

**Notice of meeting of**

**Executive Members for Housing & Adult Social Services and  
Advisory Panel**

<b>To:</b>	Councillors Greenwood (Chair), Sue Galloway (Executive Member), Sunderland (Executive Member), Fairclough, Nimmo, Fraser, Horton and Hill, Mildred Grundy (Co-opted Non-Statutory Member) and Pat Holmes (Co-opted Non-Statutory Member)
<b>Date:</b>	Monday, 5 June 2006
<b>Time:</b>	5.00 pm
<b>Venue:</b>	Guildhall

**AGENDA**

**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 B to agenda item 11 on the grounds that it contains information relating to the financial 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 - 14)  
To approve and sign the minutes of the meeting of the Executive Member for Housing and Advisory Panel held on 6 March 2006.

To approve and sign the minutes of the meeting of the Executive Member for Social Services and Health and Advisory Panel held on 9 March 2006.

- 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 2 June 2006 at 10.00am.

## **BUSINESS FOR THE EXECUTIVE MEMBER FOR HOUSING**

### **ITEMS FOR DECISION**

- 5. Establishment of the Housing Standards and Adaptation Team** (Pages 15 - 22)  
The report provides information on the proposed consolidation and restructure of the Grants and Adaptations team (Housing and Adult Social Services) with the Housing Regulation team (Chief Executives). It seeks agreement to transfer the Housing Regulation team from Chief Executives and to create the new Housing Standards and Adaptations Team within Housing Services and proposes a new staffing structure.
- 6. Housing Capital Programme – Out turn Report** (Pages 23 - 30)  
This report presents the out turn position of the 2005/06 Housing Capital Programme and the resources available to support it.
- 7. Housing Revenue Account Service Plan Monitoring – Outturn Report** (Pages 31 - 44)  
This report provides the Executive Member with an overview of progress on Housing Revenue Account (HRA) Service Plan agreed in April 2005.

## **ITEMS FOR INFORMATION**

8. **Housing General Fund Service Plan - Outturn Report** (Pages 45 - 56)

This report provides the Executive Member with an overview of progress on the service plan for Housing General Fund.

## **BUSINESS FOR THE EXECUTIVE MEMBER FOR ADULT SOCIAL SERVICES**

### **ITEMS FOR DECISION**

9. **Social Services Capital Programme – Out turn Report** (Pages 57 - 62)

This report presents the out turn position of the 2005/06 Social Services Capital Programme and the resources available to support it.

10. **Pilot Implementation of the revised Continuing Care Policy** (Pages 63 - 66)

This report requests the Executive Member of Adult Social Services to endorse an extension of the 6 month trial of the North and East Yorkshire and Northern Lincolnshire Strategic Health Authority revised Continuing Health and Social Care Policy and Assessment Tool.

11. **Review of Home Care Purchasing and Commissioning** (Pages 67 - 94)

This report informs the Executive Member of Adult Social Services on the progress of the review of the current purchasing and commissioning arrangements for home care services.

## **ITEMS FOR INFORMATION**

12. **Service Plans – Performance and Financial Monitoring Draft Outturn Report** (Pages 95 - 122)

This report provides the Executive Member with a summary of the year end outcomes for the Service Plans agreed in April 2005. This report covers service plans for social services and corporate services and highlights a year end overspend.

### **13. Urgent Business**

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

#### Democracy Officer:

Name: Tracy Johnson

Contact details:

- Telephone – (01904) 551031
- E-mail – [tracy.johnson@york.gov.uk](mailto:tracy.johnson@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.

City of York Council

Minutes

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MEETING	EXECUTIVE MEMBER FOR HOUSING AND ADVISORY PANEL
DATE	6 MARCH 2006
PRESENT	COUNCILLOR SUNDERLAND (Executive Member), COUNCILLOR JAMIESON-BALL (Chair), COUNCILLOR HORTON (Opposition Spokesperson and Advisory Panel Member), COUNCILLORS BLANCHARD, FAIRCLOUGH, HILL, KIRK and LIVESLEY
IN ATTENDANCE	PAT HOLMES (non-voting co-opted member of Advisory Panel) Honorary Alderman Jack Archer
APOLOGIES	MILDRED GRUNDY

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#### **65. 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. No interests were declared.

#### **66.† EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That the press and public be excluded from the meeting during consideration of the following:

Annex 3 to Agenda Item 8 (Report on the Future of Discus Bungalows) on the grounds that it contains information relating to the financial and 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.

#### **67. MINUTES**

RESOLVED: That the minutes of the last meeting of the Executive Member for Housing and Advisory Panel, held on 6 February 2006 be approved and signed as a correct record.

**68. PUBLIC PARTICIPATION**

Barry Ward, Chairman of the Residents Association registered to speak on the Report on the Future of the Discus Bungalows (Minute 72) and referred to an article in the Evening Press regarding the Councils proposals for the properties. He indicated residents broad support for the proposals outlined in the report although concern was expressed in relation to paragraph 26 if it resulted in an increase in density on the site and a loss of green space. Clarification was requested in relation to paragraph 45 which referred to capital costs. He asked members to agree to the redevelopment option, as residents felt that refurbishment was not a viable option and requested Members support the provision of bungalow style housing on the sites.

**69. FINANCIAL SUPPORT TO VOLUNTARY ORGANISATIONS 2006/07 (HOUSING)**

Members considered a report that presented requests received from local organisations for financial support in 2006/07, together with details of criteria for grant aid.

Officers reported that applications for financial support had been received from York Citizens' Advice Bureau (Bond Guarantee Scheme) and York Nightstop.

Members were informed that York Nightstop budgets had been examined and that 25% of it was allocated to "contingency and contribution to reserves". The Charity had therefore been recommended to re-examine this contingency allocation.

Advice of the Advisory Panel:

That the Executive Member agrees the proposed request for Financial Support from York Citizen's Advice Bureau and that the Citizens Advice Bureau be offered a one year Service Level Agreement.

Decision of the Executive Member:

RESOLVED:	That the Advice of the Advisory Panel as set out above be accepted and endorsed.
REASON:	To support requests for financial support to voluntary organisations for 2006/07.

**70. REVIEW OF THE WAY FORMER TENANTS ARREARS ARE DEALT WITH FOR HOMELESS APPLICANTS.**

Members considered a report that set out details of a pilot incentive scheme on the repayment of former tenant arrears in the case of current homeless applicants.

Officers updated that paragraph 2 of the report required the addition of the words 'are allocated' prior to the words 'to homeless households' in the eighth line and in paragraph 4 the amendment of the figure of 'average debt' to £1893.61.

Members were then presented with the following two options

**Option 1**

1. To introduce an incentive payment scheme to encourage accepted homeless applicants to pay former arrears owed to the Council by contacting all accepted homeless applicants with former arrears and agree a payment plan based on this new incentive.
2. That if customers make regular payments as agreed in the payment plan over a continuous 6 month period the Council will reduce the customers debt by the equivalent of 50% of what they have paid.
3. That this scheme is piloted for a 12 month period and monitored to assess success of both rates and recovery costs.

**Option 2**

To continue with the existing arrangements which may result in a potential a risk that we will be unable to meet the ODPM's target of reducing the overall numbers of customers in temporary accommodation by 50%.

Advice of the Advisory Panel:

- (i) That the Executive Member be recommended to agree the introduction of a pilot incentive scheme on the repayment of former tenants arrears in the case of current homeless applicants.
- (ii) That a follow up report be submitted to the EMAP meeting after a 12 month period to analyse the results and if appropriate the scheme be adopted on a permanent basis.

Decision of the Executive Member:

RESOLVED:	That the Advice of the Advisory Panel as set out above be accepted and endorsed.
REASON:	To update the Executive Member and progress work in this area.

**71. WRITE OFF OF FORMER TENANT BALANCES.**

Members considered a report that requested agreement to write off a number of former tenants arrears.

In answer to Members questions Officers detailed the process involved in tracing individual tenants.

Members were then presented with the following two options

**Option 1**

Maintain these Former Tenant Arrears on account, this would lead to an increase in the bad debt provision and would go against good practice as commented on in the Housing Inspectors report in October 2002.

**Option 2**

Write the debts off on the understanding that if necessary they can be re activated at a later date.

Advice of the Advisory Panel:

That the Executive Member be advised to approve option 2 writing off former tenants arrears totalling £33,942.62 as detailed in the report.

Decision of the Executive Member:

RESOLVED:	That the Advice of the Advisory Panel as set out above be accepted and endorsed.
REASON:	To progress work in this area.



## **72†. REPORT ON THE FUTURE OF THE DISCUS BUNGALOWS**

Members considered a report, which presented options and costs regarding future proposals for the discus homes on sites at St Anne's Court/ Horsman Avenue, Regent Street and Faber Street/Richmond Street, York.

The bungalows had been constructed during 1975/76 using non traditional building methods and most of the fabric of the properties, except for the concrete base and the steel frame were made from products containing asbestos. It was pointed out that the homes were safe to live in but tenants were made aware that their homes contained asbestos and that they should contact the authority for advice before making any alterations to their homes.

Officers outlined details of the consultation undertaken with residents, in connection with the proposals, which showed that 90 households said they would be prepared to move, 6 households said that they would not move and 2 were undecided. Officers also confirmed that they were happy to work with residents regarding the type of properties that would be erected on the sites and that they would report back to Members with redevelopment proposals in a design brief.

In answer to Members questions Officers confirmed that the representative panel involved in the selection of a development partner, referred to in the recommendation, would include senior housing staff, the Executive Member for Housing, Ward Members and residents representatives. They also indicated phasing of the works would be examined to limit moves wherever possible.

Officers clarified that the reference in the recommendations to residents being given priority transfer status would commence from the scheduled implementation of the new Allocations Transfer Policy on 1 April 2006.

Members were presented with the following four options

### **Option 1 - Retain the status quo**

Doing nothing is not an option as the homes do not meet statutory standards, they will have to meet decent homes standard by 2010 and this cannot be done with out substantial investment and disruption for residents.

### **Option 2 - Refurbishment**

The properties could be refurbished to a modern standard and all the asbestos removed. This would result in 100 bungalows for older people being retained by the council. Alternatively a reduced number could be retained and refurbished.

**Option 3 – Redevelopment**

Demolition of the bungalows and redevelopment of the sites would give an opportunity to build new homes that meet the housing needs and aspirations of current residents, and local people in the future. There is high housing need in the city with the latest housing needs survey estimating that 954 additional affordable homes are required annually to meet that need. Redevelopment would provide an opportunity to develop additional housing at a time when development opportunities for affordable housing in the city are limited.

**Option 4 – Disposal**

There is demand in York for land to be developed for housing. If the sites were sold on the open market the value would be substantial. The council’s Affordable Housing Policy requires that 50% of homes built on residential sites should be affordable, however the mix, type and tenure would have to be negotiated with the developer.

Advice of the Advisory Panel:

That the Executive Member be advised to approve:

- (i) The redevelopment option, as set out in paragraph 26 (Option 3), with a minimum of 100 homes for older people. A further report on the detail of this option will be brought back to Members in approximately 12 months following further consultation with residents
- (ii) The appointment of a Project Manager (PO3-6) on an initial 2 year contract to lead the redevelopment for the council
- (iii) The selection of a development partner, the criteria for which is to be decided by a representative panel
- (iv) Not to let any further properties on the sites; that residents are given priority transfer status from the implementation of the new allocation policy and are eligible for home loss and disturbance payments from that date; that void properties are monitored on a regular basis

Decision of the Executive Member:

RESOLVED:	That the advice of the Advisory Panel be accepted and endorsed.
REASON:	To progress work in this area.

CLLR SUNDERLAND  
Executive Member

CLLR JAMIESON-BALL  
Chair of the Advisory Panel

The meeting started at 5.00pm and finished at 6.15pm.

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MEETING	EXECUTIVE MEMBER FOR SOCIAL SERVICES AND HEALTH AND ADVISORY PANEL
DATE	9 MARCH 2006
PRESENT	COUNCILLOR SUE GALLOWAY (Executive Member) COUNCILLOR CUTHBERTSON (In the Chair) COUNCILLOR FRASER (Opposition Spokesperson and Advisory Panel Member) COUNCILLORS ASPDEN, HOPTON, LANCELOTT, NIMMO and WILDE (Advisory Panel Members)

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## **PART A – MATTERS DEALT WITH UNDER DELEGATED POWERS**

### **71. DECLARATIONS OF INTEREST**

Members were invited to declare any personal or prejudicial interests they may have in the business on this agenda.

Cllr Fraser declared a personal and non prejudicial interest in agenda item 7 - Administration Staff in City Wide Services (minute 77 refers), as a member of Unison.

### **72. MINUTES**

RESOLVED: That the minutes of the last meeting of the Executive Member and Advisory Panel, held on 30 January 2006, be approved and signed as a correct record.

### **73. PUBLIC PARTICIPATION**

The Chair reported that there had been no registrations to speak at the meeting under the council's public participation scheme.

### **74. INTEGRATED MENTAL HEALTH SERVICES PARTNERSHIP AGREEMENT**

Members considered a report which sought approval from the Executive Member, to the Mental Health Partnership Agreement between the City of York, Selby and York Primary Care Trust and North Yorkshire County Council.

Members clarified that there would be a 'Local Implementation Team' that would consist of a range of stakeholders to form a crucial

consultative mechanism to inform the work of the Mental Health Partnership Board. Officers advised that the Board were going to consider as broad a group as possible and there was an indication that the Local Implementation Team might be an appropriate level for the involvement of the Older Person's Assembly in addition to other stakeholders across the sector.

Advice of the Advisory Panel:

That the Executive Member be advised approve the Partnership Agreement subject to ratification by all partner agencies.

Decision of the Executive Member:

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

REASON: To update the Executive Member.

**75. FINANCIAL SUPPORT TO VOLUNTARY ORGANISATIONS  
2006/2007 (SOCIAL SERVICES)**

Members considered a report which presented requests received from local organisations for financial support in 2006/2007 and the Executive Member was requested to agree the recommendations outlined in the report.

Members were advised that recommendations for funding was based on the provision of a satisfactorily viable Business Case being in place at organisational level. Members were also advised that some of the requests for financial support from voluntary organisations supporting children would be dealt with under alternative budgets in 2007/2008 but that the current year was a transitional year.

Advice of the Advisory Panel:

That the Executive Member be advised to approve the Financial Support for 2006/2007 as detailed below.

Organisation	2005/6 Award	2006/7 Request	2006/7 Proposed Award
<b>York Community Furniture Store</b>	£7,500	£10,000	£5,000
<b>York Blind &amp; Partially Sighted Society</b>	£12,885	£16,247	£16,247
<b>Disability Information and Advice Centre</b>	£16,575	£17,072	£16,906
<b>York Deaf Society</b>	£5,000	£5,000	£5,000
<b>York Mind</b>	£8,056	£8,500	£8,217
<b>Alzheimer's Society</b>	£3,500	£3,500	£3,500
<b>Survive</b>	0	£10,000	0
<b>Student Action</b>	0	£1000	0
<b>Remap</b>	125	£200	£200

<b>York Supervised Child Contact Service</b>	0	£1,000	0
<b>Student action</b>	0	£1,000	0
<b>TOTAL</b>	<b>£53,641</b>	<b>£73,519</b>	<b>£55,070</b>

Decision of the Executive Member:

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

REASON: To support vital ongoing work in the Voluntary Sector.

**76. MULTI AGENCY STRATEGIC FRAMEWORK FOR OLDER PEOPLE**

Members considered a report that sought approval from the Executive Member for the final version of the Multi Agency Strategic Framework for Older People aged 50 and over.

Officers advised Members of the following amendments to the appendices;

- Appendix 1 - should be omitted and replaced with a list of the organisations involved in the current process and also to include the City of York Councillors who have contributed to the process.
- Appendix 3 - '2. Improved Quality of Life' should include reference to culture, art and drama.

Advice of the Advisory Panel:

That the Executive Member be advised to approve the North Yorkshire and York Sub Region: Planning for Older Age - A multi Agency Strategic Framework for people 50 and over' with the amendments detailed above.

Decision of the Executive Member:

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

REASON: To formalise the current strategic framework.

**77. ADMINISTRATION STAFF IN CITY WIDE SERVICES**

Members considered a report that requested approval for the establishment of a Scale 3 admin post in City Wide Specialist Services.

Advice of the Advisory Panel:

That the Executive Member be advised to approve the Post of Administrative Assistant (Scale 3) at 37 hours in City Wide Services.

Decision of the Executive Member:

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

REASON: To enable effective service delivery.

**78. DELAYED DISCHARGES FROM ACUTE HEALTH CARE (PERIOD: QUARTER 3 OCTOBER - DECEMBER 2005)**

Members considered a quarterly update report which provided information on the Delayed Discharge position for York.

Advice of the Advisory Panel:

That the Executive Member be advised to note the content of the report.

Decision of the Executive Member:

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

REASON: To inform the Executive Member.

**79. OUR HEALTH, OUR CARE, OUR SAY - WHITE PAPER ON COMMUNITY HEALTH AND SOCIAL CARE**

Members considered a report which briefed the Executive Member and Advisory Panel on the key issues in the white paper and the future development of the strategy.

Advice of the Advisory Panel:

That the Executive Member be advised to note the report and recommend the topic for wider Member consideration at a future pre-Council seminar.

Decision of the Executive Member:

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

REASON: To inform the Executive Member.

**80. ANNUAL REPORT OF SOCIAL CARE COMPLAINTS MADE TO COMMUNITY SERVICES BETWEEN 1 APRIL 2004 - 31 MARCH 2005**



Members considered a report which provides information about the number, type and outcome of complaints received into the department under the Social Care Complaints Procedure, as well as informing on enquires from Councillors, M.P's and the Local Government Ombudsman and on compliments and commendations received in the social care services. The report identified trends and patterns which have been identified and matters of interest and concern.

Advice of the Advisory Panel:

That the Executive Member be advised to note the comments of the report.

Decision of the Executive Member:

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

REASON: To update the Executive Member.

COUNCILLOR SUE GALLOWAY  
Executive Member

COUNCILLOR CUTHBERTSON  
Chair

The meeting started at 6.00 pm and ended at 7.27 pm.

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CS2246

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**Meeting of Executive Members for Housing and Adult Social Services and Advisory Panel**5<sup>th</sup> June 2006

Report of the Director of Housing and Adult Social Services

**Establishment of the Housing Standards and Adaptation Team****Summary**

1. The report provides information on the proposed consolidation and restructure of the Grants and Adaptations team (Housing and Adult Social Services) with the Housing Regulation team (Chief Executives). It seeks agreement to transfer the Housing Regulation team from Chief Executives and to create the new Housing Standards and Adaptations Team within Housing Services and proposes a new staffing structure.

**Background**

2. Following the departure of the Grants and Adaptations Manager in 2003 the Principal Environmental Health Officer (Housing Regulation, Chief Executives) has managed both teams. Since May 2004 the two teams have been co located in new accommodation at 20 George Hudson Street and have, in effect, been operating as one team.
3. As part of a report regarding the restructure of Housing Services which was considered and approved in June 2005 by the Executive Member for Housing, it was agreed that the Grants and Adaptations team which was then part of the Adult services team was incorporated in to the new Strategy and Enabling Division for the Directorate, and the establishment of the new Housing Standards and Adaptations manager post (PO9-12).
4. The proposed new combined team would seek to co-ordinate all private sector housing renewal work including advice, enforcement and financial assistance to provide a one-stop shop. In addition it would deliver the council's adaptation work across all tenures.
5. To deliver this service it is necessary to make changes to the existing structure and it is proposed that the following, currently occupied, posts are deleted:
  - The Principal Environmental Health Officer post (PO8-11)
  - The three administration officers

And to create

- A new senior officer post (PO 3-6) and
  - Three support officers' posts.
6. This will provide a flexible team, which can meet the challenges of both existing legislation, primarily the Housing Act which has emphasized the need for stronger working relationship between the teams and the proposed changes to the administration of the disabled facilities grants recently highlighted in the governments consultation paper.
  7. Full details of the existing and proposed structures are set out in Annex 1.

### **Consultation**

8. Consultation with staff has commenced and is ongoing.

### **Options**

9. Option 1 - To agree the proposals set out in the report.
10. Option 2 - To reject the proposals and ask officers to present members with alternative proposals.

### **Analysis**

11. The changes to the strategy and enabling division have already been agreed as part of the Housing Services restructure. The proposed structure is considered the best way forward not only meeting the needs of the customers but to ensure that we build upon existing good practice and continue to provide continuous improvement.

### **Corporate Objectives**

12. Corporate Aim 1 – Take pride in the city by improving quality and sustainability through improving the condition and appearance of local council housing estates.

Corporate Aim 5 – Work with us to improve the health, wellbeing and independence of York residents through the Grants and Adaptations Programme.

### **Implications**

#### **Finance**

13. The costs of the current and proposed structure are set out in the table below.

	Minimum £'000	Maximum £'000	Current £'000
Existing	277	316	305
Proposed	277	318	305
Difference	0	2	0

14. The proposed structure can be funded from within existing budgets for the service. The increase in maximum cost of £2k is due to incremental drift and will be dealt with as part of the annual budget process.

### **Human Resources (HR)**

15. Staff are aware of the agreement to create a new Housing Standards and Adaptations Team within Housing Services and proposes a new staffing structure following restructure of housing (agreement June 2005). Consultation with staff and Unison is ongoing and individual consultation is underway to ensure that staff have an understanding of how the transfer and proposed restructure affects them as individuals.
16. The proposal is to formalise the change in line management as a result of transfer from one directorate to another; this will be managed using the Council's Change Management procedure.
17. The paper proposes the deletion of 3 administrative posts (as listed above) and the creation of 3 posts incorporating a technical element to be appointed at a higher grade. The Principal Officer post (8-11) will also be deleted if the proposal is agreed. Due to the deletion of posts, the affected staff will be placed at risk and suitable alternative employment sought via the redeployment process within the proposed structure depending on skills match.
18. The amendments of the job descriptions and titles of posts within the new team should be agreed with current postholders. This process of consultation is ongoing in conjunction with job evaluation.
19. An additional senior technical officer post is to be created and will be appointed to as normal recruitment process. Should the recommendation be agreed the grade should be specified as a "proviso grade " subject to the final outcome of Job Evaluation along similar lines to that of new posts. The grades proposed for the administrative posts and the senior technical officer are commensurate with posts across the authority.

### **Equalities**

20. No implications

### **Legal**

21. No implications

**Crime and Disorder**

22. No implications

**Information Technology (IT)**

23. No implications

**Property / Other**

24. There are no property or other implications

**Risk Management**

25. This reports seeks to formalise the current arrangements and complete the housing restructure, and has followed all necessary corporate policies and procedures. Without the new arrangements it could affect residents ability to access the services

**Recommendations**

26. That the Executive member for Housing approves:
- That Housing Regulation team from Chief Executive Directorate become part of Housing Services

and

  - That the new structure, as outlined in option 1, is implemented as the Housing Standards and Adaptations team with immediate effect

Reason: Formalises the current arrangement and provides a flexible team, which can meet the challenges of both existing legislation, and proposed changes, which will ensure that all residents can easily and quickly access the joined up services.

