



Notice of meeting of

Executive Member for Housing & Adult Social Services Advisory Panel

To: Councillors Morley (Chair), Bowgett (Vice-Chair),
Sue Galloway (Executive Member), Horton, Simpson-
Laing, Sunderland, Taylor and Wiseman.

Terry McLaughlin (Non-voting Co-opted Member) and
Shirley Gumley (Non-voting Co-opted Member)

Date: Monday, 20 October 2008

Time: 5.00 pm

Venue: Guildhall

AGENDA

Notice to Members - Calling In:

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

10:00 am on Friday 17 October 2008, if an item is called in *before* a decision is taken, *or*

4:00 pm on Wednesday 22 October 2008, if an item is called in *after* a decision has been taken.

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

1. **Declarations of Interest**

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

2. Minutes (Pages 1 - 8)

To approve and sign the minutes of the meeting held on Monday 8 September 2008.

3. 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 17 October 2008 at 5:00pm.**

ITEMS FOR DECISION

4. Independence, Well Being and Choice – Outcome of inspection by the Commission for Social Care Inspection (CSCI) (Pages 9 - 22)

This report provides a background to Members about the inspection, some of the key issues arising from it and action taken so far and it informs Members of the detailed improvement plan in response to the CSCI inspection report.

5. Portfolio Changes (Pages 23 - 28)

This report seeks Members approval for changes to the portfolios of the three Assistant Directors in the department who are primarily responsible for adult social care.

6. Former Tenants Arrears – Write off (Pages 29 - 34)

This reports seeks Members agreement to write off a number of former tenants arrears.

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

Democracy Officers:

Name: Catherine Clarke and Louise Cook (job share)

Contact Details:

- Telephone – (01904) 551031
- E-mail – catherine.clarke@york.gov.uk and louise.cook@york.gov.uk

(If contacting us by e-mail, please send to both democracy officers named above)

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

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

Contact details are set out above.

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Scrutiny Committees

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

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

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City of York Council

Committee Minutes

MEETING	EXECUTIVE MEMBER FOR HOUSING & ADULT SOCIAL SERVICES ADVISORY PANEL
DATE	8 SEPTEMBER 2008
PRESENT	COUNCILLORS BOWGETT (VICE-CHAIR), SUE GALLOWAY (EXECUTIVE MEMBER FOR ITEMS 1-6 & 9), HORTON (FOR ITEMS 1-5 & 9), MORLEY, SIMPSON-LAING, TAYLOR, WISEMAN AND RUNCIMAN (EXECUTIVE MEMBER FOR ITEMS 7 & 8)
APOLOGIES	COUNCILLORS SUNDERLAND

17. DECLARATIONS OF INTEREST

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

Cllr Morley declared a personal non prejudicial interest relating to item 9, (In House Home Care- Revised delivery model) as he has power of attorney for someone in receipt of a homecare package.

18. MINUTES

RESOLVED: That the minutes of the meeting held on 14 July 2008 be approved and signed by the Chair and Executive Member as a correct record.

19. PUBLIC PARTICIPATION

It was reported that there had been one registration to speak at the meeting under the Council's Public Participation Scheme.

Heather McKenzie, Unison Deputy General Governor spoke regarding agenda item 9 (In House Home Care- Revised delivery model). She expressed her concerns regarding the suggested changes to the service and in particular:

- Individuals work and conditions especially the reductions in hours
- Splitting of the Home Support Team
- Reductions of two Home Support Managers and a number of Team Leader posts.
- Combining the EMI & High Dependency Teams into one service
- Staff involvement

Ms McKenzie informed Members that she would continue to be involved in the consultation.

20. 2008/9 SERVICE PLANS AND BUDGET 1ST MONITOR REPORT

Members considered a report that advised them of the progress against the service plan targets for housing and adult social services and the projected financial outturns for 2008/09 based on the first quarter results.

Officers gave a verbal update and informed Members that:

- the new Arc Light building opened in August 2008 and was delivering an outstanding service
- The impact of the credit crunch on new house buildings was a matter of great concern given that the affordable homes programme was so closely linked to new developments. This could have an impact on homelessness.
- Level of staff sickness had improved and was looking positive.
- Landlord services had shown a steady improvement in terms of reducing rent arrears and the time taken for both urgent and non-urgent repairs.

