Schemes	Ave relet time (weeks)	Ave no. of offers
Bell Farm	5.4	5
Groves	3.7	3.6

There would also be potential future maintenance issues for the equipment because of its age.

Corporate Objectives

10. This report works towards meeting the following corporate objective :
- Improve the quality and availability of decent affordable homes in the city.

Implications

Financial

12. The costs relating to the wardens for sheltered housing schemes are pooled when calculating the basic sheltered housing charge in order to ensure equity between schemes. The expenditure budget for these specific sheltered schemes is £30,650 and the income generated is

£41,030. This gives a surplus of £10,380 on these schemes. Therefore if this housing were no longer designated as sheltered housing the remaining sheltered housing charges would need to increase to compensate for this. In future years the estimated basic charges to customers who remain in sheltered schemes would need to increase from £11.86 per week to £12.33 per week, an increase of 47p per week or 4%.

13. If the recommended option is agreed, initially the HRA would meet the cost of Bell Farm and the Groves no longer being designated as sheltered housing and therefore no sheltered charges income being received. This initial cost of £10k can be met from within the existing sheltered housing budgets. In future years, as outlined above, this cost would be met by an increase in charges to remaining customers.
14. The general fund would have an immediate gain and ongoing income of £6k due to the anticipated increase in customers using the warden call service as this would not require the recruitment of an additional warden over and above the current staffing establishment.
- 15. Human Resources (HR)** Currently the Groves scheme has a Warden. However there are vacancies for Life Line Warden posts and so it would be possible for the post holder to transfer to one of these.
- 16. Equalities** There are no equalities implications arising from this report.
- 17. Legal** There are no legal implications arising from this report.
- 18. Information Technology (IT)** There are no IT implications arising from this report.
- 19. Property** There are no property implications arising from this report.
- 20. Risk Management** There are no significant risks associated with the recommendations of this report.

Recommendation

21. The Executive Member is asked to agree to option 1
 - convert from hard wired to lifeline phones

Reason: To ensure that the properties remain popular and sustainable in the future.

Contact Details

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Chief Officer Responsible for the report:

Bill Hodson
Director of Housing and Adult Social Services

Report Approved

Date 18th Dec 2007

Bill Hodson
Director of Housing and Adult Social Services

Report Approved

Date 24th Dec 2007

Specialist Implications Officer(s) *None*

Wards Affected: Heworth, Guildhall

All

For further information please contact the author of the report

Background Papers:

**Report to EMAP on options for the future designation of Dale & Swann
Street ~ Sept 2005
Options for the future of sheltered housing stock ~ Housing Quality
Network**

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**Meeting of the Executive Members for
Housing and Adult Social Services****14th January 2008**

Report of the Director of Housing and Adult Social Services

Housing Capital Programme/Materials Procurement E-Auction.**Summary**

1. This report presents the results of a procurement exercise undertaken for the supply of materials for the housing capital programme modernisation schemes.

Background

2. In the autumn of 2006 Partnering Contracts began for Tenants Choice and Central Heating programmes as the main vehicle for achieving Decent Homes. To maintain parity in service for customers and to ease the tender process the materials used in the modernisation works (e.g. kitchen units/bathroom suites) remained the same. Once these partnering contracts were running attention turned towards the purchasing of these materials with a view to achieving efficiencies and refreshing choices to customers.
3. At a similar time the Northern Housing Consortium (NHC) contacted CYC to enquire of our interest in joining a materials purchasing consortium of other Local Authorities and Registered Social Landlords.
4. The NHC are a non-profit making public sector membership organisation set up to support social housing to research and assist on an array of topic areas including procurement. Allied with the Office of Government Commerce (OGC) – the independent office of the Government's Treasury Department - they had undertaken the early stages of a large procurement exercise aimed at Decent Homes materials and were looking for member authorities/RSL's to form a consortium in order to build up purchasing power and economies of scale.
5. Officers attended numerous meetings to discuss the steps and details of the proposed package and it was agreed that it would be beneficial in joining this consortium as initially it would save 4/5 months of advertisement and tendering as well as utilising volumes and hence economies of scale which CYC on its own would never achieve. The total tender value was some £23 million whereas the value of a CYC tender would be approximately £4million.

6. As this was delivered in partnership with the OGC the process followed all government procurement protocols in that the potential contracts were advertised and applicants were assessed by the NHC/OGC with successful suppliers being allowed to continue to the in-depth tender exercise.
7. The member authorities agreed the total tender package in terms of the prospective volumes required and common standard specifications for the various material requirements for the basis of tender assessment.
8. Items CYC took interest in were, kitchens, bathroom suites, central heating components, electrical fittings and external doors - hence the quality standards these components would have to achieve were supplied.
9. The tender evaluation exercise began with all suppliers providing samples of their stock for rating in terms of quality. As this event was hosted in York three members of the Tenants Federation were invited by CYC officers to give opinions in terms of aesthetics, design and practical usage issues. The scores from all member authorities were then amalgamated to provide the Quality assessment that constitutes 60% of the tender score.
10. The Price element attracted 40% of the total score and was facilitated by a Reverse E-Auction. This is a process where suppliers bid through secure internet channels at a specified time against each other in order to compete for the contract. Suppliers cannot see their competitors' bid values but are made aware of their ranking. Suppliers can lower their bid as many times as they wish in order to improve the ranking to hopefully achieve 1st place, the auction closes once the bidding process halts and suppliers are not prepared to lower their bids any further.
11. The results of the E-Auction were not immediately available as the NHC/OGC then evaluated them to ensure all low bids were genuine by suppliers (not errors under the time pressure of the E-Auction) and deliverable.
12. Successful suppliers were then introduced to the member authorities with the view to them agreeing the actual materials to be used.
13. Although the standard specifications used so far were acceptable for a tendering platform it was clear that not all 5 members of the consortium would use - for example - the same kitchen (under Tenants Choice CYC offer a range of 4) with variations often being in the minor specification detail and aesthetics. The NHC oversaw the negotiations between the suppliers and members to ensure that any variations from their standard products achieved the same percentage value saving from list price as the original tendered products.
14. An example of this is that the kitchen specification change required by CYC was that the door/drawer fronts be of an increased thickness to provide a more robust product that will last longer. These door/drawer fronts will cost slightly more. However, the cost of them is directly related to the original tender and overseen by the NHC.