**Contact Details**

**Author:**

Dilys Jones /Kate Grandfield  
Housing Strategy and Enabling  
Manager  
Tel No. 554198

**Chief Officer Responsible for the report:**

Steve Waddington  
Head of Housing Services

**Report Approved**  **Date** 19.05.06

Bill Hodson  
Director of Housing and Adult Social Services

**Report Approved**  **Date** 19.05.06

**Specialist Implications Officers:**

**Financial Implications**

Debbie Mitchell  
Head of Community Services Finance  
01904 554161

**HR Implications**

Claire Waind  
HR Advisor (Community Services)  
01904 554519

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

**All**

**For further information please contact the author of the report**

**Background Papers:**

Housing Services Restructure Report by the Head of Housing June 2005

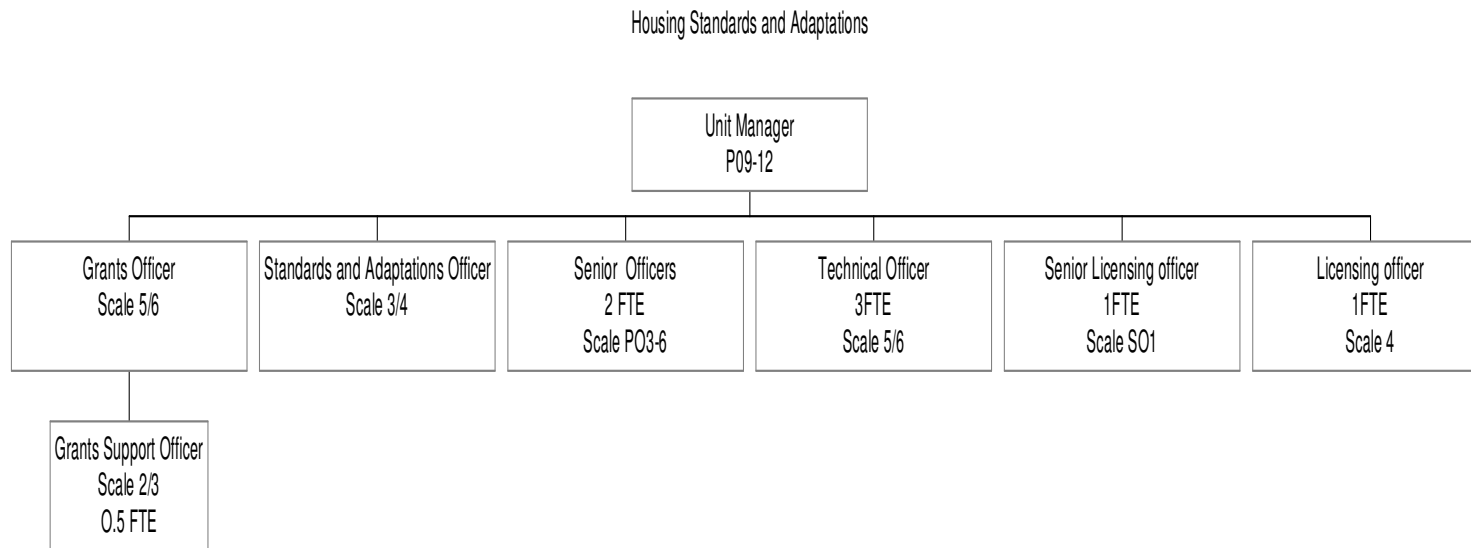
**Annexes**

Annex 1- existing and proposed organisational chart

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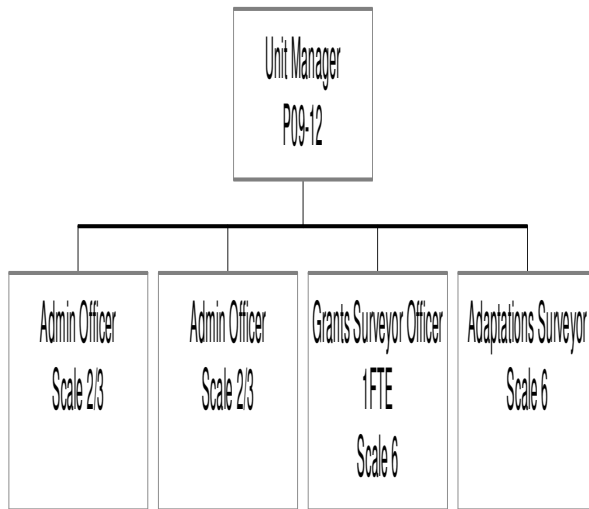
# Proposed Structure



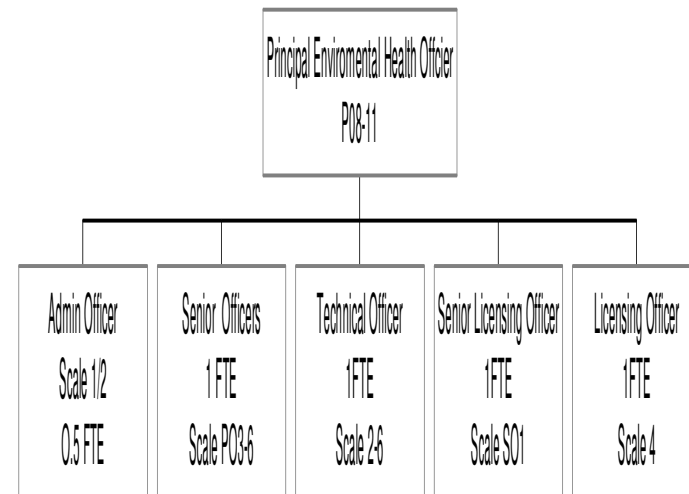
Annex 1

# Existing Structure

## Grants and Adaptations Team



## Housing Regulation Team





CS2263

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

5<sup>th</sup> June 2006

Report of the Director of Housing and Adult Social Services

### Housing Capital Programme – Out turn Report

#### Summary

1. This report presents the out turn position of the 2005/06 Housing Capital Programme and the resources available to support it.

Approved Expenditure £k	Slippage to 2006/7 £k	(Under) / Overspend £k	Actual Expenditure £k	% Variation
<b>10143</b>	<b>50</b>	<b>(136)</b>	<b>9957</b>	<b>1.8%</b>

#### Background

2. During the year the Executive Member receives first, second and third quarter monitoring reports for the Housing Capital Programme. These reports highlight any major changes in the agreed programme or the resources required to fund it.
3. At the Third Quarter Review presented to Housing EMAP on 6<sup>th</sup> February 2006 a number of minor variations were noted and a recommendation was made to approve any variations of £50k to £100k. Following approval of these recommendations, the Housing Capital Programme for 2005/06 stood at £10.143m of which £5.196m is funded by the Major Repairs Allowance (MRA).
4. Officers have reviewed the progress of investment projects during the final quarter of 2005/06 and the resources required to fund them. Minor variations have been agreed under officers delegated authority and slippage into 2006/07 identified. A detailed schedule is attached as Annex 1.
5. There is a total of £50k slippage on the capital funded element of the programme into 2006/07, this includes £32k on Installation and Replacement of Heating Systems and £18k for the Homeless Hostel at Howe Hill. There is an underspend of £97k on schemes funded by Capital. These are set out in Tables 1 to 3 in paragraphs 10 to 20 for the Executive Member's Approval and information.

6. There is an underspend of £39k on MRA funded element of the programme. These are set out in Tables 4 to 5 in paragraphs 21 to 25 for the Executive Member's Approval and information.
7. The MRA is ring fenced solely for improvements to council homes and does not affect the budgetary position of the council.

### Consultation

8. There has been no consultation carried out to produce this report.

### Options

9. As this report is for information, no options have been included.

### Analysis

10. **Table 1 – Modernisation of Local Authority Homes (Capital Scheme)**

Scheme	Approved Budget 2005/06 £k	Revised Costs 2005/06 £k	(Under)/Overspend 2005/06 £k
Communal Security Doors	162	136	(26)
Asbestos	18	26	8
Scooter Stores	32	43	11
<b>Total</b>	<b>212</b>	<b>205</b>	<b>(7)</b>

11. The under spend on Communal Security Doors is due to a reduction in the average unit cost as a result of a number of existing doors being identified at detailed survey stage of being suitable for upgrade rather than renewal. There is an overspend of £8k on Asbestos due to the survey identifying more works needing to be undertaken than originally planned. The overspend on Scooter Stores is a result of being charged fees for almost the whole of the scheme, when 70% of the scheme was slipped, at quarter 3, to 2006/7. This has been discussed with City Strategy and it will result in reduced fees being charged for the remaining work to be carried out during 2006/7.
12. There have been further minor variations within officers delegation on various modernisation schemes resulting in an underspend of £10k. This is made up of underspends of £3k on Burglar Alarms, £3k on Fire Door Replacement, £2k on Window Replacement and a further £2k on Capitalised Salaries.
13. **Table 2 – Repairs to Local Authority Properties**

Scheme	Approved Budget 2005/06 £k	Revised Costs 2005/06 £k	(Under) / Overspend 2005/06 £k	Slippage to 2006/07 £k
Installation and	842	810	0	(32)

Replacement of Heating Systems				
Communal Access Flooring	138	119	(19)	
Repairs and Maintenance Communal areas	66	24	(42)	
<b>Total</b>	<b>1,046</b>	<b>953</b>	<b>(61)</b>	<b>(32)</b>

14. The slippage of £32k on Installation and Replacement of Heating Systems is as a result of reduction in reactive workload in the last month of the financial year resulting in little time to organise alternative works. The under spend of £19k on Communal Access Flooring has resulted from a reduction in the expected tender price and miscellaneous savings during the contract term. The under spend of £42k on R&M Communal Areas is as a result of reserves in 2004/05 being of too high a value due to late submitted invoices by contractors and reduced requirements for works following detailed surveys.
15. There have been further minor variations within officers delegation on various modernisation schemes resulting in an underspend of £25k. This is made up of underspends of £6k on Improved Internal Communal Security Lighting, £3k on Stair lifts and £19k on Cladding Denis Wildes properties. There has also been an overspend of £3k on Re-rendering.

#### **Assistance to Older and Disabled People,**

16. There have been minor variations within officers delegation resulting in an overall overspend of £8k. These being individual overspends of £7k on Adaptations for the Disabled and £1k on Occupational Therapy Capitalised Salaries.

#### **Housing Grants & Associated Investment,**

17. There have been minor variations within officers delegation resulting in an overall overspend of £13k. There has been one underspend of £4k on Decent Homes Grants whilst 3 overspends of £1k on Mandatory Disabled Facilities Grants (DFG's), £12k on York Repair Grant and £4k on Capitalised Salaries.

#### **18. Table 3 - Miscellaneous**

Scheme	Approved Budget 2005/06 £k	Revised Costs 2005/06 £k	(Under) / Overspend 2005/06 £k	Slippage to 2006/07 £k
Homeless Hostel	930	897	(15)	(18)
<b>Total</b>	<b>930</b>	<b>897</b>	<b>(15)</b>	<b>(18)</b>

19. There is a slippage of £18k due to professional fees to be paid for services yet to be completed, contract retention, and additional fittings to the scheme as yet not purchased.

#### Commuted Sums

20. There have been no variations to the budgets for either Re provision of Women's Aid or Horseman Avenue.

21. **Table 4 – Modernisation of Local Authority Homes (MRA)**

Scheme	Approved Budget 2005/06 £k	Revised Costs 2005/06 £k	(Under) / Overspend 2005/06 £k
TC Miscellaneous Backfills	899	822	(77)
TC Tang Hall	1456	1545	89
Kitchens	65	55	(10)
Fire Door Replacement	100	53	(47)
<b>Total</b>	<b>2,520</b>	<b>2,475</b>	<b>(45)</b>

22. The under spend of £77k on Miscellaneous backfills was due to poor take up and access rates from customers reducing the number of homes modernised by 15. The overspend of £89k on Tang Hall is due to a lower than expected reduction of unit costs. The underspend of £10k on Kitchens was due to a lack of individual kitchens requiring this service and the underspend of £47k on Fire Door Replacement was due to 177 homes being identified as being able to achieve the same fire protective levels through upgrade rather than through full replacement

23. There have been further minor variations within officers delegation on various modernisation schemes resulting in an overspend of £61k. This is made up of an underspend of £3k on Tenants Choice Kingsway West and an overspend of £6k on Tenants Choice Foxwood 1970's Homes, £15k on Capitalised Salaries, £19k on British Iron and Steel Federation (BISF)/Howards and £24k on Tenants Choice Pottery Lane.

24. **Table 5 – Repairs to Local Authority Properties**

Scheme	Approved Budget 2005/06 £k	Revised Costs 2005/06 £k	(Under) / Overspend 2005/06 £k
Window Replacement 2005/06 Schemes	333	278	(55)
<b>Total</b>	<b>333</b>	<b>278</b>	<b>(55)</b>

25. The underspend of £55k on Window Replacement is due to reductions in tender prices.

### **Corporate Objectives**

26. The Capital Programme contributes to the Corporate Aims of meeting and exceeding the Government's Decent Homes Standard by 2010 as well as improving the health, well being and independence of York residents through grants, adaptations and independent living.

### **Implications**

#### **Financial**

27. The final outturn position of the Housing Capital Programme is £9.957m compared with the previously reported figure of £10.143m. The variation of £186k is due to an underspend £136k and slippage of £50k.
28. The number of homes sold under Right to Buy in 2005/06 was 35. The average valuation was £101.4k with an average sale price of £77.4k after discount compared to the budgeted sales of 40 at £65k. The usable capital receipt from homes sold is £727k, £77k more than estimated. Other miscellaneous receipts from the sale of housing land and other disposals totals £184k. Although there has been a reduction in the level of Right to Buy sales, the increase in sale price has compensated for this and provided sufficient resources to fund the 2005/06 programme. This situation will be monitored closely as part of the quarterly monitoring process in 2006/07.
29. After financing the 2005/06 programme there are surplus resources totalling £2.1m, of which, £572k is MRA, £1.5m unused revenue contribution as reflected in the Housing Revenue Account (HRA) outturn report elsewhere in this agenda and £41k DFG. £202k is needed to fund the slippage from 2005/06 with the remainder carried forward to support the 2006/07 programme as agreed during the budget process.

#### **Human Resources (HR)**

30. None

#### **Equalities**

31. None

#### **Legal**

32. None

#### **Crime and Disorder**

33. None

**Information Technology (IT)**

34. None

**Property/Other**

35. There are no property or other implications.

**Risk Management**

36. This reports follows the due process and presents the current out turn position and does not request decisions from a number of options hence does not contain risk.

**Recommendations**

37. The Executive Member for Housing is requested to

- Approve the changes to the Capital funded and MRA elements of the Housing Capital Programme set out in the report.

Reason:

To comply with Council Financial Regulations.

**Contact Details**

**Author:**

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Asset Manager  
Community Services  
01904 553733

**Chief Officer Responsible for the report:**

Steve Waddington  
Head of Housing Services

**Report Approved**  **Date** 22/05/06

Bill Hodson  
Director of Community Services

**Report Approved**  **Date** 22/05/06

**Specialist Implications Officers:**

**Financial Implications**

Jayne Pearce  
Accountant  
Finance – Corporate Services  
01904 554175

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

**All**

**For further information please contact the author of the report**

**Annexes**

Annex 1 – Housing Capital Programme 2005/06.



**HOUSING CAPITAL PROGRAMME 2005/06 TO 2007/08**

COST CENTRE	START YEAR	RO	TOTAL UNITS	IN YEAR UNITS	REVISED IN YEAR UNITS	TOTAL SCHEME COST	EXP TO 31/03/05	PROFILED EXPENDITURE 31/03/2006	EXP TO 31/03/2006	COMMITMENTS £'000	TOTAL SPEND	BAL OF ESTIMATE	LATEST ESTIMATE 2005/2006	LATEST ESTIMATE 2006/2007	LATEST ESTIMATE 2007/2008	
						£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	
<b>CAPITAL SCHEME DETAILS</b>																
<b>A MODERNISATION OF LOCAL AUTHORITY HOMES</b>																
1 Planned Programme to Tenants Choice Standard																
(a) Kitchens	F769	04/05	MG	45		0	139	43	1	1	1	0	1	66	29	
2 Safety and Security																
a) Asbestos Works	F735	RP	MG	0		0	71	13	18	26	26	-8	18	20	20	
b) Communal Security Doors	F777	04/05	MG	488	90	168	450	82	162	136	136	26	162	62	144	
c) Scooter Stores at Sheltered Schemes	F702	05/06	CK	11	5	5	259		32	43	43	-11	32	153	74	
d) Burglar Alarms	F704	05/06	MG	132	50	32	49		16	13	13	3	16	16	17	
e) Fire Door Replacement	F743	RP	MG	122	170	95	129	68	61	58	58	3	61			
f) Window Replacement	F705	05/06	MG	198	70	80	374		160	158	158	2	160	214		
g) Window Replacement Capitalised Salaries - Fac. Mgmt. & Design	F737	04/05	MG	0			61	30	20	18	18	2	20	11		
h) Sheds & Garages	F786	04/05	MG	16	7		29	3	11	11	11	0	11	6	9	
							1,561	239	481	464	0	464	17	481	548	293
<b>B REPAIRS TO LOCAL AUTHORITY PROPERTIES</b>																
3 Re-roofing Works	F771	RP	MG				438	438			0	0				
4 Installation and Replacement of Heating Systems	F772	RP	MG	855	277	528	2,612	517	842	810	810	0	810	540	745	
5 Communal Access Flooring	F782	04/05	MG	638	422	485	578	145	138	119	119	19	138	97	198	
6 Re-rendering	F784	04/05	MG	80	3	30	305	194	111	114	114	-3	111			
7 Improved Internal Communal Security Lighting	F787	04/05	MG	964	434	445	742	93	198	192	192	6	198	149	302	
8 Repairs & Maintenance Communal Areas	F788	04/05	MG		67		234	85	66	24	24	42	66	27	56	
9 Cladding Denis Wildes & Foxwood 1970's	F710	05/06	MG	161	83	120	385		385	366	366	19	385	0		
10 Stairlifts	F716	05/06	MG	8	6	8	40		40	37	37	3	40			
							5,334	1,472	1,780	1,662	0	1,662	86	1,748	813	1,301
<b>C ASSISTANCE TO OLDER &amp; DISABLED PEOPLE</b>																
11 Adaptations for the Disabled																
Council Adaptions	F760	RP	RA	2,400	600		902	253	249	256	256	-7	249	200	200	
12 Occupational Therapy Capitalised Salaries - Community Services	F736	RP	AT				276	69	69	70	70	-1	69	69	69	
13 Independent Living at Sheltered Devpts	F731	RP	TS				206	185	21	21	21	0	21			
							1,384	507	339	347	0	347	-8	339	269	269
<b>D HOUSING GRANTS &amp; ASSOCIATED INVESTMENT</b>																
14 Grants																
a) Mandatory DFG	E702	RP	RA	451	110		2,416	614	522	523	523	-1	522	675	605	
b) York Repair Grant	E720	RP	RA	547	135		1,991	497	508	520	520	-12	508	486	500	
c) Landlords Housing Grant	E713	RP	RA	36	10		255	23			0	0	0	152	80	
d) Decent Homes Grants	E707	04/05	RA	36			213	40	80	76	76	4	80		93	
e) Capitalised Salaries - Community Services	E714	RP	RA				310	75	77	81	81	-4	77	78	80	
							5,185	1,249	1,187	1,200	0	1,200	-13	1,187	1,391	1,358
<b>E MISCELLANEOUS</b>																
15 Homeless Hostel	E730	04/05	TS	20	20		1,101	149	930	897	897	15	912	40		
							1,101	149	930	897	0	897	15	912	40	0
<b>F COMMUTED SUMS</b>																
16 Re provision of Woman's Aid	E708	04/05	DJ	9	9		400	260	140	140	140	0	140			
17 Horsman Avenue	E709	04/05	DJ	2	2		90		90	90	90	0	90			
							490	260	230	230	0	230	0	230	0	0
<b>HOUSING CAPITAL PROGRAMME</b>																
							15,055	3,876	4,947	4,800	0	4,800	97	4,897	3,061	3,221

**HOUSING CAPITAL PROGRAMME 2005/06 TO 2007/08**

	COST CENTRE	START YEAR	RO	TOTAL UNITS	IN YEAR UNITS	REVISED IN YEAR UNITS	TOTAL SCHEME COST	EXP TO 31/03/05	PROFILED EXPENDITURE 31/03/2006	EXP TO 31/03/2006	COMMITMENTS £'000	TOTAL SPEND	BAL OF ESTIMATE	LATEST ESTIMATE 2005/2006	LATEST ESTIMATE 2006/2007	LATEST ESTIMATE 2007/2008
							£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	
<b>MAJOR REPAIRS ALLOWANCE SCHEMES</b>																
<b>A MODERNISATION OF LOCAL AUTHORITY HOMES</b>																
1 Tenants Choice Modernisation																
a) Miscellaneous Backfills	F700	RP	MG	364	116	139	2,715	382	899	822		822	77	899	703	731
b) Capitalised Salaries - Housing	F793	RP	MG				1,185	250	275	290		290	-15	275	324	336
c) Tang Hall	F765	RP	MG	601	180	179	5,648	157	1,456	1,545		1,545	-89	1,456	1,016	3,019
d) BISE/Howards	F766	RP	MG	116	40	38	1,327	892	435	454		454	-19	435		
e) Foxwood 1970s Homes	F720	05/06	MG	149	50	49	1,711		552	558		558	-6	552	1,159	
f) Pottery Lane	F722	05/06	MG	99	109	100	885		885	909		909	-24	885		
g) Tenants Choice Various	TBA	06/07	MG	109			839					0	0		839	
h) Kingsway West	F718	RP	MG	24		27	966	770	196	193		193	3	196		
2 Planned Programme to Tenants Choice Standard																
a) Kitchens	F726	05/06	MG	41	24	16	124		65	55		55	10	65	18	41
b) Re - roofing	TBA	06/07	MG	167			522					0	0		250	272
c) Re-roofing & Miscellaneous Works Capitalised Salaries - Fac. Mgnt. & Design	F778	06/07	MG												15	15
3 Safety and Security																
a) Fire Door Replacement	F742	RP	MG	632	140	111	463	125	100	53		53	47	100	130	108
b) Internal & Communal Sec. Light	F789		MG				28	28				0	0			
							<u>16,413</u>	<u>2,604</u>	<u>4,863</u>	<u>4,879</u>	<u>0</u>	<u>4,879</u>	<u>-16</u>	<u>4,863</u>	<u>4,454</u>	<u>4,522</u>
<b>B REPAIRS TO LOCAL AUTHORITY PROPERTIES</b>																
4 Window Replacement																
a) 2005/06 Schemes	F724	05/06	MG	167	174	196	333		333	278		278	55	333		
							<u>333</u>	<u>0</u>	<u>333</u>	<u>278</u>	<u>0</u>	<u>278</u>	<u>55</u>	<u>333</u>	<u>0</u>	<u>0</u>
<b>TOTAL MAJOR REPAIRS ALLOWANCE SCHEMES</b>																
							<u>16,746</u>	<u>2,604</u>	<u>5,196</u>	<u>5,157</u>	<u>0</u>	<u>5,157</u>	<u>39</u>	<u>5,196</u>	<u>4,454</u>	<u>4,522</u>
<b>GRAND TOTAL CAPITAL &amp; MRA</b>																
							<u>31,801</u>	<u>6,480</u>	<u>10,143</u>	<u>9,957</u>	<u>0</u>	<u>9,957</u>	<u>136</u>	<u>10,093</u>	<u>7,515</u>	<u>7,743</u>

31,831



CS2265

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

5<sup>th</sup> June 2006

Report of the Director of Housing and Adult Social Services

**Housing Revenue Account (HRA) Service Plan Monitoring –  
Outturn Report**

**Summary**

1. To provide the Executive Member with an overview of progress on HRA Service Plan agreed in April 2005.

**Background**

2. The Executive Member agreed the HRA Service Plan in April 2005. The process and structure followed guidelines set out by the Corporate Centre. It was agreed that the Executive Member would receive monitoring reports in September & November. It was also acknowledged that both the creation of service plans and the method of monitoring were an evolving process.
3. This report is set out in the following sections:
  - Achievements over the year 2005/2006
  - 2005/2006 performance on Key Performance Indicators (KPI's)
  - Updates on Critical Success Factors (CSF's)
  - New external priorities or demands identified
  - Significant organisational issues

**Consultation**

4. The report is for information and no formal consultation has been undertaken.

**Options**

5. This report is for information and there are no options to consider.

## **Analysis**

### **Achievements**

6. A number of achievements have been made during the year 2005/6:
  - Approval of the Allocations Policy
  - The introduction of the Swipe Card payment system for rent;
  - Introduction of the Repairs Partnership;
  - Increasing the number of properties receiving improvements as part of the Housing Capital Programme;
  - Key appointments within the new Housing Services Restructure (see update on critical success factors);
  - Assimilation of Housing Assistants and Customer Services Assistants in to their new roles with everyone being assimilated into their 1<sup>st</sup> choice;
  - Agreement of a new accommodation plan for Housing Services aimed at supporting the new structure and improving customer services, and the successful move of staff into new offices.
  - The creation of two estate management teams:
    - A specialist income management team
    - A tenancy management. team
  - Successfully achieving key performance targets during the period of change, with improved performance in arrears, voids turn around times;
  - There was significant improvement in performance on arrears with 97.23% of the rent collected as a % of the rent due (target 97.12%). This is due a focus on this element of the service and the established of a dedicated income management team;
  - 10% sample of housing stock has had an asbestos survey;

### **Areas where performance did not achieve expectations**

7. There are a number of key areas where performance did not achieve expectations during the year 2005/6:
  - Performance on average time to complete non urgent repairs shows performance at 13.9 days, performance for the % of urgent

repairs completed within government time limits is only 73%. This poor performance is partly due to the difficulties associated with implementing changes in working practice and IT systems following the establishment of the Repairs Partnership which resulted in a lack of focus in the repairs ordering / sign off process. This has resulted in inaccurate reporting of a significant number of repairs against actual performance, however significant improvements have been made in recent months with April's figures showing an average of 10.27 days to complete non-urgent repairs and 81.68% of emergency repairs being complete in target. The average time taken to complete an emergency repairs has also improved from 3.53 days in 2005/6 to 1.42 days in April. These improvements demonstrate that these issues are being addressed through the Partnership Management teams.