Melanie Bradbury, Assistant Director of Vulnerable People and Third Sector and John Clare, Assistant Director of Mental Health both from the PCT were introduced to Members.

Members requested an update on the Peasholme Green site and officers stated that things were currently on hold due to the builder going into receivership. This would result in a 2 or 3 month delay with a completion date of March/April 2009.

Cllr Simpson-Laing questioned the financial regulations particularly the increase cost in repairs and maintenance and the cost of retrieving goods from storage. Officers stated that the repair and maintenance increase was a cause of adverse weather conditions which had resulted in more drainage, plumbing and roofing repairs. Officers agreed that there was a cost to retrieve goods from storage and would e-mail her the current charges.¹

Advice of the Advisory Panel

That the Executive Member be advised to note the contents of the report and agree the virements between £100k and £250k outlined in paragraph 21.

Decision of the Executive Member

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

REASON: So that the Executive Member is briefed on the projected performance and financial outturns for Housing & Adult Social Services based on the first quarter of 2008/09.

Action Required

1 To provide information as asked by Cllr Simpson-Laing

SB

21. HOUSING AND ADULT SOCIAL SERVICES CAPITAL PROGRAMME MONITOR 1

Members considered a report which presented the first quarter review of the 2008/09 Housing and Social Services Capital Programmes and the resources available to support them.

Members noted the net saving of £78k on Capital and £58k on MRA were a result of the following savings:

Cost Centre	Scheme	Approved Budget 2008/09 £k	Revised Costs 2008/09 £k	(Under)/Overspend 2007/08 £k
F772	Installation and Replacement of Heating Systems	1,406	1,328	(78)
F700	Misc. Backfills	381	372	(9)
F765	Tang Hall TC	2,964	2,919	(45)
F708	Horseman Ave TC	331	327	(4)

Members were informed that whilst F760 Adaptations for the Disabled was on target to remain within budget this was due to a waiting list for applications being held. A waiting list was also being held for the E702 Mandatory Disabled Facilities Grants (DFG's) for the first time in recent history.

Advice of the Advisory Panel

That the Executive Member be advised to note the progress on schemes and approve variations in table 1.

Decision of the Executive Member

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

REASON: To ensure the continued delivery of the Housing Capital Programme within approved budgets.

22. REVIEW OF THE HOUSING REVENUE ACCOUNT ESTATE IMPROVEMENT GRANT PROCESS

Members considered a report that informed them of the proposals to revise the way suggestions are sought and decisions are made on the priorities for estate improvement grants each year.

Members were informed that each year the department goes through a process to determine how £170.000 should be spent in various council

housing areas around the city. The decision on how the budget for each area was prioritised had been adapted recently and Members were informed of the new initiatives.

Officers stated that an extensive consultation both with residents through individual Residents Associations (RAs); discussions at the Federation and discussions with staff and other stakeholders such as Street Scene and Street Environment Officers had taken place and at the Federation meeting in August there was a significant majority that voted for Option 4:

- Estate walkabout to draw up long-list of schemes followed by public meeting for tenants run by RA, before which RA publishes its recommended shortlist of schemes. Tenants then vote for preferred schemes for funding, either at the public meeting or by postal vote. These schemes are then implemented, up to the agreed budget.

Members considered and discussed the options available and agreed that option 4 was the preferred option as this would offer residents most involvement and allow all council tenants who do not have Residents Associations (RA) in there areas to access the scheme.

Advice of the Advisory Panel

That the Executive Member be advised to approve option 4.

Decision of the Executive Member

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

REASON: To improve the way that the EOG budget is used ensuring that the suggested schemes meet identified local needs, create greater tenant and stakeholder involvement in setting out priorities and consulting with the local community. The process will become more transparent, the priorities will have more strategic relevance and Resident Associations will have a more significant involvement.

23. NORTH YORKSHIRE AND YORK SAFEGUARDING ADULTS PARTNERSHIP BOARD (FORMER ADULT PROTECTION COMMITTEE) ANNUAL REPORT 2007/8

Members considered a report which informed them of the work of the Safeguarding Adults Board for City of York and North Yorkshire as set out in its annual report and the key issues relating to Safeguarding. Members were informed of the decision by the Board to move to separate arrangements for York and North Yorkshire from October 2008.