15. Through this process officers have had the opportunity to review the specifications of products to be offered on the scheme and in some cases improved it. The most obvious area is in bathroom suites where the quality of the proposed suites themselves and also the fittings to be used are of an increased quality. This has diluted any potential purchase savings however it is expected that it will save on lifecycle costs of the products through reduced repairs costs in later life and improve customer satisfaction.
16. Officers therefore produced ranges of materials that met the technical specification requirements for the Authority. However these still had a variety of aesthetic options. A 2 day event was then facilitated at the Novotel on Fishergate in October where over 500 residents attended and voted for their preferred choices of kitchen ranges, bathroom suites, showers and fires. The votes were amalgamated and ranges confirmed. Confidential Annex A confirms the full supplier list with a summary of major components.
17. Following the council's EMAP process it is proposed that these materials be used from April 1st 2008.
18. Three of the suppliers recommended were the lowest priced competitors in their respective lots. The supplier who won the kitchens' lot was not the lowest priced supplier but had a high quality rating that offset the marginally higher cost and placed them (in a value term of 60% quality 40% price) in 1st place. Under government protocol a recommended supplier that does not offer the Most Economically Advantageous Tender (MEAT) must be formally approved by the Executive Member. A summary of the tender scores is available in Confidential Annex A.

Consultation

19. As discussed above, members of the Tenants Federation have been involved in the Quality Assessment day of the tender exercise and residents included in the next 3 years' capital programme were invited to a 2 day event to choose the materials to be put on to the scheme's.
20. The council's central procurement team have worked alongside HASS officers during this process.

Options

21. The options available are therefore whether to use the supplier framework or not.

Analysis

Option 1. Use the Supplier Framework

22. Considerable input from the NHC and OGC have allowed CYC to be involved in a procurement exercise and achieve bulk purchasing power that it

otherwise would not have been able to achieve on its own, hence achieving a saving of 21.5% against current prices.

23. CYC officers have saved significant amounts of time in this process as the NHC/OGC have undertaken and facilitated the majority of the process meaning that this CYC officer time has been spent on other service issues.

24. Using the supplier framework allows customers to receive new ranges of materials from April 1st 2008.

Option 2. Do not use the Supplier Framework

25. If the choice were made not to use this supplier framework then officers would be required to begin a number of individual tenders to re-evaluate the capital programme materials choices themselves. Officers could not free up the time required to tender these contracts concurrently and hence the end-to-end process could take up to 18 months - thus impacting on other service initiatives. As noted above, it is doubtful that CYC would achieve lower or even comparable prices for like materials tendering on its own, thus impacting upon the financial resources available.

26. Alternatively if the choice was made not to use this supplier framework an alternative framework could be searched for to join. The NHC have stated their intention to run this process again in the near future. However, officers are not aware of any dates fixed.

Corporate Priorities

27. This tender exercise contributes to the Council's corporate priority to "Improve the quality and affordability of decent, affordable homes in the city".

Implications

Financial

28. The savings proposed though this tender are likely to be approximately 21.5% of the current cost of purchasing materials over the 4 year term of the contract. The capital programme is presented annually to members for approval and in the 2008/09 proposed capital programme this equates to an approximate saving of £238,000.

Component	Current Costs	Proposed Costs	Savings	Percentage saving
Kitchens	£198,521	£150,100	£48,421	24.39%
Bathrooms	£92,786	£92,220	£566	0.61%
Central Heating	£630,973	£481,503	£149,470	23.69%
Electricals	£98,075	£80,207	£17,868	18.22%
Doors	£90,086	£67,660	£22,426	24.89%
Totals	£1,110,441	£871,689	£238,752	21.50%

29. Not using the supplier framework will keep costs above those proposed for the timescale it would take CYC to complete the various tender exercises – potentially a period of 18 months.

Human Resources (HR) No implications arising from this report.

Equalities No implications arising from this report.

Legal Option 1 would formally contract the Authority to a 4 year purchasing agreement facilitated by the NHC. Under MEAT the authority would have to recognise the kitchen supplier as not the Most Economically Advantageous Tender.

Crime and Disorder No implications arising from this report.

Information Technology (IT) No implications arising from this report.

Property No implications arising from this report.

Risk Management - As with any tender exercise this will contract the Authority to a potential 4 year term with a number of suppliers. Any formal contract carries risk to each party should the contract become unstable. However, this risk also exists should the option be not to use the supplier framework.

Measured in terms of impact and likelihood, the risk score all risks has been assessed at less than 16. This means that at this point the risks need only be monitored as they do not provide a real threat to the achievement of the objectives of this report.

Recommendations

30. That the Advisory Panel advise the Executive Member to approve Option 1 - To use the supplier framework and accept the kitchen supplier under MEAT as noted in paragraph 18.

Reason: To secure quality and value for money on behalf of the council's tenants.

Contact Details

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Chief Officer Responsible for the report:

Bill Hodson
Director

Report Approved

Date 31 December 2007

Specialist Implications Officer(s)

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Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Annex A – Confidential summary of suppliers

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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