- Due to a period of change, uncertainty in line management arrangements and restructure during 2005/2006 only 46% of staff in housing services had an appraisal during the year. The restructure is now complete with staff in post and the disruption of office moves completed, systems for reporting and monitoring the appraisal process for the new housing service have been established and it is anticipated that 100% performance will be achieved during 2006/2007.

### **Other Areas for improvement**

8. The results of the Annual Housing Service Monitor (AHSM) survey undertaken in Autumn 2005 have been analysed and a number of areas of focus for improvements have been identified:
  - Increasing tenant involvement in the repairs partnership and monitoring repairs performance
  - Developing a Tenant participation strategy
  - Developing estate management action plans
  - Involving tenants in developing a communications strategy
  - Crime prevention and security initiatives
  - Consider expansion of choice based lettings to additional areas
  - Reviewing the complaints procedure
9. Increasing the achieved rate of access to carry out gas servicing, review process and seek best practice.
10. Improving financial control of the responsive repairs service, including refinement of performance reporting and processes.

## **Update on Critical Success Factors (CSF's)**

### Restructuring of Housing Services

11. The recruitment to the restructured department has largely been completed and all the resulting office moves were finished by February 2006.

### Achieving Decent Homes

12. Key to achieving Decent Homes was the Government agreeing our HRA Business Plan which sets out our approach to delivering Decent Homes. At the July EMAP meeting, members agreed the draft business plan and this has been signed off by Government office. The HRA Business Plan will be reviewed on an annual basis to ensure that we are still on track to achieve Decent Homes by 2010/11, 12% of council homes are currently non-decent
13. Tenants choice improvement works are being re-tendered to obtain better value for money, more efficient methods of working and clearer service standards.

### Allocations Policy Review

14. The new Allocations Policy was agreed by members at the September EMAP meeting. Work has been completed on amending the IT and all existing applicants received notification of their position on the list in the middle of April. The website, policy, application form and leaflets have all been updated. The new policy was launched at the beginning of May. Under the new arrangements the Tenancy Team will be responsibly for allocating council tenancies, staff have received comprehensive training. Work is also underway adding customers who have expressed an interest in low cost home ownership properties to the database.

### Introduction of the Repairs Partnering Agreement

15. The repairs partnering agreement for the delivery of the responsive repairs service came into effect on the 1<sup>st</sup> July 2005. An update report, including the Partnering Improvement Plan was approved by the Executive in September 2005.
16. The Partnership has resulted in changes to existing working practises and the introduction of changes to IT systems for recording information. This has resulted in difficulties with the accurate recording of repair jobs carried out and directly comparing performance previously carried out under the R10 contractual agreement. While the amount of time spent on the work by Commercial Services has reduced by approximately 4900 'operative hours' there has been a significant increase in the volume of sub contracted work.
17. As part of the repairs partnership, work is ongoing to carryout process reviews with the aim of improving the service to customers and value for money for the housing service.

Improved Performance

18. Two key areas of performance were identified as critical to effective delivery of the service. Whilst these two areas are often seen as the most critical they should not be taken as the only important areas of performance. Outlined below is the services current performance against those PI's identified as part of the Balanced Scorecard.
19. A full end to end review of the voids process is currently ongoing. This is aimed at both improving the service to customers and reducing the turnaround times. This is not only a CSF for Housing, it is also seen as a CSF for the repairs partnership, given this a significant joint resource commitment is being dedicated to this review. Once complete, new working practices will be implemented.
20. The pilot working arrangements for income management at the City Office have been evaluated and from January 2006 a specialist income management team was created. The performance of the team has been impressive with the team reaching their target to reduce arrears by £200K by the end of March 2006. The effect means that the arrears as a percentage of rent due has fallen to 2.59%, its lowest figure for 11 years.
21. The new Swipe Card payment system has continued to prove popular with over 44,000 payments being made between its introduction in July last year and the end of March 2006. In January 2006 customers were able to make rent payments via the internet whilst the numbers using the service has started slowly 50 payments in the first three months this does give customers the opportunity to pay their rent 24/7.

**Key Performance Indicators / Balanced Score Cards**22. Customer Based Outcomes

<b>Measure</b>	<b>2004/5</b>	<b>2005/6 (targets)</b>	<b>Outturn</b>
Tenant satisfaction with the overall service provided by their landlord (BV 74 i)	80%	88%	78%
Average re-let times for LA dwellings	37days	21 days	32 days (4.61 weeks)
Average time to complete non-urgent repairs	8.1days	8 days	13.9 days
Urgent repairs completed within government time limits	79%	94%	72.64%
Agreement with the statement 'The Council is a good landlord'	87%	Not set	82%
Tenants overall satisfaction with their accommodation	93%	Not set	88%

Number of homes non-decent (BV184a)	1574	1040	1034
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23. Process Based Improvements

<b>Measure</b>	<b>2004/5</b>	<b>2005/6 (targets)</b>	<b>Outturn</b>
Agree new allocations policy	N/A	Sept 05	Achieved
Government sign off of BP	N/A	July 05	Achieved
Review existing procedures	N/A	Ongoing	Ongoing.
Evaluate arrears pilot	N/A	Sept 05	Achieved
Improvement plan agreed by HSMT	N/A	Sept 05	Achieved

24. Finance Based Improvements

<b>Measure</b>	<b>2004/5</b>	<b>2005/06 (target)</b>	<b>Outturn</b>
Balanced HRA	Achieved	Yes	Yes
Rent collected as a % of rent due	95.78%	97.12%	97.23%
Rent Arrears as a % of the rent roll	3.55%	3.37%	2.59%
Rent loss from Voids	1.12%	0.75%	1.08%

25. Staff Based Improvements

<b>Measure</b>	<b>2004/5</b>	<b>2005/6 (target)</b>	<b>Outturn</b>
Staff appraisal in each functional area	100%	100%	46%
Average staff sick days in each functional area (in days/FTE)		At or below council wide average	5.1
Staff turnover		At or below average council average	13.4%
% of new staff who have received full induction programme within 12 months of starting		100%	95%
Attendance of formal training	-	All staff by	



programmed for new requirements of Housing Act		Government deadline	
% of staff expressing satisfaction with their job (figure for Community Services as a whole)	69%	To be established	72%

### New external priorities or demands

26. None to report

### Significant organisational issues

27. None to report

### Corporate Objectives

28. The development of the service plan last year reflected the council objectives and priorities. Many of the specific actions directly related to council wide initiatives.

### Implications

- **Finance - budget**

29. The table below sets out the variations in accordance with the financial regulations

	Approved Budget £'000	Variation £'000	Variation %
<u>Repairs and Maintenance</u>			
Jobs General			
Brickwork – no large scale works required	179	-43	-24.02
Customer Compensation – mainly due to delay in introducing scheme to release under occupied housing for which there was a growth bid for additional funds	47	-41	-87.23
Damp Proof work – lower requirement for this type of work	22	-13	-59.09
Electrical – lower number of faults reported due to impact of capital	309	-58	-18.77

	Approved Budget £'000	Variation £'000	Variation %
programme works rewiring properties			
Empty Home Repairs – 31 additional scenario 3 voids completed than in 04/05	495	+173	+34.95
Fire Safety Servicing – no major equipment replacement required only general servicing	27	-15	-55.56
Gas Maintenance – reduced access rate to service boilers reduces expenditure level	820	-26	-3.17
Joinery – increase in cost is being reviewed as part of the Repairs Partnering.	709	+50	+7.05
Heating (non gas) – ageing stock requiring additional works which are outside of the contract.	180	+115	+63.89
Plaster repairs – increase in number of large scale plastering works	118	+62	+52.54
Plumbing - increase in cost is being reviewed as part of the Repairs Partnering.	354	+106	+29.94
Roofing – increase in cost is being reviewed as part of the Repairs Partnering.	128	+26	+20.31
Rubbish Clearance	55	+14	+25.45
Subsidence work – mainly due to two urgent high value projects requiring work.	85	+24	+28.24
Other variations	<u>711</u>	<u>-14</u>	-1.97
	4,239	+360	+8.49

	Approved Budget £'000	Variation £'000	Variation %
Projects – lower number of properties requiring works than originally forecast	941	-113	-12.01
Estate Improvements – several RA's have folded during the year and increasing work completed as part of York Pride has also led to some RA's finding their ideas for expenditure were already in the pipeline.	258	-93	-36.05
Decoration Allowance – lower demand than forecast.	109	-9	-8.26
<b><u>General Management</u></b>			
Engineering and Property Services Recharges - decrease in amount chargeable to capital resulting from a reduction in RTB sales	180	+39	+21.67
Housing Operations – £174k saving on staffing due to housing restructure/vacancies offset by £56k expenditure on temporary staff. In addition there is £33k saving on legal fees and £9k underspend on consultancy work for SX3.	2,292	-160	-6.98
Asset Management – £69k saving on staffing due to housing restructure/vacancies offset by £8k expenditure on temporary staff and £8k on car allowances/other transport costs.	467	-53	-11.35
Retendering Jobbing Repairs – underspend due to unused carry forward from 04/05 for works on the repairs partnership.	8	-20	-250.00
Sheltered Housing – underspend due to staffing vacancies £32k and £5k saving on window cleaning contract.	652	-37	-5.67

	Approved Budget £'000	Variation £'000	Variation %
Energy Costs – reduction in electricity costs for communal areas.	41	-22	-53.66
Temporary Accommodation - £78k underspend on staffing offset by £25k expenditure on temporary staff, £66k on repairs and £6k on utilities.	570	+19	+3.33
Grounds Maintenance – underspend due to lower demand for elderly persons garden/day to day service	351	-22	-6.27
Caretaking - saving due to employee vacancies	154	-31	-20.13
Lifts – due to two urgent high value repairs at City Mills.	37	+14	+37.84
Housing Benefit Rent Rebate Subsidy Limitation – the HRA has to fund the ineligible element of rent rebate expenditure not covered by government grant due to our average rents being slightly higher than that allowed within the grant conditions. The funding required is higher than forecast.	118	+50	+42.37
Provision for Bad and Doubtful Debts – £147k due to rent arrears levels, for both former and current tenant arrears, being lower than forecast in the budgeted provision, offset by an increase of £9k required for the rechargeable repairs bad debt provision.	286	-138	-48.25
Housing Subsidy Payment – Sum set aside for changes to grant claim after audit not required, offset by decrease in subsidy receivable due to lower than forecast interest rate.	4,817	-79	-1.64

	Approved Budget £'000	Variation £'000	Variation %
Capital Charges –			
An increase in depreciation charged due to the increase in value of HRA assets from £430m to £455m.	8,609	+617	+7.17
This is reversed out in the AMRA account to leave the major repairs allowance charged to the HRA.	-4,187	-617	-14.74
An increase in interest charged due to the increase in value of HRA assets	15,221	+920	+6.04
This is reversed out in the AMRA account to leave actual interest charged.	-15,221	-920	-6.04
Rents – additional income due to:- Reduction in RTB sales £102k, Reduction in income loss from voids £31k, increased income from Peasholme hostel £18k due to high occupancy levels. Offset by reduction in income from temporary accommodation £37k	-21,798	-114	-0.52
Fees & Charges – mainly due to lower than forecast income from the management of housing association properties	-150	+16	+10.67
Cookers – reduced income due to fewer cookers being rented than estimated.	-135	+12	+8.89
Sheltered Housing Fees & Charges – mainly due to re-designation of Dale/Swann Street as general housing.	-441	+13	+2.95
Leaseholder Administration Charge – increased income due to increased repair work carried out for leaseholders.	-79	-11	-13.92

	<b>Approved Budget £'000</b>	<b>Variation £'000</b>	<b>Variation %</b>
Supporting People – service reviews still being completed and implemented therefore effect of expected funding reductions not realised in 05/06.	-855	-142	-16.61
Internal Interest – increase mainly due to higher balance brought forward from the previous financial year and higher average in year balance.	-79	-251	-317.72
Revenue Contribution to Capital programme – after financing the 2005/06 capital programme not all of the budgeted contribution is required. It will however be required in 2006/07 to support the capital programme.	2,801	-1,510	-53.91
<b>Other Minor Variations</b>	-2,038	-25	-1.23
<b>Net change in working balance</b>	<b>-2,832</b>	<b>-2,307</b>	
<b>Variation in Turnover</b>	<b>89,235</b>	<b>-1,713</b>	<b>-1.92</b>

### Financial Summary

30. The original estimated working balance predicted on the HRA at 31<sup>st</sup> March 2006 was estimated to be £1,572k . The 2004/05 outturn reported to the 6<sup>th</sup> June 2005 meeting of the Executive Member Advisory Panel resulted in an increased working balance of £4,901k. Of this sum £1,762k was required to fund slippage on the capital programme in 2005/06 and £48k was required to fund the carry forward requests which left a surplus of £3,091k. The latest monitoring report presented to the Executive Member on 5<sup>th</sup> December 2005 predicted a working balance of £3,567k at 31<sup>st</sup> March 2006.
31. The latest approved estimated balance carried forward of £2,832k has increased by £2,307k to £5,139k at outturn and the main items making up this increase are itemised above. £1,510k of the working balance will be required to fund the capital programme in 2006/07 and £19,800 will be required to fund the carry forward requests in paragraph 31 below leaving a net surplus of £3,609k on the HRA. This is an increase of £42k on the balance of £3,567k forecast in the previous quarterly monitoring report. Members are reminded that this surplus is required in future years to meet the decent homes standard in line with the approved HRA business plan.

32. In order to promote good management, and allow planned 2005/06 projects to proceed, it is proposed to continue the arrangements to permit under spending to be carried forward where the service under spends are due to genuine slippage. The carry forward requests which meet the criteria are as follows:-

	£
i) Retendering of jobbing repairs - carry forward to cover any outstanding training or IT issues associated with the establishment of the repairs partnership and work to investigate the procurement of the adaptations contract as a potential addition to the partnership	6,000
ii) To fund a tenant's DVD, procurement of which commenced in 05/06	10,000
iii) To fund follow up work related to the Annual Housing Service Monitor completed in 05/06	3,800

- **Human Resources (HR)** There are no HR issues
- **Equalities** No implications
- **Legal** No implications
- **Crime and Disorder** No implications
- **Information Technology (IT)** No implications
- **Property / Other:** There are no property or other implications

### Risk Management

33. The most significant organisational risks that have had to be managed during the last year have been :

Budget pressures and financial position  
Staff changes due to Housing restructure

### Recommendations

34. The Executive Member for Housing is asked to

- Note the achievements, and progress that is required in specific areas
- Agree the carry forward requests in paragraph 32 and refer them to the Executive

Reason: To inform the Executive Member of objectives that have been met and service plan delivered within the approved budget

**Contact Details**

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**Chief Officer Responsible for the report:**

**Report Approved**  **Date** 19.05.06

Bill Hodson  
Director of Housing and Adult Social Services

**Report Approved**  **Date** 19.05.06

**Specialist Implications Officers:** None

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

**All**

**For further information please contact the author of the report**





CS2264

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

5<sup>th</sup> June 2006

Director of Housing and Adult Social Services

### **Housing General Fund Service Plan Outturn**

#### **Summary**

1. To provide the Executive Member with an overview of progress on Service Plans agreed in April 2005. This report covers the service plan for Housing General Fund. A separate report details the Housing Revenue Account.

#### **Background**

2. The Executive Member agreed Service Plans for the following areas in April 2005
  - Housing Revenue Account
  - Housing General Fund
  - Corporate Services
3. The process and structure followed guidelines set out by the Corporate Centre. It was agreed that the Executive Member would receive monitoring reports later in the year. It was also acknowledged that both the creation of service plans and the method of monitoring were an evolving process.
4. This report covers the following areas:
  - Achievements over the year 2005/2006
  - Outturn performance on Key Performance Indicators (KPI's)
  - Areas for improvement identified throughout the year
  - Updates on Critical Success Factors (CSF's)
  - New external priorities or demands identified
  - Significant organisational issues
5. There are many aspects of the service plan for functions in Corporate Services that relate to housing. Rather than repeat what is included in another report on the agenda the Executive Member is referred to the companion report for Adult Social Services. However, the following achievements are particularly pertinent to housing.
  - The Supporting People Programme delivered on all the action areas identified in the inspection report and completed all service reviews in time despite significant staff changes.

- A number of short-term pilot schemes for supported housing have been introduced through Supporting People Programme including for people with alcohol problems, pregnant teenage mothers and a bond guarantee scheme with Citizen's Advice Bureau.

## **Consultation**

6. The report is for information and no formal consultation has been undertaken.

## **Options**

7. This report is for information and there are no options to consider.

## **Analysis**

### **Achievements**

8. A number of achievements have been made during 2005/2006.
  - The number of homeless families housed in bed and breakfast where we have statutory responsibility continues to be zero. However, it should be noted that there are families where we do not have a statutory duty and other types of households that are placed in bed and breakfast accommodation until alternative accommodation is available.
  - Howe Hill Temporary Accommodation Hostel has now re-opened following extensive refurbishment and included a new block including 6 additional 2 bed room flats. This has increased the capacity at the hostel from 13 units to 20. Further additional work is programmed for 2006/7 to bring total capacity to 27 units. This will enable the council to better accommodate homeless people who may otherwise be housed in bed and breakfast accommodation.
  - Significant sub-regional partnership work has been carried out with North Yorkshire Supporting People and the County Homelessness Forum to produce a Homeless Directory outlining all accommodation and advice services available throughout the county.
  - Following consultation in 2004-5, members approved in 2005/6 the first Reviews of the Homelessness Strategy and Rough Sleepers Strategy .
  - Appointment of a dedicated Homeless Review Officer to reduce the impact of potential legal challenges to homelessness decisions under the Housing Act 1996.
  - Introduction of Severe Weather Procedure providing emergency accommodation for rough sleepers in periods of cold weather.
  - Commissioned research for travellers needs within York and submitted a bid for capital funding for improvements to the travellers site from the ODPM (outcome of this is still awaited)
  - Delivery and facilitation of interagency homeless training within York.