Members were informed that officers from the Commission for Social Care Inspection were unable to attend the meeting to discuss the results of the Older Peoples Inspection and it was agreed that this item be deferred until the next meeting due to be held on 20th October 2008.¹

Officers informed Members that the proposal for York was to form a new Safeguarding Board for York. This would have membership from the same key statutory agencies (LA, PCT, Police) but would bring in representatives who were more focussed on York. The Board would be having its first meeting in October which would cover the interim report on safeguarding activity on the first six months of the year and the next annual report. These reports would focus solely on York.

Officers stated that additional staff would be required to strengthen the safeguarding arrangements for York and proposed the appointments of 2 Managers and an Administrative post. Members noted that these appointments could go ahead without seeking additional funding.

Members discussed the key forms of abuse and agreed that the increase in the number of referrals regarding physical and financial abuse had risen due to raised awareness. Some Members showed concerns regarding the financial abuse in the older population and officers stated that they had received 29 financial abuse cases last year of which 22 were of the older population.

The Executive Member discussed the importance of safeguarding adults the same way as safeguarding children and informed Members that she was a member of the Safeguarding Adults Board.

Advice of the Advisory Panel

That the Executive Member be advised to:

- i. comment on the work of the Safeguarding Adults Board and the issues highlighted in this report and, in particular, the move to a new Safeguarding Adults Board for York
- ii. become a member of the Safeguarding Adults Board for York
- iii. endorses the recruitment of additional staff to strengthen safeguarding arrangements in York.

Decision of the Executive Member

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

REASON: To ensure that the City of York Council is in a position to meet its safeguarding responsibilities towards vulnerable adults in the city.

Action Required

To update the forward plan

SB

Members considered a report that informed them of the proposal by North Yorkshire and York Primary Care Trust to vary the partnership arrangements and the practical implications and seeks the Executive Member's agreement to a change in the terms of the partnership agreement.

Members were informed that the NY&YPCT had been reviewing the management and partnership arrangements and proposed from 1st October 2008 the PCT assume direct responsibility for line management of NHS staff and management of budgets. If the partnership agreement were amended in this way the commissioning of services and the management of the budgets associated with this would remain with CYC.

The Executive Member stated that the current working relationship was very strong and productive and members considered the options available and agreed to approve option 2.

- To accept the proposal from the PCT to vary the terms of the partnership agreement

Advice of the Advisory Panel

That the Executive Member be advised to approve option 2.

Decision of the Executive Member

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

REASON: North Yorkshire and York Primary Care Trust have advised that they intend to vary the partnership arrangements and therefore requires the Executive Member's agreement to a change in the terms of the partnership agreement in line with the recommendation at Option 2.

25. IN HOUSE HOME CARE - REVISED DELIVERY MODEL

Members considered a report which informed them of the detailed proposals for achieving the required efficiencies and budget savings within the City Of York Home in-house home care services in the period 2008/11. It outlined the consultation and change management process that would be put in place before finalisation of the proposals and sought the Executive Member and Advisory Panel's views on those proposals as part of the consultation process.

Officers informed members that the Project Group had been considering detailed proposals for how the savings could be achieved and Members were informed of the changes proposed to the current structure.

- The citywide PIT service would involve:

- a reduction of two Home Support Managers and a number of Team Leader posts,
 - retaining the same level of hours currently contracted from staff, with contract changes to provide cover when needed and to reduce non-contact time.
 - inclusion of therapy support and dedicated review time to train staff and support individuals receiving PIT services,
 - inclusion of a planning and coordination function for the PIT and complex care service that will take and allocate all referrals, manage customer flow and roster staff more efficiently.
 - the use of specific Software to support the organisation of the efficient rostering of staff
- The combined E.M.I, High Dependency and the Night Team will be referred to as the Complex Care Team and would involve:
- a reduction of Team Leaders cover
 - revision of staff job descriptions for the combined service
- The Home Support Service would be managed within two localities and sit along side other Supporting People and Housing funded warden and sheltered accommodation services.
- Changes to the Extra care and Housing Support provision would include a combination of the care responsibility under one registered Home Support Manager.