- Following changes to the Local Plan three affordable homes in the rural settlements of Knapton (2) and Copmanthorpe (1) have planning approval for development without public subsidy. These are the first homes in rural areas to be approved under the new planning policy guidance.
- The Housing Corporation have supported bids from housing associations for Social Housing Grant to build 65 new affordable homes in York between 2006-2008
- The first two homes provided by private developers under the council's new 50% affordable housing target are to be built in Knapton
- Raised York's housing profile in the region through a Housing Affordability summit hosted by the Government Office
- The Golden Triangle has launched a Good Practise manual for delivery of affordable housing through the planning system and piloted a enhanced Home Buy scheme to enabled more people to access affordable homeownership opportunities.
- Revised allocation policy including Choice based lettings, live from May 2006
- The adaptations team continues to exceed its target by providing 97.64% minor adaptations within seven days of assessment in 2005/6, against a target of 95%.
- Major adaptations (those costing over £1000) were also approved on average in 22.04 weeks in 2005/6 which is faster than the target time of 30 weeks from assessment to approval of works
- Significant inroads into the council adaptations bathing waiting list have been made, which was reduced to 11. Members should note that with the new financial year a waiting list will be held once more
- With the Housing Act 2004 being implemented in 2006 members approved a policy which outlined:
  - The councils general approach to licensing
  - How licensing will be implemented
  - The standards to be applied
  - The conditions for Houses in Multiple Occupation (HMO) licences
  - Action to be taken on homes that do not meet the Housing Health and Safety Rating System (HHSRS)

(This policy was presented to more than 350 landlords and agents during a meeting at Ripon and St John. In addition a working group of student representatives has met with council officers to discuss how to make students more involved. More than 2200 information leaflets have been circulated to Universities/ libraries promoting the scheme)

- The private sector grant policy was reviewed in February. One of the main changes was the introduction of a new efficiency grant aimed at 75 year olds living in council tax A, B and C properties.
- The home appreciation loan scheme has now been formally delegated to Sheffield City Council. Detailed work is now being carried out about

the delivery of the scheme on the ground, already we have had more than a dozen residents who have shown interest to date

### **Areas where performance did not achieve expectations**

9. There are a number of key areas where performance did not achieve expectations in 2005/6
  - The target of achieving a three year rolling average of 200 affordable homes per year has not been met. Nevertheless, 149 new affordable homes were provided during 2005/6 and an average of 173 affordable homes were completed in the three years to 2006. Whilst the target has not been met, the achievement in providing 149 new homes in the current climate should not be underestimated. The difficulty in meeting the target is likely to be more evident in 2006-07. This is because almost 80% of new affordable housing is currently provided on private developments through planning gain policies. Following the increase in the target of affordable housing from 25% to 50% on these sites in April 2005 the number of qualifying developments applying for planning permission has reduced significantly. Although this was to be expected as the new policy beds down, it is likely to mean that for one or two years the number of affordable homes achieved through this route will reduce. However, depending on the outcome of the public enquiries, the two proposed housing sites at Germany Beck and Derwenthorpe plus the re-development of Hungate will deliver high numbers of new homes
  - Homelessness acceptances have increased by nine cases in 2005/6 to 433 from 424 in 2004/5 which will explain in part why levels of acceptances against the three main causes of homelessness have increased, as these increased significantly it follows that other causes of homelessness have reduced.
  - Due to a period of change, uncertainty and restructure during 2005/2006 only 46% of staff in housing services have had an appraisal during the year. Now the restructure is complete with staff in post and the disruption of office moves completed, systems for reporting and monitoring the appraisal process for the new housing service have been established and it is anticipated that this performance will be on target for 2006/2007.

### **Update on Critical Success Factors (CSF)**

#### Timely and smooth re-structuring of service arrangements

10. The restructure of the housing service is complete except for the integration of the Private Sector Regulation and Enforcement function. A report requesting approval for the new Housing Standards and Adaptations team is elsewhere on the agenda.

#### Re-provision of Arclight rough sleeper facility

11. The council Executive on the 2<sup>nd</sup> May approved Union Terrace for the relocation of Arc Light, subject to planning permission. The project, funded through the Hostel Capital Improvement Programme, needs to be on site by March 2007 to meet the funding deadline. It is envisaged that a planning application will be submitted in August.

Housing Act 2004 – introduction of new licensing arrangements

12. Two members of staff achieved accreditation on competence certificates for the new Housing, Health & Safety Rating System. A further four members of staff completed the one day awareness training with the view to them completing the competence training by the end of May 2006.

Housing Market (HMA) and Housing Needs Assessment (HNA)

13. A desktop update to the 2002 Housing Needs Survey has been carried out and will inform the core strategy of the emerging Local Development Framework, and provide updated information for the forthcoming planning inquiries. A study commissioned by the Regional Assembly on identifying the housing market areas in the region is due to publish its findings in July 2006. This will inform proposals to undertake a Housing Market Assessment locally.

**Key Performance Indicators / Balanced Score Cards**

14. Customer Based Outcomes

Measure	2004/05	2005/6 Target	2005/6 Outturn
Average (3 year) number of affordable houses provided each year increases	170	200	149
Homelessness Prevention - definitions and targets set by ODPM			
Number of Families with Children in B&B for more than 6 weeks at end of quarter. Please indicate (in brackets) how many of these have been housed under discretionary powers.	0	0	Target met of the 12 housed all were families housed under discretionary powers
BV 213 (new) Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.		>109	98
The levels of homelessness acceptances of people becoming homeless by reason of parents, relatives or friends not being able to provide accommodation are reduced	186	<172	189 of which 26 were prevented
The levels of homelessness acceptances of people becoming homeless by reason of relationship breakdown are reduced.	74	<56	71
The levels of homelessness acceptances of	55	<28	65 of which 8

people becoming homeless by reason of end of assured shorthold tenancy are reduced.			were prevented
% of landlords satisfied with housing regulation enforcement	80%	80%	100%
% customers satisfied with the grant service	80%	80%	Customer satisfaction Overall 95.5%
BV203 – (new) percentage change in the average number of families placed in temporary accommodation.		-0.015%	+0.31
BV 202 (new) The number of people sleeping rough on a single night within the area of the authority		<4	2
BV 214 (new) Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years.		13pa	15 (3.46%) however only 3 of these had been previously housed

#### 15. Process Based Improvement

<b>Measure</b>	<b>2004/05</b>	<b>Target</b>	<b>Outturn</b>
New Arclight hostel in service	N/A	31/03/07 (on site)	Site agreed by Executive May2006
3 year housing strategy document	N/A	31/10/05	Approved by Executive April 2006
older persons housing strategy document	N/A	31/10/05	Scheduled for July Housing and Social Services EMAP
all hostels are incorporated into a planned maintenance programme	N/A	31/3/05	All except Crombie and Howe Hill, which will be included next year
% of service requests first response with 3 days (Housing Renewal)	95%	95%	99.2%
% of minor adaptations installed with 7 days from assessment	92%	95%	97.64%
Bring back into use empty properties	12	13	21
Make homes decent for vulnerable people in private housing	-	BY 2010 70%of vulnerable households should live in decent	in progress

Measure	2004/05	Target	Outturn
		homes	

16. Finance based Improvements

Measure	2004/05	Target	Outturn
Restructured and disaggregated budgets in place		31/3/06	Complete
Work in partnership with other North Yorkshire local authorities to implement North Yorkshire WISH scheme	-	31/10/05	The scheme has been formally delegated Leaflets are in production
HMO licensing service starts		Dependent on government timetable	Start date 2006 Implementation policy and fee structure received members approval
Renew contract with Commercial Services		31/3/06	delayed awaiting response by Commercial services

17. Staff Based Improvements

Measure	2004/05	Target	Outturn
Staff appraisal in each functional area		100%	46%
Average staff sick days in each functional area meet standard (in days/FTE)		At or below council wide average	5.1
Staff turnover		at or below council average	13.4%
% of staff who have received full induction programme within 12 months of starting		100%	95%
Attendance of formal training programmed for new requirements of Housing Act		All staff by Government deadline	Implemented
% of staff expressing satisfaction with their job (figure for Community Services as a whole)	69%	To be established	72%

**New external priorities or demands**

18. No new demands have occurred during the period.

### Significant organisational issues

19. No new significant organisational issues.

### Corporate Objectives

20. The development of the service plan last year reflected the council objectives and priorities. Many of the specific actions directly related to council wide initiatives.

### Implications

- **Finance - budget**

21. The table below sets out the variations on the housing general fund budgets in accordance with the financial regulations

Detail	2005/06 Approved Budget £'000			2005/06 Draft Outturn £'000		
	Housing General Fund Service Plan	Corporate Services Service Plan	Total Housing General Fund	Housing General Fund Service Plan	Corporate Services Service Plan	Total Housing General Fund
Employees	879	189	1,068	701	130	831
Premises	137		137	194		194
Transport	51	1	52	35	1	36
Supplies and Services	925	9,331	10,256	1,082	9,184	10,266
Miscellaneous						
- Recharges	691	58	749	683	59	742
- Transfer Payments	1		1	1		1
Capital Financing	60		60	60		60
Gross Cost	2,744	9,579	12,323	2,756	9,374	12,130
Less Income	-1,448	-9,531	-10,979	-1,596	-9,374	-10,970
Net Cost	1,296	48	1,344	1,160	0	1,160

22. **Summary Position**

The original budget estimate for Housing General Fund, approved by Members, was £1,349k. After approval of savings and growth and other approvals including insurance and recharge adjustments, the approved budget is now £1,344k. However, this report deals only with the Housing General Fund



Service Plan column. For details of the Corporate Services variations please refer to the overall Social Services report elsewhere on this agenda.

23. The net draft outturn is £1,160k. The outturn figure is £136k less than the latest approved budget of £1,296k. The reasons for the main variations between the approved budget and the draft revenue outturn are as follows:-

		Budget £'000	Variance £'000	Variance %
a	<u>Housing Development</u> Carry forward from 2004/05 for housing development works unused.	11	-11	-100.00
b	<u>Private Sector Housing</u> Mainly due to underspend on employees due to restructure (-£34k) offset by use of temporary staff (+£13k) and reduction in the amount recharged to other areas of Community Services (+£8k)	48	-11	-22.92
c	<u>Homelessness – Property Leases</u> Mainly due to reduced use of removals and storage	49	-14	-28.57
d	<u>Homelessness – Howe Hill Hostel</u> Mainly employee savings due to vacant posts offset by use of temporary staff and increased expenditure on repairs and equipment.	39	-14	-35.90
e	<u>Homelessness - Provision for Bad Debts</u> Increase in provision for Homelessness not required as bad debt levels are lower than expected.	5	-5	-100.00
f	<u>Bed and Breakfast</u> Increased payments for B&B offset by increased income	49	-6	-12.24
g	<u>Homelessness Casework Team</u> Saving mainly due to employee vacancies	302	-18	-5.96
h	<u>Strategy and Enabling</u> Employee savings (-£76k) due to the restructure and savings on printing and market research (-£10k) offset by a reduction in the amount recharged to other areas of Community Services (+£53k)	220	-33	-15.00

		Budget £'000	Variance £'000	Variance %
i	<u>Travellers Sites</u> Employee savings (-£25k) due to vacancies, rental/supporting people income (-£12k), saving on electricity (-£45k), saving on bailiffs due to delay of planned eviction (-£15k) offset by increased repairs expenditure (+£34k) and expenditure on generator at Clifton (+£56k)	-13	-7	-53.85
j	<u>Recharges</u> Underspends in several areas throughout the Community Services Department, have resulted in a reduction in the amount charged.	691	-9	-1.30
k	Other minor variations	-105	-8	-7.62
	Total	1,296	-136	-10.49

- **Human Resources (HR)** There are no HR issues
- **Equalities** No implications
- **Legal** No implications
- **Crime and Disorder** No implications
- **Information Technology (IT)** No implications
- **Property / Other** There are no property or other implications

## Risk Management

24. The most significant organisational risks that have had to be managed during the last year have been :

Budget pressures and financial position  
Staff changes due to Housing restructure

## Recommendations

25. The Executive Member for Housing is asked to

- note the achievements and progress made in delivering the Housing General Fund Service Plan.

Reason: To inform the Executive Member of objectives that have been met and service plan delivered within the approved budget.

**Contact Details**

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**Chief Officer Responsible for the report:**

**Report Approved**  **Date** 19.05.06  
Bill Hodson  
Director of Housing and Adult Social Services

**Report Approved**  **Date** 19.05.06

**Specialist Implications Officers :** None

**Wards Affected:**

**All**

**For further information please contact the author of the report**

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CS2269

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

5<sup>th</sup> June 2006

Report of the Director of Housing and Adult Social Services

### Social Services Capital Programme – Out turn Report

#### Summary

1. This report presents the out turn position of the 2005/06 Social Services Capital Programme and the resources available to support it.

Approved Expenditure £k	Slippage to 2006/7 £k	(Under) / Overspend £k	Actual Expenditure £k	% Variation
<b>1062</b>	<b>75</b>	<b>(23)</b>	<b>964</b>	<b>9%</b>

#### Background

2. During the year the Executive Member receives first, second and third quarter monitoring reports for the Social Services Capital Programme. These reports highlight any major changes in the agreed programme or the resources required to fund it.
3. At the Third Quarter Review presented to Social Services EMAP in February 2006 the Executive Member approved one minor variation of £6k. Following this the revised gross Social Services Capital Programme for 2005/06 was £1,062k, of which £158k is funded from capital grants, £100k from the Housing Capital Programme to fund Disability Support Grants and £362k from other sources resulting in a net capital programme of £442k.

#### Consultation

4. There has been no consultation carried out to produce this report.

#### Options

5. As this report is for information, no options have been included.

## **Analysis**

6. Officers have reviewed the progress of investment projects during the final quarter of 2005/06 and the resources required to fund them. Minor variations have been agreed under officers delegated authority and slippage into 2006/07 identified. A detailed schedule is attached as Annex 1.
7. There is a total of £23k underspend on the Capital funded programme which is set out in paragraph 10. There is £75k slippage of expenditure into 2006/07 set out in paragraph 9..
8. The slippage is £27k from Modernisation of Oliver House due to delays in the scheme design and planning permission stages, £10k from Windsor House modernisation as the scheme is only now in the tender stages, £10k on Relocation of Hebden Rise Day Centre due to contract retention payments and £5k on Morrell House due to incomplete works. There is also £15k slippage relating to Information Management Improvements. The progress of the Integrated Children's System has not been as expected with major development work now being scheduled for the second half of 2006/07 rather than 2005/06, with a need to slip £8k.
9. There is an underspend of £16k on the Community Equipment Loan Service purchasing of equipment due to a fall in demand for major items of equipment over the winter period. There is an overspend of £5k on Capitalised Salaries relating to Modernising EPH's which is covered by an underspend of £13k on the Relocation of Hebden Rise day care centre due to savings on fixtures and fittings as well as capitalised salaries. There is also an overspend of £1k on the Disability Support Programme.

## **Corporate Objectives**

10. The Capital Programme contributes to the Corporate Aims of improving the health, well being and independence of York residents.

## **Implications**

### **Financial**

11. The final outturn of the 2005/06 Social Services Capital Programme is £964k gross compared to the approved programme of £1062k gross. The variation of £98k from the approved programme is due to slippage of £75k and an overall underspend of £23k.
12. There is currently a dispute with the contractor regarding the work at Morrell House which may incur additional costs. An update will be included in the first monitoring report of 2006/07.

### **Human Resources (HR)**

13. None

**Equalities**

14. None

**Legal**

15. None

**Crime and Disorder**

16. None

**Information Technology (IT)**

17. None

**Property / Other**

18. There are no property or other implications

**Risk Management**

19. This report follows the due process and presents the current out turn position and does not request decisions from a number of options hence does not contain risk.

**Recommendations**

20. The Executive Member is requested to
- Approve the changes to the Social Services Capital Programme set out in the report

Reason:

To comply with Council Financial Regulations.

**Contact Details**

**Author:**

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Community Services  
01904 553733

**Chief Officer Responsible for the report:**

Steve Waddington  
Head of Housing Services

**Report Approved**  **Date** 19.05.06

Bill Hodson  
Director of Housing and Adult Social Services

**Report Approved**  **Date** 19.05.06

**Specialist Implications Officers:**

**Financial Implications**

Jayne Pearce  
Accountant  
Finance – Corporate Services  
01904 554175

**Wards Affected:**

All

**For further information please contact the author of the report**

**Annexes**

Annex 1 – Social Services Capital Programme 2005/06.



SOCIAL SERVICES CAPITAL PROGRAMME 2005/06

CAPITAL SCHEME DETAILS		COST CENTRE	START YEAR	RESP. OFFICER	TOTAL UNITS	IN YEAR UNITS	REVISED IN YEAR UNITS	TOTAL SCHEME COST £'000	EXP TO 31/03/05 £'000	PROFILED EXP 31/03/06 £'000	TOTAL EXP 31/03/06 £'000	COMMITMENTS £'000	TOTAL SPEND £'000	BAL OF ESTIMATE £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000
1	Community Equipment Loan Service (committed)	W746															
	a) Purchase of Equipment		RP	SL	105	35	35	360	90	90	74	0	74	16	90	90	90
	b) Capitalised Salaries							60	15	15	15	0	15	0	15	15	15
	Total cost of scheme							420	105	105	89	0	89	16	105	105	105
2	Modernising EPHs to meet national standards (committed)	W751															
	a) Grove and Oakhaven		04/05	TS	1	1	1	91	89	2	2	0	2	0	2	0	0
	b) Oliver House		04/05	TS	1	1	1	25	0	25	-2	0	-2	0	-2	27	0
	c) Windsor House		04/05	TS	1	1	1	290	0	10	0	0	0	0	0	290	0
	d) Capitalised Salaries							40	7	14	19	0	19	0	19	14	0
	Less resources (Windsor Hse - £75k Repair & £25k DDA budget)							-100	0	0	0	0	0	0	0	-100	0
	Total cost of scheme							346	96	51	19	0	19	0	19	231	0
3	Morrell House (committed)	W762															
	a) Snagging and Repairs		04/05	TS	1	1	1	581	494	87	82	0	82	0	82	5	0
	b) Capitalised Salaries							47	47	0	0	0	0	0	0	0	0
	Less Resources							-99	-99	0	0	0	0	0	0	0	0
	Other Resources							-90	-90	0	0	0	0	0	0	0	0
	Total cost of scheme							439	352	87	82	0	82	0	82	5	0
4	Relocation of Hebden Rise Day Centre	W756															
	a) Building Contract		04/05	TS	1	1	1	463	0	453	453	0	453	0	453	10	0
	b) Fixtures and Fittings and Misc		04/05	TS	1	1	1	55	16	39	25	0	25	4	29	10	0
	c) Capitalised Salaries							65	37	33	24	0	24	4	28	0	0
	Less resources (capital receipt from part sale of site)							-350	0	0	0	0	0	-350	-350	0	0
	Less resources (£12k Leisure)							-12	0	0	-12	0	-12	0	-12	0	0
	Total cost of scheme							221	53	525	490	0	490	-342	148	20	0
6	Window Replacement at Willow House (committed)	W750															
	a) Number of Windows		05/06	CK	92	92	92	36	0	34	34	0	34	0	34	2	0
	b) Capitalised Salaries							2	0	2	2	0	2	0	2	0	0
	Total cost of scheme							38	0	36	36	0	36	0	36	2	0
8	Information Management Improvements (committed)	W760															
	a) Personal Computers		05/06	PW	150	150	150	161	42	119	104	0	104	0	104	15	0
	Less Resources (Capital Grant)							-207	-88	-119	-104	0	-104	0	-104	-15	0
	Total cost of scheme							-46	-46	0	0	0	0	0	0	0	0
9	Disability Support Programme	W761															
	Less Resources (From Housing)							-200	-100	-100	-100	0	-100	0	-100	0	0
	Total cost of scheme							200	0	0	1	0	1	-1	0	100	100
10	Integrated Childrens System	W763															
	Less Resources (Capital Grant)		04/05	KE	1	1	1	56	17	39	31	0	31	0	31	8	0
	Total Cost of scheme							-56	-17	-39	-31	0	-31	0	-31	-8	0
								0	0	0	0	0	0	0	0	0	0
TOTAL SOCIAL SERVICES CAPITAL PROGRAMME								1,649	591	804	717	0	717	-327	390	463	205
TOTAL SOCIAL SERVICES CAPITAL PROGRAMME: GROSS EXPENDITURE								2,788	1,010	1,062	964	0	964	23	987	586	205
: INCOME								-1,139	-419	-258	-247	0	-247	-350	-597	-123	0
: NET (AS ABOVE)								1,649	591	804	717	0	717	-327	390	463	205

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CS2262

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**Meeting of the Executive Members for  
Housing and Adult Social Services and  
Advisory Panel****5<sup>th</sup> June 2006****Report of the Director of Housing and Adult Social Services****Pilot Implementation of the revised Continuing Care Policy****Summary**

1. This report requests the Executive Member to endorse an extension of the 6 month trial of the North and East Yorkshire and Northern Lincolnshire Strategic Health Authority revised Continuing Health and Social Care Policy and Assessment Tool.

It recommends that the outcomes of the trial and the revised national policy guidance will need to be considered prior to full implementation of revised policy.

**Background**

2. The pilot of the revised policy was approved for implementation by the Executive Member on the 10<sup>th</sup> November. The pilot was to have run until May 2006 before being evaluated for longer term application..
3. Since the pilot was approved there has been significant developments at a national level with far reaching implications. These include:
  - Reports by the Health Service Ombudsman and the Health Select Committee. In response to these the DOH have been preparing a national approach to fully funded continuing care and the closely related policy area of funded nursing care.
  - More recently the Grogan Judgement has meant that detailed guidance has been issued to all health and local authorities to ensure that SHA eligibility criteria are based on a test or approach which identifies whether an individuals primary need is a health need or not. This has already led to changes in the local draft policy to make it "Grogan compliant.
  - A National Framework for continuing care and funded nursing care is to be published for a 3 month public consultation. This means that any implementation of such a framework will not occur before the autumn.

4. In anticipation of Strategic Health Authority merger, advice has been sought as to the need to produce a single policy for Yorkshire & Humber in advance of the adoption of a National approach. The advice from the Department of Health is that the new Strategic Health Authority could continue to operate existing policies for a few months. The local Joint Executive, (that involves CYC representation) overseeing the implementation of the draft policy has agreed that, in the circumstances and subject to approval within its constituent organisations, it would be appropriate to continue with the pilot for a further six months. At the end of the extended period it is anticipated there will be the national framework available as well as sound information on the effectiveness of the draft policy.
5. The objectives for the extended period remain as they were for the initial pilot and as reported in November:
  - Convergence with national work ,through the anticipated framework;
  - Strengthening partnership and inter-professional working;
  - Implementation alongside audit to improve practice and consistent application of the eligibility criteria.
  - The continued work of the Joint Executive Policy Development Group and the Analysis and Audit Group.
  - Underpinning the programme of implementation with a training and development approach, which needs to be effectively planned and introduced.
  - Finalising the policy and legal position for formal agreement between all authorities involved..

### **Consultation**

6. This proposal has been agreed by the representatives of the signatory organisations.

### **Options**

7. There are two options. The first is to cease the pilot and revert to the previous policy. The second is to continue the pilot.

### **Analysis**

8. The first option is undeliverable as a continuing care policy can only be implemented in partnership and the reason the original policy was replaced with the pilot was due to the fact that it did not comply fully with legal guidance.

- 9 The preferred option is that the Executive Member supports the recommendation to continue the pilot period until November 2006 or before if the national framework is available and agreed for implementation at the local level.

### **Corporate Objectives**

- 10 The corporate objectives that are met by the continuing care policy relate to the provision of services through effective partnership and the improvement to the health and well-being of the community.

### **Implications**

11

- **Financial**

In 2005/06 the Council received £500,000 income from continuing care awards to individual customers. Any changes to policy will include the financial implications in any evaluation that is undertaken.

- **Human Resources (HR)**

There are no human resource implications other than the continued commitment to training City of York staff to implement the policy during the pilot period.

- **Equalities**

The continuing care policy that is being piloted is one that is applied to all people assessed as in need of continuing health care.

- **Legal**

As the policy has been developed, it has been subject to continual independent legal advice which has been shared with the councils legal services. This will be finalised before the policy is formally presented for adoption in 2006.

- **Crime and Disorder**

There are no Crime and disorder implications

- **Information Technology (IT)**

There are no information technology implications

- **Property /Other**

There are no property or other implications

## Risk Management

- 12 The risks to the local authority associated with the pilot continuing care policy are managed through an interagency Executive Group and an interagency operational group.

## Recommendations

- 13 It is recommended that the Executive Member for Adult Social Services support the proposal that the council should extend the revised Continuing Care Policy (including the assessment tool) for a further pilot 6 month period, unless the national position is established or a regional strategic health authority policy is proposed. If either of the latter two are achieved within the extension period, a report will be brought to the Executive Member.

Reason:

To ensure that the current policy remains in place until it is superseded by national guidance.

## Contact Details

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### Chief Officer Responsible for the report:

Bill Hodson  
Director of Housing & Adult Social Services

Report Approved  Date 22.05.06

Anne Tidd  
Directorate of Housing & Adult Social Services  
Tel No. 554155

Report Approved  Date 22.05.06

Wards Affected:

All

For further information please contact the author of the report

### Background Papers:

All relevant background papers must be listed here.

Executive Member Advisory Panel Minutes 10 November 2005, Paragraph 39



CS2245

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

5 June 2006

Report of the Director of Housing and Adult Social Services

### **Review of Home Care Purchasing and Commissioning**

#### **Summary**

1. This report informs the Executive Member on the progress of the review of the current purchasing and commissioning arrangements for home care services. The Executive Member agreed in January 2006 to receive a further report detailing progress on proposals submitted within the report, an update on further consultation and a full financial appraisal of the proposed re-configuration of Services. The appraisal has now been completed and this report proposes the next stages to be undertaken to finalise the reviews of home care services across York.

#### **Background**

2. Members received a report in March 2004 detailing the initial re-configuration of services which included establishing a range of specialist services including a high dependency team, a challenging behaviour service, overnight home care service, an Intensive EMI Support Services and the establishment of a Rapid Response Home Care Service. All of these developments have been successful and have contributed to the authority being able to support more customers at home and to the achievement of very low levels of delayed discharges from the Acute Hospital. The recently published personal social service survey of home care recipients suggests that a large majority of home care customers in York are very satisfied with the services they receive.
3. Members received a further report in January 2006. The Executive Member agreed to progressing the implementation of the re-configuration of Home Care Services, to receive a further report in June 2006 including a full financial appraisal and for the Council to work in partnership with Apetito (Wiltshire Farm Foods) to deliver a frozen meals service directly to customers homes.

4. Members will recall that for 53% of existing meals customers, the proposals represented no change; customers were already receiving frozen meals delivered by Council Home care staff on a weekly/fortnightly basis. It was agreed that priority be therefore given to the transfer of customers whom were receiving a service via the WRVS and “Meals on Legs”. Work is progressing and it is hoped that the transfer and review, where appropriate, will be completed by August 2006. Further discussions have taken place with Apetito in respect of monitoring arrangements for customers transferring and the Council is pleased with the monitoring that is been proposed and that Apetito will look at individual circumstances as to the regularity of delivering meals.
5. The review has clearly demonstrated the need to plan services for the future, to take account of changing demographic profiles and for service providers to change a whole range of “employment” practices. These steps will enable services to “modernise” and meet the objective of enabling more people to be supported at home.
6. A summary of the data/evidence shows that the council needs to be planning now for an increase in the number of older people between 2005 – 2025, with the most significant rise in the 85+ age group where there will be a 77% increase over the next 20 years (2,476 people in York). In respect of older people with dementia, we should be planning for a 36% increase in the next 10 years with a 30% increase in the following 10 years.
7. Recent research from the Personal Social Services Research Unit (PSSRU) states that by 2051 there will be between 3 and 6.4 million more dependant older people requiring an increase at national levels of 150% in care beds and 140% in home care.
8. These population statistics show the need to both increase and modernise the range of services that we offer. It is clear that the introduction of specialist services 18 months ago has contributed to enabling more people to remain independent and live at home. New service provision needs to take account both of changing demographic profiles, the needs and aspirations of customers, eligibility criteria, workforce issues and the impact of Government policies and initiatives such as Individualised budgets.
9. The review has identified the need to address the non-contact time within in-house services. Non-Contact time includes, Training, Holidays, Sickness, Administration, Travel, Supervision and Team Meetings as opposed to Contact time that is “face to face” time spent with customers in delivering care.
10. The review has looked at all options for future delivery of services. It has been established that the existing City of York Council Home Care Service needs to “modernise” and that existing levels of non-contact time within the service need to be addressed whilst the principle and aim of



the review has been to ensure that the level and capacity in Home Care services commissioned by the Council remains consistent with current demand.

11. In order for the In House Provider to achieve the “targets” suggested by the analysis, the service will be adopting a different approach to service delivery with staff having more autonomy over the services they deliver. There will be stricter monitoring systems in place that will enable services to be targeted at those whose needs meet the Council’s existing eligibility criteria. The in-house service is developing a clear plan to address these issues and to change the balance between existing levels of non-contact time and contact time.
12. The review should ensure that all services however should be commissioned in a flexible, responsive manner and be able to meet the needs of both customers now and in the future. The review takes account of the need to develop specialist service provision against the projected demographic growth in population.
13. Recent analysis shows that the in-house service averaged a total of 6,158 paid hours per week plus a further 1,184 contracted hours making a total of 7,342 paid hours per week. Against a total of 3,599 actual hours delivered to customers per week across a similar period, it equates to 51% non-contact time. Clearly this figure needs to be addressed as part of this review.
14. There are concerns regarding the recruitment and retention of staff in both the independent sector and the local authority. The proposals within this review will give services stability, provide a viable service structure and afford staff greater opportunities for career development. This will assist all Providers in recruiting staff and been able to deliver higher quality services.

## **Consultation**

15. Prior to the report in January, meetings had taken place with UNISON, staff groups, the voluntary and Independent sector and representative groups. Initial discussions on the proposals had been well received by Providers of Services and there had been a wish by all parties to work in partnership with the Council.
16. Within this report there are details of the consultation that has taken place with City of York Council Staff and UNISON on the new service proposals and the impact on existing staff. (see paragraph 47-53)
17. It is recognised that a major change in a service that has 230 staff and 900 homecare customers will require a detailed communication strategy to ensure staff, customers and other stakeholders (including Members) are kept informed and have opportunity to raise questions or concerns.

18. Officers have outlined the proposals for future service delivery and meetings have been held with several interested parties. These have included;
  - Social Services User Consultation Panel (outline of proposals)
  - Older Persons Assembly
  - Age Concern
  - Carers Forum
  - Voluntary Sector Organisations
  - Older Persons Partnership Board (outline of proposals)
19. Further consultation and information sessions following this report are planned with the following;
  - Older Persons Partnership Board (meeting in July)
  - Social Services User Consultation Panel
  - Selby & York Primary Care Trust
  - Staff and Trade Unions
20. Partners in the Independent Sector including the Independent Care Group have been briefed on the proposals and whilst there are concerns on the impact of the proposals reducing the number of Providers the Council work with, the proposals have been well received. Providers have also acknowledged and welcomed the open manner in which the review has been conducted.
21. The key points that have been raised during the consultation with stakeholders are;
  - Concerns about customers potentially having to change service providers. Whilst accepting that customers may have a service more appropriate to their needs, there will be some whom will have to have a new provider. This may be disruptive initially and potentially upsetting for many people whom have been used to an individual worker or staff team.
  - Some customers and carers were concerned about the change in meals provision but have been assured that individual reviews of circumstances will be undertaken and, if necessary support to prepare meals will be given.
  - Some concerns over the relative merits and qualities of In-house service provision and the Independent Sector mainly around the impression that some Independent Sector Providers do not provide services of the same quality as in-house. Currently the Independent Sector provides the Council with approximately 55% of all the Home Care Services it commissions. This figure will fall marginally as a result of this review and the reduction to three main locality providers will ensure closer monitoring of quality.

- The move to “guaranteed” hours would also enable Providers to recruit, train and retain staff to a higher level. Despite all the concerns expressed, the quality of the provision in the sector is good. Quality Monitoring of services is encouraging and CSCI inspection reports are positive. The proposals within this report will enable the services to improve further.
- Agreement on approach to the review with the focus on locality services, closer links with Health and community based services and the development of new services such as Home Support.
- Staff concerns about the Human Resource implications are being dealt with through the City Change Management policy as described in a later section (paragraphs 47-53).

## Options

22. Members agreed in principle the approach to re-commissioning these services in January 2006. The options presented are to proceed to the next stage of the review of home care services or to retain services within the current structures.

## Analysis

23. The Services, which we propose to deliver in the future, are detailed in the table below. A summary of the services is attached at **Annex A**. Members will note the growth in specialist service provision and the development of new services including, Enabling Service, Home Support Service and a Functional Mental Health Service.

Service	Existing Services Delivered at Present	Proposed Hours of Service to Customers
High Dependency Service (CYC)	594	767
Overnight Home Care Service (CYC)	280	420
EMI/Challenging Behaviour Service (CYC)	310	408
“Functional MH” Service (CYC)	Not currently Provided	100
Home Support Service (CYC)	Not currently Provided	900
Enabling Service (CYC)	Not currently Provided	1600
Extra Care Housing Schemes (CYC – 4 Schemes)	317	477
Carewatch Rapid Response	230	Enabling Service assumes hours
Non – specialist Service Home Care Provided by Independent Sector and City of York Council (Adults and Older Persons)	CYC 1,881 Independent Sector 4,411 (Total 6,292)	Part of Overall Proposals

Locality Home Care Services (Independent Sector)	Not currently Provided	3674
Totals	8023(**)	8346

\*\* The actual Services delivered at present are 8796 hours per week. This however includes 773 hours delivered to Learning Disabilities, Meals Services, Mental Health etc, which need to be deducted from the capacity required for this review making the total service capacity required 8023 hours per week.

24. The review, as outlined, is looking at services required for Adults aged 18+. It is proposed that services currently purchased by Mental Health and Learning Disabilities from the In House Service at present are commissioned as part of the Locality Home Care Services. Currently they utilise approximately 30 hours per week of service. Services however currently commissioned from the Independent Sector will continue. The Service areas will continue to make individual purchasing decisions against the specialist needs identified but in the future some specialist city-wide services will be commissioned. These will be identified in the coming months with operational and health colleagues.
25. The review has however identified that some additional capacity in services can be achieved to meet the needs of customers with EMI and High Dependency requirements. A total of 323 hours has been identified as been required and can be delivered as part of an increased service profile from November 2006. The increase in capacity is to be achieved by the reduction in "non contact" time within In house services to 33% and then 25% over the next two years. Operational Managers in the Council are confident that they can achieve this by;
- A reduction in management hours and providing management across all the hours provided in new services.
  - Reducing absence from work.
  - Move to a locality model approach reducing travel and mileage costs
  - Management of flexible rota's and the introduction of revised contracts to achieve this.
  - Review of Administration to reduce administration pressures for home care staff.
  - Move forward the approach to service delivery and staff development to support this.
  - Development of a dedicated action and improvement plan to achieve the above which will be developed and consulted on during the preparation for new services. This will be reported to members in a further report.
26. It is proposed that the Council maintains its role as specialist Service Provider as this is a strength of existing service provision. The service has enabled the Council to meet the varying needs of customers and has enabled individuals to remain independent and to be supported within their own homes. Both the move to the Council meeting all customers needs for the first 6 weeks and the maintaining of specialist services will enable closer links to be built between staff and other statutory input such as community nurses.

27. An important factor in developing the capacity to deliver the required services within the in-house service is to ensure staff are available to deliver services across all areas and at times needed. The current contractual agreement with staff does not lend itself to this. As a result we are reviewing existing contractual arrangements in consultation with staff and are proposing a move from the current banded hour system, where staff are not guaranteed hours over a certain level, and may not be available to work when they are needed. The move will be to fixed hours on a more flexible contract. It is also proposed that the staff move to monthly pay to reduce administration costs. There are approximately 230 staff affected by this.
28. It is proposed the current services provided by the Council in Extra Care Housing settings should remain classed as specialist with council home care teams based around these settings as approved in November 2005.
29. A similar service to the Home Support Service is currently provided by In – House Home Care Services, there is the clear opportunity to link the service to Warden Call and for the service to meet all low level support needs and assist in the Council's preventative approach to services. There is the clear scope both to enhance and increase this provision. There are also an increasing number of support roles such as pension collection etc that the authority may need to provide for in the future. This service based on a locality model and approach will it is felt, prove invaluable in meeting the needs of customers in future years. There is currently significant duplication with customers receiving services and warden call which are essentially meeting the same needs. It is proposed therefore that the Home Support Service is established alongside Warden Call building on existing service structures.
30. It is proposed that that the Independent Sector then offers longer term non-specialist support through Locality Sector Services organised within three geographical zones in the city. This is an existing strength of current service provision by the sector. They are able to offer a flexible approach and will become a key locality contact for all professionals involved in the longer term support of customers. The providers of these services will be selected through a tendering exercise.
31. The current position shows that; 8,796 hours per week services are provided which result in a total of 12,539 paid hours per week. From November if the proposals are agreed, a total of 8,346 hours will be provided with paid hours totalling 10,696 hours. From May 2007 these figures will be 8,346 actual hours and 10,278 paid hours.
32. Current Contractual commitments to Home Care workers in the in-house service are for 3,823 hours per week at present. From November the in-house service will require 7,022 hours to deliver the required services.

## Corporate Objectives

33. The current proposals from the review of home care will support the following Corporate objectives when approved.
- 5.3 Ensure that adults eligible for social care are helped to maintain or achieve independence, and to maximise their life chances from education, health, leisure and work.
  - 5.5 Promote healthy-living, and ensure the delivery of high quality modern social care and health facilities and services in conjunction with partners in the public and voluntary sectors.
  - 5.6 Strengthen the range of existing support mechanisms that help older people maintain their independence.
  - 8.2 Adopt a 'can-do' philosophy ensuring continuous service improvement and high quality in the delivery of services plus class leading accessibility arrangements for residents.
  - 8.6 Continue to provide sound and timely financial management, and improve medium and long term financial planning

## Financial Implications

34. In achieving the position outlined, the savings levels agreed for 2006/7 will be achieved. The review presents a balanced budget approach to service delivery, services have exceeded budget projections in recent years due to a mixture of demand and high costs of in-house provision. Whilst the unit costs of in-house services remain high and present cause for concern, action has been taken to address this and the in-house service need to consider its costs and achieve further efficiencies.
35. Within the proposals, the non-contact time allowance has been set at 33%. Given the need to review the services further and address this level of "time" it is proposed that a 33% figure is acceptable from November 2006, the proposed start date of services until May 2007 when In-House provision will have to aspire to reach and maintain a figure of 25%.
36. Members will recall that as part of the budget process for 2006/7, savings of £110K were identified as part of this review. The re-commissioning of services can achieve this saving and as the financial evaluation attached at **Annex B (Confidential)** details, achieve further efficiencies from services in 2007/8.
37. The proposals for re-commissioning services therefore address the issues of high costs, levels of non-contact time within services and high

demand for services by allowing for a growth in capacity whilst delivering significant savings in 2006/7 and 2007/8.

38. However, if the Executive Member agrees to continue to the next stage of the review as out-lined within this report, there will need to be an acceptance that in-house costs will be higher than commissioning services from the independent sector. The additional costs can be justified because of the added value to be gained by closer working with the care management services, training, closer working with partners and by the specialist nature of the services.
39. Whilst it is acknowledged there is a premium to be met for specialist services, steps need to be taken to address the costs of services. in-house services will still be more expensive. There is an awareness that a regional solution is been looked at by the Centre of Excellence amongst others, there is however no proposals in place to be considered but it maybe an option which is considered at future review of services.
40. An option that was considered was to commission specialist services from the independent sector. Whilst savings could be achieved over a period of time, the potential implications of TUPE would be significant. It is proposed that this position is reviewed in 2008 when the in-house service has had the opportunity to reduce it's costs and increase the capacity of it's services. The comparative costs of commissioning in the independent sector which are highlighted in Annex B do not include any implications of TUPE considerations. It is proposed that the Locality Providers are offered three year contractual agreements to provide services whilst the in-house services agree a two year service level agreement which affords the early opportunity for review in 2008.
41. It is proposed that the in-house services are to be commissioned via Service Level Agreements and there will be a review clause after 18 months to review the progress made in achieving further efficiencies. Whilst it is accepted that it may be difficult due to existing terms and conditions, recharges etc to achieve further efficiencies, it is believed that there is the opportunity to increase service delivery within allocated resources to customers. This will assist in meeting the increase in services required as per paragraphs 6-8 of this report and reduce the unit costs of in-house services to an acceptable level.
42. The two key variables that will need fully testing in the remaining stage of the review are for the assumptions of the likely costs of both the independent sector sand in-house services to be confirmed. This can be done on completion of the tendering process for the locality services and the outcome of the next stages of consultation concerning the proposed restructure of the in-house home care services. It is proposed that a further report considering the outcome of both is considered by the Executive Member.

43. If Services are commissioned in line with the above proposals, then increased capacity can be achieved within a “cost-neutral” approach allowing for the £110K identified savings. This will address some of the existing in-efficiencies within in-house services. A detailed Financial appraisal is attached as Confidential Annex B of this report. The financial appraisal is currently calculated on an indicative start date for the re-commissioned home care of 1<sup>st</sup> November. The actual date will depend on the outcome of the tendering and staff consultation.
44. The total costs of providing the new services as proposed will be £6,040,443 including the additional costs incurred to implement the proposals. With the budget available for re-commissioning set at £6,083,180, this is a potential full year saving of £42,737 in addition to the £110,000 already agreed by Members. Within the financial appraisal, the Executive Member will note that the proposals may achieve a further savings in this financial year and in 2007/8. It is proposed that any further savings that could be realised and how these should be utilised are considered by the Executive Member in a future report following completion of the tender exercise and consultation with staff and their representatives on the home care restructure.

### **Legal Implications**

45. The tendering process is being conducted in accordance with the Council’s Financial Regulations. The tendering of services will be in line with the MEAT criteria included within the regulations and the Criteria for award will be agreed with the Executive Member in advance of tendering commencing.
46. The consultation process with staff and representatives is being conducted with guidance from the Human resources section.

### **Human Resources Implications**

47. Consultation with staff and UNISON started prior to the EMAP meeting in January. Since then as the detail of the proposals has developed there have been further meetings with staff and UNISON. These are undertaken within the Council’s Change management process and are ongoing.
48. The main changes within the proposed in-house home care service restructure will be;
  - 48.1 Management of the service.

The 2 Specialist Home Support Manager posts originally endorsed at EMAP in December 2005 are being put in place in the two remaining Extra Care services at Marjorie Waite Court and Gale Farm Court, (posts at Barstow House and Glen Lodge are already established). The proposed management structure outlined below builds on the creation of



Home Support Manager Posts. The proposals currently being consulted on include:

- Deletion of the current Home Care Manager, Team Leader and Senior Care Assistant Posts
- Creation of new Team Leader Posts

Management Structures – Current & Proposed

Post	Numbers of FTE at present	Numbers of FTE posts in New Structures
Home Care Managers	4.35	0
Home Support Managers	2	4
Team Leaders (existing posts)	3	0
Specialist Services Manager	1	1
Team Leaders – New posts	0	13.5
Senior Home Care Assistants	15	0

A revised in-house management structure chart and the existing structure chart are attached at Annex C.

48.2 Home Care and Home Support Workers

The proposals that are being consulted on concerning proposed changes to the way the home care and home support are delivered relate to:

- The revision of the Home Care Assistant post to provide Home Care Worker posts in the Enabling Service and Home Support Workers in the Home Support Service.
- The revision of contracts for the new Home Care Worker and Home Support worker posts to a monthly paid contract for a set number of hours to be worked on a flexible work pattern.

49. Job descriptions for the new posts are currently being evaluated for a provisional grading. Should the recommendation be agreed the grade should be specified as a “proviso grade “ subject to the final outcome of Job Evaluation along similar lines to that of new posts.

50. Consultation has yet to commence with staff regarding the way frozen meals will be provided although this will commence shortly. It is likely that the revised arrangements will give rise to a TUPE situation with the staff currently providing this service transferring employment to the new service provider. Consultation will be undertaken between now and the change of service and the transfer will be managed in accordance with established Council procedures in this area.

51. The full details of the proposed restructure, responses to consultation and the financial impact of any pay protection issues once all the individual consultation is completed will be reported to the Executive Member. The Council will be trying to introduce the changes to working arrangement and new structures by agreement but if agreement can not be reached on these matters, consideration will need to be given to implementing them by issuing staff with notice. If agreement can be reached with staff the indicative date for introducing the proposals is November but if not the implementation date may need to be revised.
52. Job evaluation etc may have an impact on addressing some costs within services and any review should reflect this. The restructuring proposals in respect of the current Management will lead to a redundancy situation due to the restructure of Management as detailed above. However this will be managed in accordance with Council procedure and as many redundancies as possible mitigated through the redeployment of staff into other suitable posts. The introduction of the proposals may lead to a redundancy situation for home care workers. Again the situation will be managed in accordance with Council procedure and as many redundancies as possible mitigated through the redeployment of staff into other suitable posts.
53. If approved the restructure will be implemented using the Council's Change Management process.

### **Equalities**

54. The Home Care Service is provided to Older People, Learning Disabilities, Physical Disabilities and Customers with a Mental Health problem. The proposals are intended to ensure they receive the service they require in the best possible way. Consideration was given to the need for specialist services for the BME community. Current demand indicated this was not necessary but Contracts and Service Level Agreements will require Providers to provide culturally sensitive services.

### **Crime and Disorder**

55. There are no implications within this report

### **Information and Technology (IT)**

56. The proposals will not require any significant changes to current IT systems.

### **Property / Other**

57. Not Applicable

## **Risk Management**

58. Identified below are risks if the review does not continue, these are in line with the Department's risk register analysis;

- Current working practices remain un-changed with cost implications
- Unlikely to achieve balanced budget for services
- Increased capacity of in-house services will not be available to meet the projected demand created by the anticipated increase in the number of older people between 2005-2025.
- Services will not be commissioned in line with the needs of customers

59. Identified below are potential risks following the agreement of the proposals within this report;

- There is a risk that the HR changes to in-house services may not be achieved in line with indicative timetable which may delay implementation of the proposals.
- There would be risks of legal challenge to the authority if the proposals were approved and implemented before full consultation with staff has been completed. There is also the risk of unfair dismissal claims and a protective pay award of up to 90 days per employee if there is inadequate consultation due to implementation timescales.
- Staff may not accept re-engagement if we have to issue notice of dismissal and re-engagement in order to implement the re-structure.
- The costs from the Locality Tender exercise may be higher than that projected within the financial analysis.
- Impact on customers of the proposed changes. A detailed communication plan needs to be developed to minimise this risk and manage the change.
- Whilst the indicative date for implementation of these proposals is November 2006, this will be dependent on a tight implementation timetable and a January 2007 date maybe more indicative.

It is felt that the impact of the risks if the review is not completed are higher and more likely to happen, if the proposals are agreed at a future stage, any potential risks can be managed through contingency planning.

## **Recommendation**

60. Following the analysis and financial appraisal that has been undertaken, it is recommended that the tendering exercise for the independent locality services is now undertaken. Consultation with staff on the proposed restructure and contractual changes will continue, with a further report to be submitted to Members on the proposals.

Reason: To improve the efficiency and effectiveness of the service.