Members discussed and considered the new proposals and raised a number of concerns regarding:

- The suggested changes to contracted hours. Some Members stated that reducing hours below 16 hours a week would affect staff financially if claiming working tax credit. Members requested officers take this into consideration when finalising the proposals.
- The proposed timetable and staff involvement in the consultations. Officers stated that staff had been consulted via face to face sessions with presentations on the proposal with opportunity for feedback, 1-2-1 sessions and a comprehensive information pack had been sent to all staff. The consultation will run until w/c 13th October with proposals being finalised in November for implementation early 2009.
- The reductions of the two Home Support Managers and a number of Team Leader posts.
- The use of the word 'dismissal' in paragraph 20 under the heading P.I.T Home Care Workers was too aggressive.

Members requested officers inform them by e-mail which EMAP the final report would be put forward to.¹

Advice of the Advisory Panel

That the Executive Member be advised to note the proposals that are to go to consultation and that following further consultation and the initiation of the management of change process members are informed of the changes in the finalised home care structure.

Decision of the Executive Member

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

REASON: To achieve the required budget savings for 2008/09 and 2009/2010

Action Required

Inform all Members by e-mail which EMAP the finalised SB proposals would be put forward to.

COUNCILLOR SUE GALLOWAY (FOR ITEMS 1-5 & 9)
EXECUTIVE MEMBER FOR HOUSING & ADULT SOCIAL SERVICES

CLLR RUNCIMAN (FOR ITEMS 7 & 8)
EXECUTIVE MEMBER FOR HOUSING & ADULT SOCIAL SERVICES

COUNCILLOR BOWGETT,
CHAIR

[The meeting started at 4.00 pm and finished at 5.15 pm].



Executive Member for Housing and Adult Social Services and Advisory Panel

20th October 2008

Report of the Director of Housing and Adult Social Services

Independence, Well Being and Choice – Outcome of inspection by the Commission for Social Care Inspection (CSCI)

Purpose of Report

- 1 To provide background to Members about the inspection, some of the key issues arising from it and action taken so far
- 2 To inform Members of the detailed improvement plan in response to the CSCI inspection report.

Background

- 3 City of York was included in the CSCI national programme of inspections of Independence Well Being and Choice for 2007-2009. The objective of the inspection was to evaluate the City of York's performance in ensuring social care outcomes for the population - particularly in relation to the experiences of people who need social care services and with leadership and commissioning for delivery of those outcomes.
- 4 The inspection methodology and process differs from those in previous years and has been developed in line with the expectations of the Departments of Health and Communities and Local Government concerning the role of councils in respect of social care and their performance assessment and inspection. The stated purpose of the inspection is to assist councils in improving services and to contribute in the most effective way to their performance assessment.
- 5 Adult safeguarding features in all inspections this year along with up to two other selected inspection themes. Two other themes were identified for York through the local Business Relationship Manager on the basis of the 2006/7 performance assessment. The themes in the inspection are:
 - Safeguarding Adults
 - Personalised Services
 - Preventative Services

- 6 The inspection relating to Safeguarding was across adult services generally but the additional themes in respect of Personalisation and Prevention related solely to older people.
- 7 Jan Clark, who was the lead inspector for CSCI, will present the report to this meeting. The contents of the report have been embargoed until this meeting but will be published thereafter.
- 8 At the meeting on 8th September members received the 2007/8 Annual Report of the North Yorkshire and York Safeguarding Adults Board which contained details of responses already made in advance of a more detailed improvement plan. Members also agreed additional staffing resources to work on safeguarding.

Consultation

- 9 There has been no consultation on the CSCI report itself as this is not yet a public document. However, the process of the inspection enabled a wide range of customers, carers and partners to give their views – which have been taken into account by CSCI in writing their report.

Options

- 10 There are no options associated with receiving the report from CSCI. Options will be associated with the response to the report and the improvement plan is attached as Annex 1.
- 11 Members are asked to comment on and endorse the attached improvement plan that has been drawn up in response to the inspection findings.