**Contact Details**

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**Chief Officer Responsible for the report:**

Bill Hodson  
Director of Housing and Adult Social Services

**Report Approved**

**Date** 22.06.06

**Specialist Implications Officers:**

**HR/Legal Implications**

Ken Green  
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**Financial Implications**

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**Wards Affected:**

All

**For further information please contact the author of the report**

**Background Papers:**

- Review of Purchasing Arrangements for Home Care Report January 2006
- Review of Purchasing Arrangements for Home Care Report March 2004
- Review of Purchasing Arrangements for Home Care Report July 2003
- Review of Purchasing Arrangements for Home Care Report June 2002
- Review of Purchasing/Commissioning Arrangements for Home Care Report December 2002
- Making Connections: a review of options for 24-hour care for older people in York. Nuffield Institute for health. July 2000
- Inspection of Social Care Services for Older People, City of York Council. September 2001
- Best Value Review of 24 Hour care – Final Options Report. October 2001
- Review of Services for Older People with Mental Health Problems in York – Dementia North October 2002.

**Annexes**

- Annex A Summary of Services
- Annex B (CONFIDENTIAL) Financial Appraisal
- Annex C Structure Charts

## **Annex A - Service Descriptions**

### **High Dependency Service**

The High Dependency Service is provided for people with multiple and complex needs where an intensive visiting pattern is required, more than one staff member or close working with community health colleagues. This service is integrally linked with the out of hours service. The service will offer a flexible approach providing both long and short term support to customers whom have been assessed as needing a package of care over a 24 hour period.

### **EMI/Challenging Behaviour Service & Functional MH Service**

The EMI and Challenging Behaviour Service aims to provide long term support and intensive short term “intermediate care” which supports people at home and prevent an admission into hospital or long-term care. This service will only be offered to people with diagnosed mental illness.

The Service aims to meet the following objectives:

- To promote independence within the remit of Mental Health problems.
- To provide support to a carer or to people living alone.
- To deal with customers who are reluctant to engage in formal services.
- To become involved in situations where customers’ behaviour is inappropriate for standard home care provision.
- To enable and encourage people to maintain life skills and perform domestic tasks.
- To encourage people to attend more formal day services.
- To enable people to attend GP and hospital appointments.
- To facilitate “safe” dealings with customers’ finances with finance guidelines.
- To formally review customers on the scheme in conjunction with CMHT and continually assess the need for input from the EMI Home Care Service.
- To provide routine monitoring information to enable a regular evaluation of the provision of the EMI Home Care Service to take place.

- To provide an up to date customer record through the provision of a care plan which will be regularly monitored and reviewed.

The “Functional” Mental Health service aims to provide long term support and intensive short term “intermediate care” which supports people at home and prevent an admission into hospital or long-term care. This service will only be offered to people with diagnosed mental illness.

### **Home Support Service**

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 health well being. The service is provided to assist customers, who have low level needs, maintain their independence within their own homes.

Main aims of service will include;

- To maintain maximum possible independence
- To enable customers to remain confident and independent in their own home with minimum support
- To ensure the safety and comfort of customers
- To contribute towards the emotional and social well-being of customers

### **Enabling Service**

The aim of the service is to enable, or re-enable, customers to live in the community focussing on realising maximum possible independence within the community.

Main aims of service will be;

- To facilitate speedier and safe hospital discharges and to provide an initial 6 week service to new customers living in the community.
- To achieve maximum possible independence through continual assessment of changing need.
- To enable customers to re-gain the confidence to live at home with support
- To contribute towards the emotional and social well-being of customers
- To provide relief and support to carers

### **Overnight Home Care Service**

The service is designed to provide both long term and short term support and care for people at home who have been assessed as needing a package of care over a 24 hour period.

Main aims of service will be:

- To enable and encourage people to maintain life skills.
- To provide a service for people at home who have long term care needs.
- To provide short term care for people at home which prevents inappropriate admissions to hospital.
- To provide short term care for people at home to enable earlier hospital discharge.
- To provide short term care for people at home to enable carers to have respite.

It is the expectation that customers who receive this service will be connected to Warden Call to enable them to call for help in an emergency.

### **Extra Care Housing Schemes**

Extra Care Housing is available in four sites in York and links the provision of varying and intense support for people in their own tenancies that are provided in sheltered accommodation.

### **Locality Home Care Service**

The aim of the service is to aid customers to live in the community focussing on realising maximum possible independence within the community.

Main aims of service will be:

- To prevent inappropriate admission to residential or nursing home care.
- Where appropriate, to support the person in their wish to stay in their own home.
- To ensure that no-one referred to the service is left at risk without the offer of services.
- To support planned transfer to other services as appropriate.
- To promote and maximise independence.
- To empower the customer to make decisions and choices within their daily living routines.
- To contribute towards the emotional and social well-being of customers
- To provide relief and support to carers

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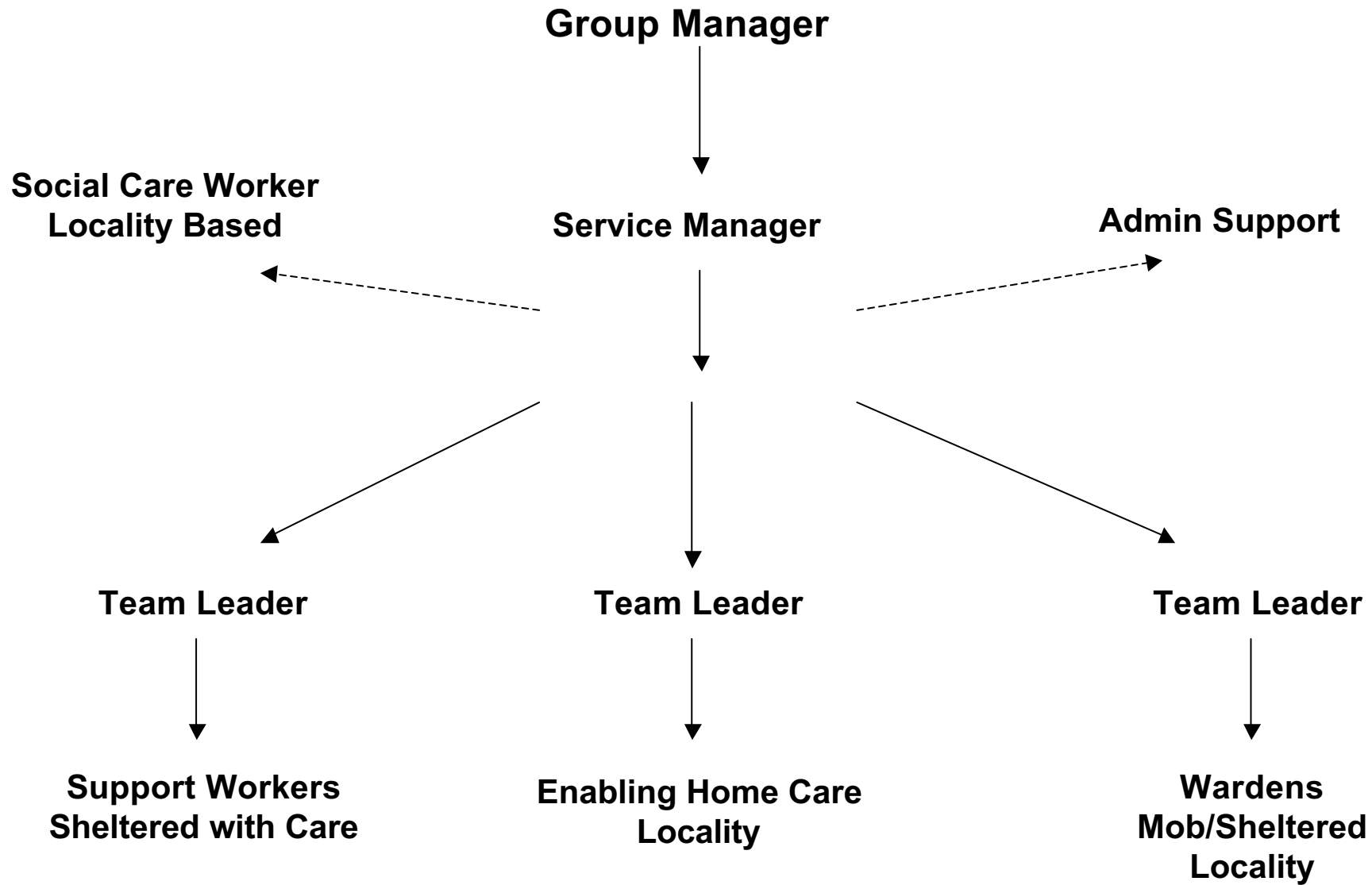


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of the Local Government Act 1972.

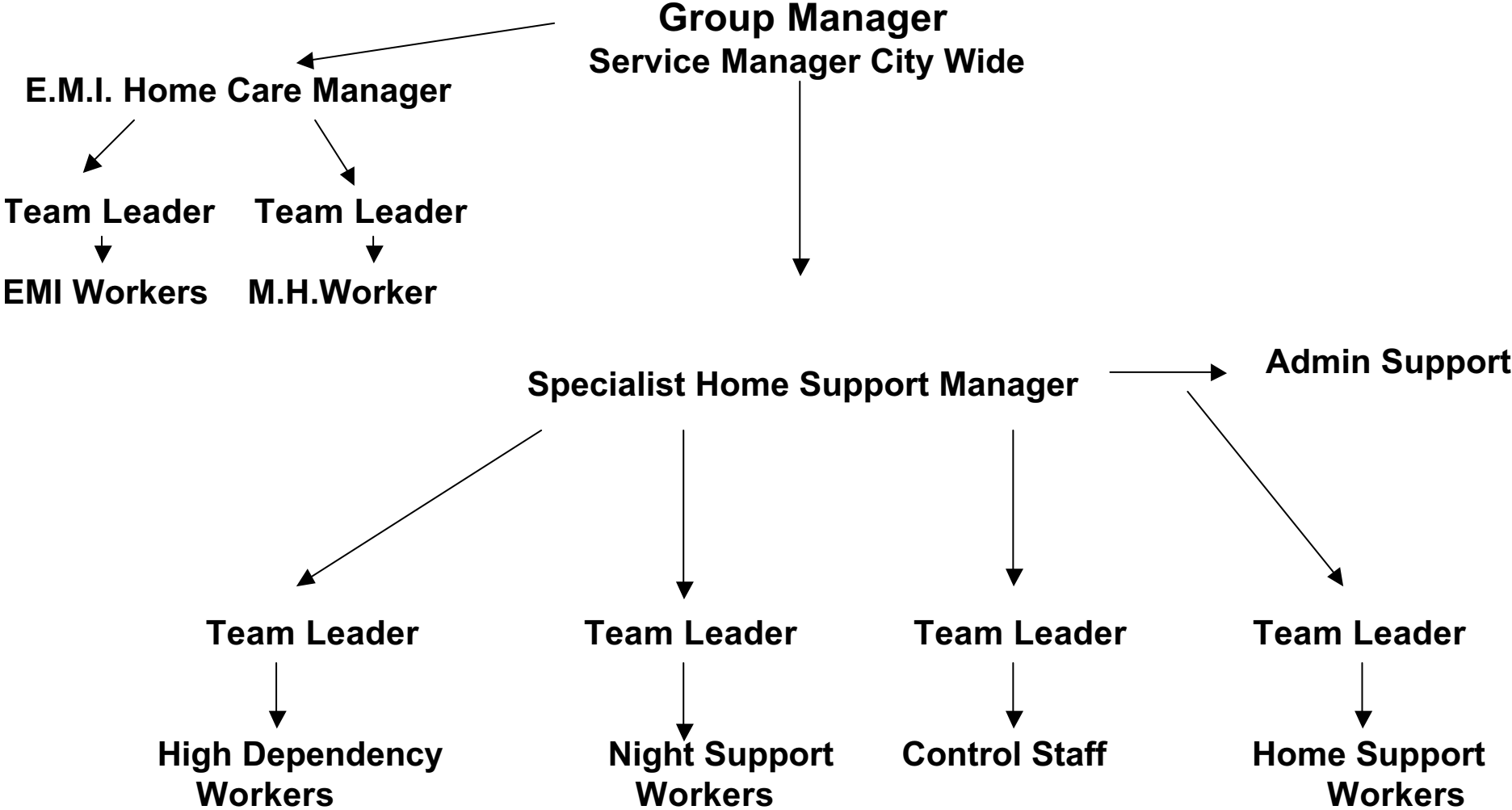
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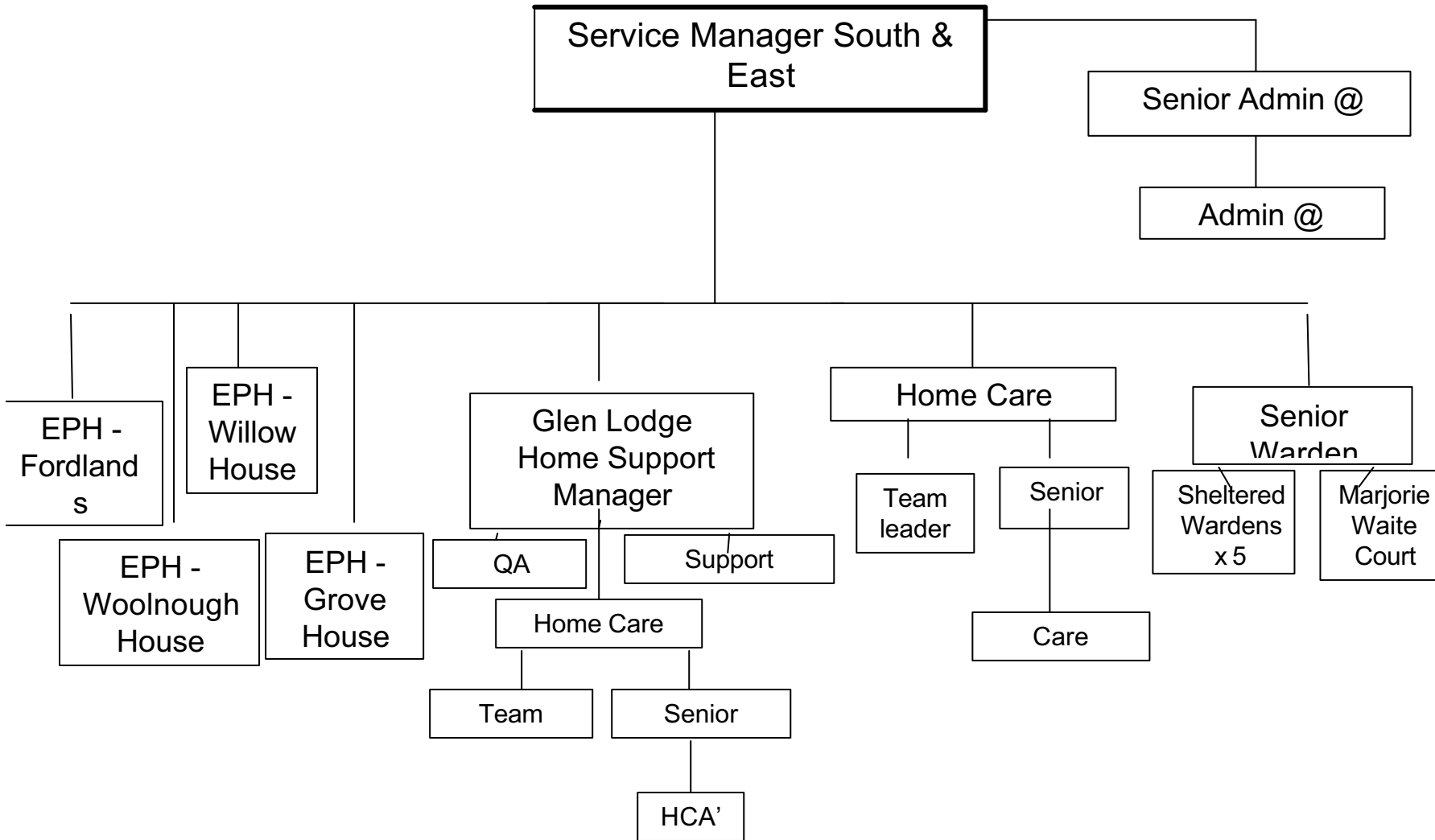
**Annex C –**  
**Proposed Staffing Structure for the four Locality based Support Services.**



**Proposed Staffing Structure for the Specialist Support Services.**

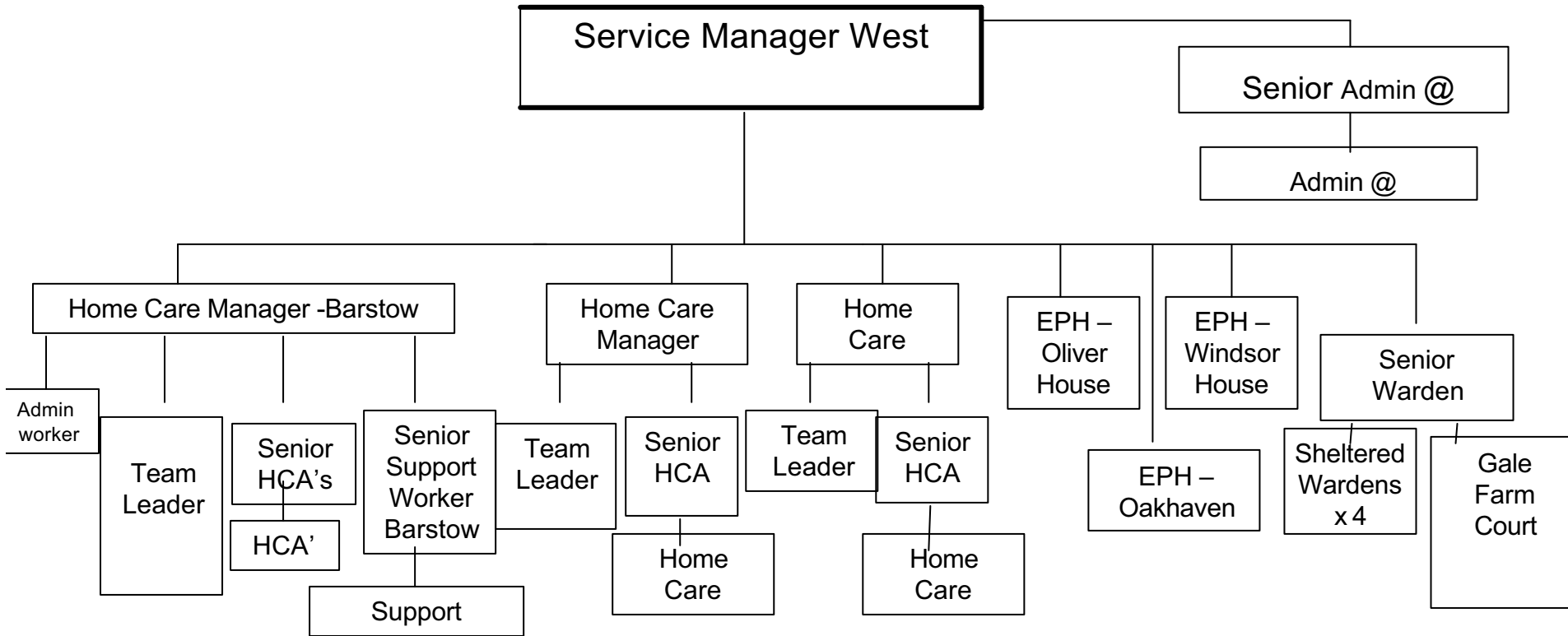


**Existing Structure South & East**

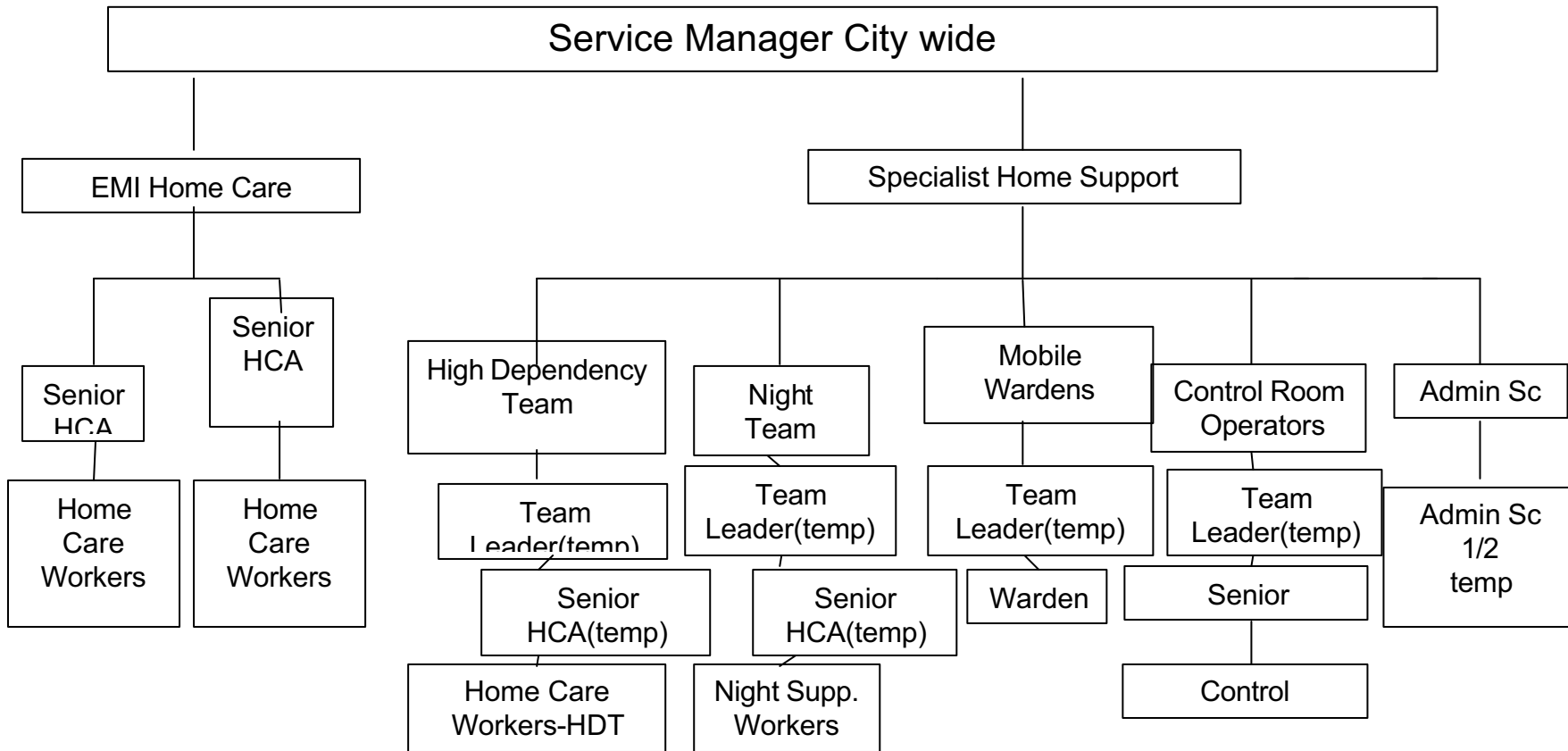




## Existing Structure West



**Existing Structure-City Wide**





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

**5 June 2006**

Report of the Director of Housing and Adult Social Services

**Service Plans – Performance and Financial monitoring draft  
outturn**

**Summary**

1. To provide the Executive Member for Adult Social Services with a summary of the year end outcomes for the Service Plans agreed in April 2005. This report covers service plans for social services and corporate services. Elements of the Corporate Services monitoring have also been reported to Housing EMAP. The Executive Member has received two monitoring reports during 2005/06.

The report also highlights a year end overspend.

**Background**

2. The Executive Member agreed Service Plans for the following areas in April 2005
  - Older People and Physical and Sensory Impairment
  - Learning Disabilities,
  - Mental Health
  - Corporate Services

The process and structure followed guidelines set out by the Corporate Centre. It was agreed that the Executive Member would receive monitoring reports later in the year. It was also acknowledged that both the creation of service plans and the method of monitoring were an evolving process. The Executive member approved Service Plans for the period 2006-2009.

The report provides an initial section which covers:

- comments about issues related to adult social care generally and a summary of the outcome
- summary financial Implications

Later sections provide for each service plan covering the following areas:

- Key achievements during the year
- Progress on the Critical Success Factors
- Areas where performance did not achieve expectations
- New external priorities or demands during the year
- Significant organisational issues that impacted on performance
- Prospects for the next year
- Summary of variations to the approved budget

3. Annexes provide balanced scorecards for each service area based on the measures and targets set out in the agreed service plan. The Executive member will recall that targets have been set not solely in relation to performance indicators but also developmental actions.

### Consultation

4. The report is for information and consultation on its contents was not required.

### Options

5. The report is for information and there are no options to consider.

### Analysis

#### General Comments

6. Members will recall that the overall performance of the department in relation to its social care functions is assessed annually by the Commission for Social Care Inspection (CSCI). The Annual Performance Review for 2005/06 indicated that the CSCI's judgement was that the City of York Council is a two star Adult Social Service authority serving most adults with promising prospects for improvement. CSCI have noted improvement from 2003/04 on many of the key issues raised in the previous year's assessment, including:
  - Breaks for carers.
  - Costs for Intensive social care for adults and older people
  - Unit cost of home care for adults and older people.
  - Unit cost of residential and nursing care for older people.
  - The number of learning disabled people in work as a percentage of those with learning disabilities known to the council.
  - The number of adults with learning disabilities helped to live at home.

as well as identifying some areas for development:

- Assessments of new clients aged 65 or over
  - Assessments of Adults and older people leading to provision of service.
  - The ethnicity of older people receiving services following an assessment
7. The Service Plan approved for 2005/06 were subject to significant external changes during the year that had an impact on activity undertaken during 2005/06 influenced the development of the Service Plans covering the period 2006-2009. These included:
    - **The Government's White Paper on the future of adult social care. 'our health, our care, our say'** (and related draft guidance on the role of the Director of Adult Services).
    - **Major changes to the organisational structure of community and primary health care** in the region with the establishment of a North Yorkshire and York Primary Care Trusts (PCTs) now confirmed to commence later in the year and revised Strategic Health Authorities, shortly to be put in place.
    - **The growing prominence of the local authority's role in achieving health improvement.** This will be reinforced through the CPA process and will be an important aspect of the development of Local Area Agreements this year.

- **Budgetary constraints** – both within the council and the NHS. This report shows that the department has not been able to contain expenditure within the approved budget, and the deficit with the Selby and York PCT has led to an urgent financial recovery plan. Given that the funding that the council has to spend on adult social services is the 3<sup>rd</sup> lowest amongst unitary authorities this context presents real problems in terms of the development of local services to meet new demands.

Although tightening of the application of current eligibility criteria has slowed down the increase in expenditure, rising demand and other cost pressures have had a significant impact. Added to additional cost pressures within the new financial year will make it very difficult to maintain all our existing services at their current levels to all our existing customers.

8. These four areas contain their own work streams but it is crucial that we see them as connected and linked. Proposed changes to respond to one set of challenges (e.g. budget constraints) will need to assess the impact on performance targets and objectives.
9. The following areas of achievement over the last year should be particularly noted.
  - The number of people helped to live at home is higher than last year across all customer groups and higher than target for learning disabilities.
  - Morrell House has opened to provide specialist EMI care. And is working very successfully.
  - Key performance indicators, (Star rating blockers) are on target
  - Hebden Rise day service re-provision for people with learning disabilities has been completed
  - Delivery of equipment remains high at 94%
  - Proportion achieving acceptable waiting time for packages of care achieved its target of 85%
  - Service is on target with the main National Service Framework for Mental Health development objectives
  - Introduced a number of short-term pilot schemes for supported housing through Supporting People Programme including for people with alcohol problems, pregnant teenage mothers and a bond guarantee scheme with Citizen's Advice Bureau.

### **Financial Implications**

10. Summary position – The original revenue budget for Social Services for the financial year 2005/06 was £29.2m. During the year a number of changes to this figure were approved including increases to residential and nursing budgets, insurances and recharges. The latest approved budget after these changes is £30.079m. Monitoring reports have been made during the year, informing of expenditure and income trends during 2005/06. The latest report presented to the Executive Member Advisory Panel on the 8<sup>th</sup> December 2005 indicated the overall Social Services budgets would outturn at £1,171k unless action was taken. These actions were intended to draw back the overall departmental overspend to £132k. Several of these actions have not achieved the expected level of savings.
11. The draft outturn expenditure is £30.872m, which is £793k above the latest approved budget and represents 2.6% of the gross turnover of the portfolio area. The main variations between the approved budget and the draft revenue outturn are itemised in the tables within each of the service plans below and the trends, which may continue into 2006/07, are discussed in more detail in paragraphs 40 -

42. Financial regulations require a detailed explanation of any budget variation in excess of £50k and those above £10k where the variation is greater than 2% above the budget heading.

12. The following sections provide more detailed commentary on each of the service plan areas.

### **Older People and Physical and Sensory Impairment**

#### **Achievements**

13. The following areas should be noted.
- The number of older people and people with a disability helped to live at home is higher than last year
  - The number of short breaks has increased
  - The number of older people and people with disabilities admitted to registered care has reduced significantly
  - Morrell House has opened to provide specialist EMI care. And is working very successfully.
  - Key performance indicators, (Star rating blockers) have been achieved
  - Delivery of equipment remains high achieving at 94%
  - Proportion achieving acceptable waiting time for packages of care remains at high level of 90%
  - Increased number of people gaining access to intermediate care
  - The approval & introduction of an electronic single assessment process
  - Preparation for the introduction of person held records
  - Direct Payments overall has increased further
  - Proportion achieving acceptable waiting time for packages of care remains at higher level of 90%
  - Percentage of people without recorded ethnicity well within boundary.
  - The tightening of eligibility has been introduced and is beginning to take effect
  - Delayed discharges due to social care reasons has stayed at very low level all year.
  - Group manager replacement was achieved with minimum disruption.

#### **Critical Success Factors (CSF)**

14. The following are the CSF identified in the service plan and a comment on their current position.

##### **Review & Improve financial management information systems**

Regular monthly monitoring has occurred with Finance & Group managers. Work to improve the locality/service level finance monitoring has not been as effective as anticipated. This is partly due to fragmented information systems and partly due to operational capacity pressures. New approaches to monitoring and decision making are to be put into place.

##### **Improve staff retention and workforce planning**

There has been some loss of staff due to savings and short-term posts coming to an end. A comprehensive workforce development plan has not yet been achieved,

with much of the workforce focus currently directed towards the job evaluation process and home care restructure. Some rationalisation of management roles has taken place. Sickness rates are reducing.

Improve performance for Assessment and Care Package Timescales

Both indicators have been achieved within the acceptable.

Improve joint planning and working with key partners.

There has been involvement with the PCT planning streams on emergency care; developing a vision and out of hospital service development. Work on the long-term commissioning plan for older people's social care has involved PCT colleagues. Discussions with the PCT to develop joint commissioning plans for Older people & older people with mental health problems has moved on slowly due to the financial risks but some re-investment in community services has occurred through the closure of Acomb Gables, with support from Adult Services.

There has been significant joint planning with NHS and voluntary sector partners to submit a bid for funding through the Partnership for Older People Programme.

Develop a more robust business planning approach

Areas where reviews have taken place or are shortly to be completed are:

- The Financial assessments and discretionary charging process and policy. Cross directorate reviews are in the latter stages and an internal audit has finished with an action plan in place.
- An internal audit of Residential and nursing contracting is completed with an action plan in place.
- Administration functions across Adults & Learning Disability (LD ) services has been completed.
- A strategy for re-commissioning home care is to be approved by members
- The development of accommodation services for older people is being developed in conjunction with an older people's housing strategy

**Areas where performance did not achieve expectations**

15. The following areas are ones where performance has not met targets set or projects have slipped against their predicted timescale.

- Unit costs of residential care are increasing due to specialist fee increases and market forces
- Achievement of financial targets has not occurred with increase in cost pressure in in-house services due to sickness, other absence and regulatory demands and increased complexity of levels of service provision following assessment requiring additional external care provision.
- Review targets have proved difficult due to higher numbers of people being supported and staffing levels that have not been sufficient.

**New external priorities or demands**

16. The following have been new priorities or demands requiring attention during the year, that were not reflected in the original service plan:

- Preparation for White paper- developing a Prevention strategy; improving Partnership arrangements for out of hospital services.
- Planning and Implementation of the Long Term conditions National Service Framework with the PCT.

- Local Public Service Agreement and Local area Agreement planning to ensure the older people and healthier community objectives of the Council are reflected across different sectors.
- Planning for the partnerships for Older People Projects (POPSS) bid for 2006/07
- Plan for use of Assistive Technology grant in 2006/7
- Partnership development for Older people’s strategy in York and with sub-regional partners in North Yorkshire to match the geographical coverage of the new Primary care Trust structure.
- Preparation of a 10-15 year long term commissioning strategy with the Department of Health Change Agent Team and Institute of Public Care (IPC), Oxford Brookes University.

**Significant organisational issues**

17. The following issues have had an impact on the achievement of the service plan.
- The cost implications of formalising the Partnership arrangements in respect of Occupational Therapy & Community Equipment Loans Service (CELS).
  - Financial planning for the medium term in context of budget pressures in 2005/06.
  - Staff availability and capacity to undertake essential preparation for new commissioning and service development plans.

**Prospects for next 12 months**

18. The following are the key opportunities and risks facing the service.
- Information systems remain weak and fragmented and information available does not fully reflect all adult service activity. The planning for introduction of the Electronic Social Care Record and the replacement for the existing customer data base, (ISIS) will help to improve this.
  - Plans to deal with underachievement in key performance areas will be stretched by lack of operational capacity and the reduction in activity required to meet budgets.
  - Will need to develop better systems for measuring Human Resources performance indicators within the plans as data is limited.
  - There may be financial risks from the PCT financial recovery plan unless the impact for social care is considered within a joint planning framework.
  - If the POPSS bid is successful there will be a major opportunity to redesign the service framework to give more emphasis to preventative services.
  - The opportunity exists to support more people at home for longer with the Assistive Technology Grant.

**Budget**

19. The table below sets out the variations in accordance with the financial regulations

OLDER PEOPLE & PHYSICAL DISABILITIES	Budget £'000	Variation £'000	Variation %
Carers – expenditure deferred to offset overspends across the service	2	-55	-2750

OLDER PEOPLE & PHYSICAL DISABILITIES	Budget £'000	Variation £'000	Variation %
<p>Community Support Budget – an increase both in customers receiving intensive support and customer/ family expectation of support in their own homes. Tightening of the eligibility criteria did not deliver the anticipated net savings of £300k as the reduction in customers was accompanied by a reduction in income. In addition there has been a reduction in the level of continuing health care income from that expected.</p> <p>Offset by Internal Home Care Service - hours provided per week reduced to offset overall home care overspend.</p> <p>Offset by the increased use of social services government grant in this area</p>	<p>1,154</p> <p>2,838</p> <p>3,992</p>	<p>+1,241</p> <p>-38</p> <p><u>-401</u></p> <p>+802</p>	<p></p> <p></p> <p>+20</p>
Direct Payments – take up higher than budgeted level and mainly due to one very expensive customer.	38	+127	+334
Transport - mainly due to reduced use of spot purchased taxis for transporting respite customers.	66	-12	-18
Social Care Teams – sickness and vacancies covered by agency staff have led to increased costs.	1386	+111	+8
Meals Service – as the service has reduced income has also reduced due to a greater extent than the cost of meals provided	3	+22	+733
Mobile Wardens – due to extensive sickness among wardens and night wardens as well as additional unplanned expenditure on vehicles.	462	+31	+7
Warden Call centre - due to sickness and replacement cover as well as additional unplanned expenditure on replacement equipment and other revenue budgets due to staffing changes offset by additional customer income.	-318	+44	+14
Night Time Care Service – overspend on staffing to cover long term sickness.	128	+46	+36

OLDER PEOPLE & PHYSICAL DISABILITIES	Budget £'000	Variation £'000	Variation %
Elderly Persons Homes – an overspend on staffing due to cover for staff sickness and increased staffing levels in order to comply with CSCI standards		+193	
an overspend on repairs and running costs, including equipment and catering supplies		+120	
offset by additional income from customers and the PCT		<u>-152</u>	
	3609	+161	+4
Private Sector Adaptations – New partnering arrangements with Property Services have lead to an increased in cost of work for same level of service	185	+30	+16
Expenditure deferred to offset budget pressures across the service		-96	
Other minor variations	8,726	-5	0
<b>Total Older people &amp; Physical Disabilities</b>	<b>18,279</b>	<b>+1,206</b>	<b>+7</b>

## Learning Disabilities

### **Achievements**

20. The following area should be noted.
- There has been a recent learning disability inspection by the Council for Social Care Inspection. The report is very positive about the current service levels and the prospects for improvement and the final rating will be reported to Members at the July meeting.
  - There has been a continued improvement in performance of the service relating to formal Performance indicators:
    - i. The number of annual reviews and re-assessment has risen significantly over the year and has reached 85%
    - ii. The number of people helped to live at home has risen from last year and their has been a 14% increase in people living in supported living accommodation
    - iii. There are no people where ethnicity is not recorded
    - iv. The number of direct payment users has increased
    - v. The % of people receiving a statement of needs is consistently high at 88%
  - There has been an increase in the number of people with a learning disability in work- there are now 21 people in paid work and some 34 others in voluntary work
  - 44% of people living in long-term in-house NHS accommodation have been discharged into the community



- The re-provision of Hebden Rise day service has been completed, with a resultant 5 smaller services options, including individualised supports for customers. This had been achieved on time and budget targets.
- The integration of the service with Selby York Primary Care Trust and North Yorkshire County Council had continued and this has begun to pay dividends in efficiency terms- e.g. joint training and less duplication of staff time
- The Valuing People Partnership Board (multi agency and carers/customer Board) has gained in strength over the year, becoming more focused on the quality issues to be addressed within the services.

### **Critical Success Factors (CSF)**

21. The following are the CSF identified in the service plan and a comment on their current position

#### Embed new integrated management arrangements

This has started to consolidate and has been assisted by the temporary appointment of the Deputy Head of Service post who came into in December 05. In addition, the creation of the LD leadership team is starting to form the strategic direction of the overall service.

#### Review & improve financial management information systems

Regular monitoring of budgets and performance indicators with service managers in situ. Regular liaison with finance support in place. The tracking systems and monitoring arrangements within the team have improved significantly and we are able to track spending effectively

#### Improve staff retention and workforce planning

This work is ongoing as part of a regionally driven workforce planning exercise for Learning disability services led by the Valuing People Regional Office. The retention of staff as mentioned above is good – only 3.1% turnover. 42% of staff have now gained NVQ2

#### Improve joint planning and working with key partners.

Communication and planning within the integrated unit continues to be strong- liaisons with key partners North Yorkshire Social Services and also the Primary Care Trust have been strengthened with joint planning and actions on the following areas:

- Dementia pathway for people with learning disabilities
- Commissioning long stay re-provision
- Joint commissioning strategy in process of being developed
- Accommodation review for customers
- Transitions planning

#### Develop a more robust business planning approach

The development of a three year planning framework for the whole service has begun- details relating to local targets are to agreed by all partner agencies

### **Areas where performance did not achieve expectations**

22. The following areas are ones where performance has not met targets set or projects have slipped against their predicted timescales.
- Setting of local targets to ensure measurements of success are easy to monitor

- Continued pressure on maintaining the number of reviews undertaken means a review of how reviews are currently being done is required.
- Work with planning for older carers is required
- Further work to ensure full compliance with eligibility criteria is required.
- Achievement of financial targets has not occurred with increase in cost pressures as peoples needs increase and costs increase for service provision.

**New External Priorities and demands**

- The number of people in transitions phase of adulthood continues to rise
- The new White Paper- “Our Health Our Lives Our Say” will place an emphasis on how the service can provide a preventative strategy for people with a learning disability
- Some changes with legislation and guidance relating to people with mental health and learning disabilities has put additional pressures on the team in terms of recording systems and changes of professional practice.

**Significant Organisational Issues**

23. Financial planning in the next year in relation to continuing budget pressures.

**Prospects for next 12 months**

24. The following are the key opportunities and risks facing the service.
- The budget position poses a significant challenge. It affects the overall Learning Disability service both from the City of York Councils perspective but also that of the Primary Care Trust and North Yorkshire County Council- all have an impact on the ability to deliver on service plans and outcomes for customers.
  - The recent CSCI inspection report offered some areas for improvement but also highlighted the strength of joint working arrangements across the integrated service. Building upon these strengths will continue to offer tangible benefits for both customers, carers and in terms of efficiencies. One of the key challenges will be to maintain the positive integrated arrangements in light of local PCT reconfiguration.
  - The involvement in the individualised budget work, whilst posing some system change challenges also offers opportunities for the service and community services as a whole to have a better understanding of any likely issues arising from the expected adult social care white paper.

**Budget**

25. The table below sets out the variations in accordance with the financial regulations

LEARNING DISABILITIES	Budget £'000	Variation £'000	Variation %
Community Support Budget - mainly due to an increase in the needs of existing customers. This overspend is likely to continue due to the high cost of these packages of care. Once service has been provided it is likely to continue for the foreseeable future.	531	+259	+49
Residential and Nursing Care – due to an increase in the number of customers.	3657	+147	+4

LEARNING DISABILITIES	Budget £'000	Variation £'000	Variation %
Direct Payments – take up above budgeted level.	203	+21	+10
Increase in cost of transport	150	+96	+64
Head of Service – expenditure deferred to offset budget pressures across the service.	45	-45	-100
CSA – increase in Supporting People income.	-120	-18	-15
Other minor variations	3,456	-48	-1
<b>Total Learning Disabilities</b>	<b>7,922</b>	<b>+412</b>	<b>+5</b>

## **Mental Health**

### **Achievements**

26. The following area should be noted.
- Service remains on target with the main NSF service development objectives
  - The savings target for 2005/06 has been achieved.

### **Critical Success Factors (CSF)**

27. The following are the CSF were identified in the service plan and a comment on their current position.

#### Strengthen partnership arrangements with PCT

The Mental Health Partnership agreement has been revised and approved by Members. Protocols covering specific aspects of the policy are currently being put in place and the constitution of the Partnership Board being revised. The new agreement became operational on 1<sup>st</sup> April 2006.

#### Review & Improve financial management information systems

Revised financial arrangements were included in the revised partnership agreement and financial management arrangements have been put into place for 2006/07 budget management and reporting.

#### Improve staff retention and workforce planning i.e. Approved Social Workers (ASWs)

Staff retention has improved and there are currently two staff undertaking ASW training.

#### Improve performance information

There has been some limited improvement with information systems but major progress remains dependent on replacement to ISIS and introduction of Electronic Social Care Record (ESCR). Data entry is still reliant on dual entry for a majority of social care information. In the interim other solutions will be investigated to reduce this risk.

### **Areas where performance did not achieve expectations**

28. The following areas are ones where performance has not met targets set or projects have slipped against their predicted timescale
- Management information, as described above, remains weak, whilst improving. It is reliant on interconnected systems that are not fully in place and double entry of data. Information from the service suggests that the

assessments, reviews and statements of need have taken place but the data base has not been comprehensively updated with this and other referral information as it is requiring input into two systems.

- It has not been possible yet to achieve any breakthrough with mental health service users moving to Direct payments. The volatile nature of mental health and the integrated service provision both mitigate against this. North Yorkshire will be leading work into considering how the barriers to improvement can be overcome for this customer group.

### **New external priorities or demands**

29. The following issues have impacted on the service planning.
- Preparation for White paper- developing a Prevention Strategy; improving Partnership arrangements
  - Impact of budgetary problems within both PCT and in social care services.
  - Planning for the use of the Assistive Technology grant

### **Significant organisational issues**

30. The following organisational issues have impacted on the achievement of the service plan.
- Changes in the PCT infrastructure announced part way through the 2005/06 year and will continue for a period with the establishment of a new Strategic Health Authority recently, the establishment of new PCT arrangements in the autumn and planning for the future commissioning and providing structure for mental health services.
  - Establishing the formal Partnership arrangements;
  - Financial planning for medium term in context of budget pressures in 2005/06 and savings required in 2006/08 period and impact of Supporting People changes.

### **Prospects for next 12 months**

31. The following are the key opportunities and risks facing the service.
- Plans are being put in place to deal with underachievement in performance but these will be stretched by any need to reduce activity to meet budgets.
  - Will need to develop better systems for measuring Personnel PIs within the plans as data is limited.
  - Service reconfiguration as the plans for rehabilitation & recovery are implemented
  - Further organisational change;
  - Developing clear Pathways of care
  - Developing supported living schemes to improve the proportion of community based services.
  - Reconfiguration of the Community Mental Health Teams to 4 areas.

### **Budget**

32. The table below sets out the variations in accordance with the financial regulations

MENTAL HEALTH	Budget £'000	Variation £'000	Variation %
Residential and Nursing Care – due to a reduction in number of customers towards the end of the financial year.	1244	-33	-3
22 The Avenue – cost of IT Link between establishment and PCT in order for staff to access information from both systems and shortfall in Supporting People income due to number of customers being eligible falling after budget set.	32	+28	+88
Other minor variations	785	-36	-5
<b>Total Mental Health</b>	<b>2061</b>	<b>-41</b>	<b>-2</b>

## **Corporate Services**

### **Achievements**

33. The following area should be noted.
- Supporting People programme delivered on all the action areas identified in the inspection report and completed all service reviews in time despite significant staff changes.
  - Introduced a number of short-term pilot schemes for supported housing through Supporting People Programme including for people with alcohol problems, pregnant teenage mothers and a bond guarantee scheme with Citizen's Advice Bureau
  - Successfully managed the organisational re-structure that impacted directly on Corporate Services, including the disaggregation of functions related to Children's Services
  - The development of the Learning Disabilities commissioning plan and development of alternative support services as part of the modernising of day support at Hebden Rise

### **Critical Success Factors (CSF)**

34. The following are the CSF identified in the service plan and a comment on their current position.

#### Smooth transition to new service structure

The new structure was introduced in the autumn although the final changes and accommodation moves were not completed until January. The new arrangements have been begun to bed in and the divisional managers working on strengthening cohesion and improving support to other divisions in the department.

#### Replacement of Social Care recording system

The timescale for identifying and agreeing a contract with a supplier for the system was delayed because of additional information required to evaluate the separate development of a system for Children's Services. Preparatory work has also been delayed because of the need to balance the department's overall budget. It is very likely that the implementation timetable will now stretch into 2007/08

#### Improved partnership with internal and external stakeholder

Initial work on clarifying support arrangements with other parts of the department have started and this will continue in 2006/07. The changes affecting the health

community both structurally and financially present a challenge to the ongoing development of key partnerships.

#### Improving attendance in Department

The human resources function has taken an active role in managing longer-term absence particularly in adult social services. Work has started on developing an improved method of recording absence with the longer-term aim of moving away from the Active Health system. This project is also looking at the strategic management of absence including understanding and responding to the causes of absence. Co-ordination of this work with council wide initiatives is planned.

#### **Areas where performance did not achieve expectations**

35. The following areas are ones where performance has not met targets set or projects have slipped against their predicted timescale

- Domiciliary Care (relevant qualifications NVQ 2 or above) achieved 33% rather than 40% target . The new Care Awards held up registrations. When current candidates complete (within next 2 months) level will be at 42%
- Certain areas where developments were delayed because of significant staff changes or delays in receiving central government guidance including:
  - Achieving Community Legal Advice Partnership quality mark for information giving.
  - Revised Blue Badge guidance
- Procurement process for the new social care system took longer than anticipated because of the additional evaluation required in relation to the disaggregation of Children's Services.
- Complaints performance across all areas continues to present concern and stays at a low level (65% across all complaint stages). A key factor is always the complex nature of some complaints that given the volume of work makes it difficult to find a resolution in the target timescale. There has also been an increase in the overall demand for different types of enquiries. Although the overall level of complaints decreased by 11% the number of Ombudsman's enquiries went up by 14%, MP enquiries by 80%, and Councilor enquiries 57% - the latter two primarily because of the general election in May last year. In addition it has been the first full year of the Freedom of Information requirements and 29 requests were received and these can be very time consuming. Initiatives to train and brief managers in service teams has been delayed in anticipation of changes in government guidance in relation to social services. Restructures in parts of the department have also distracted attention.

#### **New external priorities or demands**

36. The following were new work demands that were not predicted when the original service plan was agreed.

- HR support to divisions within the department, particularly Children's Services in managing the impact of budget reductions.
- Project to improve attendance management following outcome of Personnel Committee decision on use of Active Health
- Preparatory work for Preventative Older People Project bid.
- The work required to support the job evaluation programme in the council has increased work considerably across all divisions.
- Support for adult social care in re-configuring home care services

- Developmental work on creating a long-term commissioning strategy for older people.

### Significant organisational issues

37. The following issues have impacted on the achievement of the service plan.
- The restructure of the department during the autumn inevitably disrupted certain aspects of the
  - As part of the action plan to reduce the department's overall deficit Corporate Services delayed work on a number of areas and did not recruit to certain posts such as the policy and planning manager, IT social care replacement project and finance posts
  - The departure of three post holders in the Supporting People team during the year and a vacant manger post for around four months.
  - The departure of HR business partner slowed progress on certain initiatives
  - There are continued vacancies in the finance team.
  - The loss of all the dedicated policy and planning function for the last six months of the year due to secondment and long-term sickness.

### Prospects for next 12 months

38. Although there are continued areas of uncertainty in relation to some staffing areas such as policy and planning the division now has a full complement of managers and is beginning to come together and look to areas for development and improvement building on the strengths of the staff group. The critical work areas identified in the Service Plan 2006/07 present an essential if challenging agenda to support the Council and Departmental priorities in a changing policy environment (eg Social Care White Paper, PCT re-structure)

### Budget

39. Corporate Services spans both social services and housing functions such as Supporting People. The table below sets out the variations on the social services budgets in accordance with the financial regulations.

CORPORATE SERVICES	Budget £'000	Variation £'000	Variation %
Training Services – due to vacancies held through the year	256	-18	-7
Information Management and Technology – freeze on equipment purchase to offset other departmental budget pressures and vacancies held due to delay/difficulty recruiting to ESCR posts	637	-118	-19
Short Breaks for Carers – due to delays in implementing the Direct Payments for Carers scheme and expenditure deferred to offset other budget pressures	0	-55	0
Support Services Manager – due to vacancies during the year.	97	-20	-21
Quality Assurance – due to vacancies during the year.	54	-14	-26
Expenditure deferred to offset budget pressures across the department		-529	
Other minor variations	773	-30	-4
<b>Total Corporate Services</b>	<b>1,817</b>	<b>-784</b>	<b>-43</b>

40. Whilst overall there is a nil variation across support services there was an overspend of £26k on finance due to early retirement costs offset by staff vacancies, an overspend of £22k on medical questionnaires due to an increased number of referrals following the Active Health Pilot and an overspend of £54k on staff advertising due to the increased level of recruitment following the departmental restructure and the use of consultants to recruit to senior posts.

On housing general fund services the corporate services outturn figure is £48k less than the approved budget due to an underspend on supporting people administration. The main reason for this variation is that the costs of the supporting people team have been contained within the government grant without the need for any further contribution from the council's base budget.

## **Corporate Objectives**

41. The development of the service plans last year reflected the council objectives and priorities. Many of the specific actions directly related to council wide initiatives.

## **Implications**

### **Financial**

42. The departmental summary is set out in paragraph 10 above and the major variations are set out in the tables in the report. A number of the under spends, particularly in Corporate Services, are due to one off items where expenditure has been deferred in order to offset the known pressures within the department. It is unlikely that this level of saving will be achieved in 2006/07.
43. The key pressures relate to community support, where controlling of expenditure has been a particular problem. Expenditure on packages of care continues at a consistent level and the number of customers receiving care has increased during the year. Elsewhere on this agenda a report on the review and modernisation of Home Care identifies potential reductions in expenditure which will assist in managing this financial pressure during 2006/07.
44. The reasons for the overspends in adults and learning disability variations are set out in the detailed tables in the body of the report. The position in York is reflected in the country as a whole. Although end of year figures for 2005/6 are not yet available a survey conducted by the Local Government Association and published in March 2006 summarised the position as follows:

However, due to increased numbers of people with more complex needs meeting the eligibility criteria and requiring care, outturn spending was £13,277m - £366m (2.8 per cent) above the budget set for 2004/05 and £850m (6.8 per cent) above FSS.

For 2005/06 government provision was based on an FSS for social services of £13,567m. Whilst this was a cash increase of 6 per cent over the previous year, it was just 2.3 per cent more than council spending on social care in 2004/05. Councils, again reflecting the pressures on services, set their social services budgets at £15,125m in 2005/06. Thus the gap between budgets and FSS has increased to £1,558m (11.4 per cent).

The projected outturn for 2005/06 is £15,335m after taking in to account planned social care efficiencies of £220m for 2005/06. This will increase the gap between 2005/06 FSS and spending on social care to £1,768m (13 per cent) 2005/06 projected spend £15,335m less 2005/06 FSS



£13,567m. The survey shows that nationally, several service areas are experiencing significant spending pressures:

- learning disability services are projecting to spend a further £81m above the budget for 2005/06. More than three quarters of authorities reported facing significant cost pressures in the area of learning disabilities, a higher percentage than any other area;
- older people and physical/sensory services are projecting above budget spending of £18m and £19m respectively, with other service areas contributing to meet pressures through efficiencies

**Social Services Finance 2005/06, A Survey of Local Authorities, Research Briefing 1.06, Local Government Association March 2006**

### **Areas where action will be taken to address the position in 2006/07**

We will be examining a number of areas to reduce the spend. These fall into two main areas:

- continued drive to increase the efficient use of our resources where this is possible.
- reductions in service levels

#### 45. **Staffing**

Areas where we can reduce staffing costs will include:

- Robust vacancy management
- Revising the delegated authority for approving cover
- Ensuring that hours in Elderly Person Homes (EPH) and Home Care reflect revised target hours
- Reviewing the arrangements for covering sickness and absence in EPH's and Home Care
- Use of cover to essential situations only - covering regulatory requirements only
- Reviewing any temporary staffing arrangements an/or enhancements

#### 46. **Commissioned budgets:**

- Community Support Budget (CSB) –
  - continued implementation of minimum standard of provision against existing eligibility levels;
  - further review of standards of provision that can be made for each eligibility banding;
  - consideration of introducing a maximum cost of service provision to individuals
  - providing alternatives to visits - linking this to application of assistive technology.
- Direct Payments- will work this alongside the CSB budget (as one) and decision making on direct payments will be subject to resource release from elsewhere.
- Review of delegated authority for CSB/Direct payment decisions.
- Improved monthly activity and finance information to monitor the effect of financial improvement action on expenditure.
- Changes to the delivery of Home Care as outlined in another report on this meeting's agenda

47. **General**

As part of government guidance we should regularly review the level at which we set our eligibility criteria. It is currently set at moderate and above. Nationally, councils are gradually raising the threshold of eligibility and financial pressures have led to a tightening of councils' eligibility criteria for access to services between 2004/05 and 2005/06. Nationally, seven out of 10 people now only receive support if their needs are substantial/critical; 80 per cent of councils plan to tighten eligibility criteria for learning disability, physical and sensory disabilities and mental health services, with 77 per cent doing the same for older people" (LGA survey).

48. **Impact of these approaches**

The major challenge facing the council is how to continue to achieve the current, good levels of service and stay within the budget allocated for adult social services. For instance, any delays in responding to customers' assessed needs (either due to managing tightly within monthly budgetary targets or due to staff vacancies) would affect key performance indicator thresholds that are crucial to the overall rating of adult social services by the Commission for Social Care Inspection – which in turn feed in to the Comprehensive performance Assessment of the council.

It should also be noted that the size of any reduction in service to bring in a balanced budget would have to be greater than the deficit. This is because the deficit is net of income. If there are fewer customers or if the service is reduced then our income is also reduced. In some instances most of our costs are covered by income and therefore a reduction in service will only reduce net expenditure marginally.

**Human Resources (HR)**

49. There are no immediate implications to the report. The department has had to deal with a number of staff and organisational issues during the year including the disaggregation of Children's Services, staffing changes in response to budget pressures and an organisational restructure in relation to Corporate Services.

**Equalities**

50. There are no immediate implications to report. The impact of the new White Paper has been identified as providing a significant opportunity across the whole council for taking forward a number of issues that would contribute to the equalities agenda

**Legal**

51. There are no immediate implications to report.

**Crime and Disorder**

52. There are no immediate implications to report.

**Information Technology (IT)**

53. The procurement of the new social care system has been the main area of attention and a thorough intensive assessment has taken place. 2006/07 will present a major time of organisational change with the implementation of the new system.

**Property / Other**

54. There are no immediate implications to report.

## Risk Management

55. The most significant organisational risks that have had to be managed during the last year have been:
- the budget pressures and financial position as set out in earlier paragraphs
  - the procurement process for the new social care system
  - the financial and organisational challenges affecting our main partner the PCT

## Recommendations

56. The Executive Member for Adult Social Services is asked to
- a. Note the progress made in delivering Adult Social Services and Corporate Services plans during 2005/06.
  - b. Note the financial out-turn for the year and the proposed actions to reduce the deficit in 2006/07

Reason: To enable the Executive Member to check that agreed objectives have been met and to agree plans for operating within the approved budget.

## Contact Details

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**Specialist Implications Officers:** None

**Wards Affected:**

All



**For further information please contact the author of the report**

**Background Papers:**

Approve Service Plans related to Adult and Children's Services functions in Community Services – Report to Executive Member for Health and Social Services  
14<sup>th</sup> April 2005

**Annexes**

1. Balanced scorecard for Older People and Physical and Sensory Impairment
2. Balanced scorecard for Learning Disabilities
3. Balanced scorecard for Mental Health
4. Balanced scorecard for Corporate Services

**Annex 1 Older People and Physical Impairment**  
**Balanced Scorecard of outcomes and measures**  
**Customer based improvement**

Measure	Target	End of year
BV 201, D56 (PAF) number of people over 65 receiving direct payments per 100,000 population - change of definition in 2005/6	12	6
Local: reported numbers of delayed discharges which attract reimbursement	0	0
BV 54, C32 (PAF) – number of people aged 65+ whom authority helps to live at home, per 1,000 adults aged 65+	92	91.71
C29 (PAF): numbers of people (18-64) with physical/sensory impairments help to live at home	4.7	4.78
BV53, C28 (PAF) - households receiving intensive home care per 1,000 pop 65+	9.90	9.4
%age of adult users assessed and/or reviewed in the year that had ethnic origin missing or not stated	Less than 10%	3.6%

**Process based improvement**

Measure	Target	End of year
BV 195, D55 (PAF) - % people aged 65+ receiving assessment within specified time scale (2 days)	77.5	73.5
BV 196, D56 (PAF) % of new customers aged 65+ receiving package of care within specified time scale (28 days)	85	85
BV56 – D54 (PAF)% items of equipment and adaptations delivered with 7 working days	95	94.3
BV58 (PAF D39) %age of people receiving a statement of their need and how they will be met (all customer groups)	94	90
D 40 (PAF) %age of people receiving an annual review or re-assessment	82	66

**Finance based improvement**

Measure	Target	End of year
B12 (PAF) Cost of intensive social care for adults DIS return	To be set	Not yet available
B13 (PAF) Unit cost of residential and nursing care for older people DIS return	To be set	Not yet available
B16 (PAF) Unit cost of residential and nursing care for people with physical disabilities DIS return	To be set	Not yet available

**Staff based improvement**

Measure	Target	End of year
CP 14 - percentage of staff appraisals completed	To be set	94%
BV 12 - days lost per year per FTE due to sickness absence	To be set	22.5
Percentage of staff registered social work staff receiving on average 30 hours post qualification professional development each year (90 hours over 3 years)	100%	Not yet available
BV 16a - percentage of staff with a disability ( Community Services as a whole)	To be set	4.64
BV 17a - percentage of staff from and ethnic minority ( Community Services as a whole)	To be set	1.53
Local CP58 - percentage of voluntary turnover of staff	To be set	2.98
S3: numbers of new staff undergoing Induction training ( CM Review) newly employed staff within the first 6 months of employment	100%	Not yet available



## Annex 2 Balanced Score Card for Learning Disabilities

### Customer Based Outcomes

Measure	Target	End of year
C30 - Adults with learning disabilities helped to live at home	2.0	2.57
BV 201, D56 (PAF) number of people receiving direct payments - change of definition in 2005/6 (NB target is for all adult service customers)	Not set	21
C4 No. of learning disabled people in work as a % of those known to the council (DIS autumn 2004)	12	13%
%age of adult users assessed in the year that had ethnic origin missing or not stated	Less than 10%	0%

### Process Based Improvements

Measure	Target	End of year
BV58 (PAF D39) %age of people receiving a statement of their need and how they will be met	94	90.22
D40 (PAF) %age of people aged 18 - 64 receiving an annual review or re-assessment	80	85%

### Finance Based Improvements

Measure	Target	End of year
B14 Unit cost of residential and nursing care for adults with LD.	2004/05 + inflation	Not yet available
F3 Gross expenditure on day care as a % of expenditure on all non-residential care. (DIS)	Not yet set	Not yet available
F4 Proportion of expenditure on day and domiciliary services for adults with LD to expenditure on residential provision (DIS)	50%	Not yet available
F5 Total amount spent on advocacy services for learning disabled people (DIS)	£34.3k	£34.3k

### Staff Based Improvements

Measure	Target	End of year
CP 14 - percentage of staff appraisals completed	50%	66%
BV 12 - days lost per year per FTE due to sickness absence	6.5	10.1
Percentage of staff registered social work staff receiving on average 30 hours post qualification professional development each year (90 hours over 3 years)	100%	Not available
BV 16a - percentage of staff with a disability ( Community Services as a whole)	5%	5.42%
BV 17a - percentage of staff from and ethnic minority ( Community Services as a whole)	1.6	1.52%
Local CP58 - percentage of voluntary turnover of staff	2.7%	3.1%
S3: numbers of new staff undergoing Induction training as % of newly employed staff within the first 6 months of employment	100%	100%
S1 - percentage of staff working in learning disability services achieving at least NVQ Level 2	35%	35%

Notes – Figures for equality are currently collected for the whole of social care. These figures therefore do not represent the position for learning disability services.

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**Annex 3 Mental Health****Section 5: Balanced Scorecard of outcomes and measures****Customer based improvement      Target is for 2005/06 unless otherwise stated**

Measure	Target	End of Year
BV 201, D56 (PAF) number of people receiving direct payments per 100,000 population - change of definition in 2005/6 <b>NB</b> target is for all of adult services for people 18-64	Not set	0
C31 - Adults with mental health problems helped to live at home per 1000 population 18-64	2.9	2.44
%age of adult users assessed and/or reviewed in the year that had ethnic origin missing or not stated	Less than 10%	15.76
Government measures and targets in relation to access, first psychosis and reducing hospital admissions will need to be included once announced		

**Process based improvement**

Measure	Target	End of Year
BV58 (PAF D39) %age of people receiving a statement of their need and how they will be met	94	93.57
%age of people with MH problems receiving an annual review or re-assessment	82	75.71
Partnership management agreement and protocols signed off and action plan agreed	31/3/06	In place 1.4.06
New or revised local policies and protocols required by Mental Capacity Act	As per timetable for Act	

**Finance based improvement**

Measure	Target	End of year
B15 (PAF) Unit cost of residential and nursing care for adults with mental illness DIS return	Not yet set	Not yet available

**Staff based improvement      staff statistics are currently collated for the whole of adult services. Current position is quarter 3 2004/05 unless otherwise stated**

Measure	Target	End of year
CP 14 - percentage of staff appraisals completed (adult services as a whole)		94%
BV 12 - days lost per year per FTE due to sickness absence (adult services as a whole)	To be set	22.5
Percentage of staff registered social work staff receiving on average 30 hours post qualification professional development each year (90 hours over 3 years)	100%	Not yet available
BV 16a - percentage of staff with a disability ( Community Services as a whole)		4.64
BV 17a - percentage of staff from and ethnic minority ( Community Services as a whole)		1.53
Local CP58 - percentage of voluntary turnover of staff (adult services as a whole)		14.5%
S3: numbers of new staff undergoing Induction training ( CM Review) of newly employed staff within the first 6 months of employment	100%	Not collected



## Annex 4 Balanced Score Card for Corporate Services

For explanation see notes at end of annex

### Customer Based Outcomes

Measure	Target	End of year
(All) answer external calls in 20 seconds or less	95%	97.3%
(All) respond to external emails and correspondence within 10 working days	95%	97.6%
(Train) Domiciliary Care - relevant qualification National Vocational Qualification (NVQ) 2 or above	40%	33% <sup>1</sup>
(Train) Elderly Persons Homes -relevant qualification NVQ 2 or above	35%	42%
(Train) Residential Child Care -relevant qualification NVQ 3 or above	80%	66% <sup>2</sup>
(Train) Learning Disabilities -relevant qualification NVQ 2 or above	35%	40%
(Train) Introduce quarterly reports to management on qualifications	30/9/05	Achieved
(Train) Approval of Assessment Centre	30/9/05	Achieved
(Train) Induction programme in place	31/7/05	Delayed <sup>3</sup>
(IT) Supplier identified and contract negotiated – Y/N?	Yes	Partially <sup>4</sup>
(HR/Train) New management development programme in department introduced	30/9/05	Delayed <sup>5</sup>
(Finance) Pooled budget arrangements in place	31/3/06	Not progressed <sup>6</sup>
(Customer Advice) Community Legal Services Approved Provider quality mark achieved	31/3/06	Delayed <sup>7</sup>
(Complaints) Number of complainants satisfied with the way their complaint was handled as a % of total complainants	75%	Delayed <sup>8</sup>
(Complaints) Increased number of customer complaints dealt with within time	93%	65% <sup>9</sup>
(Complaints) Increased number of Ombudsman enquiries dealt with on time <sup>2</sup>	70%	22% <sup>10</sup>
(Complaints) Increased number of Cllr enquiries dealt with on time	92%	74% <sup>11</sup>

### Process Based Improvements

Measure	Target	End of year
New Blue Badge system in place (Corporate Support)	Govt deadline	Delayed <sup>12</sup>
(IT) New change control tracking process in place	30/9/05	Achieved
(IT) Key milestones met for Integrated Social Information System (ISIS) replacement	80%	Achieved
(HR) Project milestones for corporate job evaluation scheme met within department	31/3/06	Achieved
(SP) Inspection recommendations action plan milestones met	30/11/05	Achieved
(SP) Service reviews completed	31/3/06	Achieved
(SP) Commissioning plan and timetable exists	30/9/05	Achieved

### Finance Based Improvements

Measure	Target	End of year
Restructured and disaggregated budgets in place	31/3/06	Majority <sup>13</sup>
Complete financial assessments within 3 working days of receipt of information	100%	100%
Discretionary charges assessment to be completed in 1 working day of receipt of information	100%	100%

**Staff Based Improvements**

Measure	Target	End of year
Staff appraisal in each functional area	100%	97%
Average staff sick days in each functional area meet standard (in days/Full Time Equivalents)	11	7.8%
Staff turnover at or below average	13.3%	14.2% <sup>14</sup>

<sup>1</sup> New Care Awards held up registrations. When current candidates complete (within next 2 months) this will be 42%

<sup>2</sup> Changes in service and staff leaving had knock on effect on completions. However, when current candidates complete will be at 81%.

<sup>3</sup> Rescheduled for September 06 due to introduction of the mandatory Skills for Care Common Induction Standards.

<sup>4</sup> Potential supplier has been identified, decision to be taken by Executive on 16<sup>th</sup> May.

<sup>5</sup> Decision to support council wide initiative rather than develop own departmental approach

<sup>6</sup> Decision not to pursue pooled budget arrangements for integrated learning disability services.

<sup>7</sup> Restructure of corporate services and change of management arrangement has delayed progress on this work

<sup>8</sup> Delay in Government guidance has pushed this area of work back to Autumn 06

<sup>9</sup> Performance has dipped slightly from the previous year. This has been caused by the re-structure in the department, increased request for information from MPs, councillors, Freedom of Information and Ombudsman enquiries.

<sup>10</sup> The number of ombudsman's enquiries increased by 14%. These enquiries are often quite complex and need us to gather information from other departments and agencies and then check the information with them. We often agree an extension with the ombudsman, but it still counts as out of time for our stats.

<sup>11</sup> Performance was slightly up on the previous year and the target set was obviously over ambitious, particularly as the number of enquiries increased by 57% in response to the general election.

<sup>12</sup> Due to delay in Government issuing guidance

<sup>13</sup> The bulk of the transfers between HASS and LCC have been achieved and the remainder will occur during 2006

<sup>14</sup> Represents difference of one post