Analysis

Key Issues arising from the inspection

- 12 It would be wrong to pre-empt the content of the report that members will receive from CSCI. However, the report has been shared with officers in draft form and some clear themes have emerged. These are largely consistent with the self-assessment that officers carried out in advance of the inspection.
- 13 It is also important to say that officers completely support CSCI's aim to raise standards in adult social services and especially the priority given to safeguarding in the current programme of inspections. There is a firm intention to improve arrangements for safeguarding and to give them a priority consistent with child protection. There is therefore a national as well as a local challenge to raise standards - recognising that improvements are needed and can be made but also that the infrastructure for children is based on a stronger legislative foundation and has taken several years to construct.

14 Safeguarding

- Governance – as covered in the 2007/8 Annual Report of the North Yorkshire and York Safeguarding Adults Board there is a recognition that a sharper focus is needed on local issues and this will be assisted by a move to a Safeguarding Adults Board for York. The first meeting will take place in early November and this will also strengthen political engagement through membership of the Executive Member.
- Performance data and performance management are key to improvement. The quality and quantity of data has improved but more needs to be available to enable the Safeguarding Board, elected members and senior managers to scrutinise and improve performance.
- Quality assurance and quality control need to be strong to ensure that staff do adhere to policy and procedures and that cases are handled sensitively, effectively and without delay. More investment is needed in quality control systems to ensure the right level of consistently high performance.
- Training is the heart of good practice and there needs to be clarity about the levels of training required by different types of staff and also monitoring to ensure that people have received the training they need. The NY&Y Safeguarding Board has recently approved a revised policy and procedures as well as adopting a good training strategy for staff and partner agencies.

15 Personalisation

- This will be a key focus for the council over the next 3 year period and relates to the transformational work set out in “Putting People First” supported by the new Social Care Reform Grant.
- There has been a conscious decision in York to focus the piloting and development of new initiatives on working age adults e.g. those who used to rely on building based day services. This inspection focuses solely on older people and it is acknowledged that we have some way to go yet to roll out this work to a wide range of older people. However, we are well placed to do this with the engagement of the Older People’s Partnership Board.
- There have been practical and technical problems involved in setting up Single Assessment (SAP) systems with NHS colleagues in relation to older people. Some of these continue to exist (in terms of new technology and the roll-out of the National Programme for IT in the NHS). To overcome this we have agreed with PCT colleagues through the Joint Strategic Integrated Commissioning Group that arrangements for SAP will be developed for the joint work-streams (e.g. intermediate tier of care).

16 Prevention

- This has been central to departmental planning and action for several years and has led to continued investment (e.g. in extra care housing, warden call and telecare)
- The Long Term Commissioning Strategy highlighted Preventative services in the community as a key issue and work is underway to commission services based on the recent consultation e.g. a handyman service to be funded via the Supporting People programme.

17 An improvement plan has been drawn up to act on the recommendations from CSCI arising from the inspection (Annex 1). The annex shows the 'top sheet' of the plan which sets out the principal actions, who is leading on the work and the timescale for any key milestones. This is underpinned by much more detailed documentation including project plans to deliver improvement.

18 The HASS Management team will have prime responsibility for overseeing the delivery of the improvement plan. In governance terms this will be through the departmental Portfolio Board which monitors progress on major projects, takes corrective action, allocates resources etc. The inspection report and improvement plan will also be reported to the Safeguarding Adults Board for their scrutiny and overview with a quarterly report back to EMAP. There will also be an update on progress on the overall improvement plan to this meeting in 6 month's time.

Corporate Priorities

19 The report relates to the corporate priority " Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest

20 **Implications**

Financial - no implications arising directly from this report.

Human Resources – as above

Equalities – an Equalities Impact Assessment has been carried out on the revised, joint policies and procedures agreed by the Safeguarding Board. Consultation is taking place with local stakeholders.

Legal – none arising directly from this report.

Crime and Disorder – closer links have been forged with Safer York and the work on neighbourhood profiling to identify ways in which to protect vulnerable adults. The move to a York Safeguarding Board will give more impetus to the link to broader work on community safety.

Information technology – no implications arising directly from this report

Property – no implications arising from this report

Other – not applicable

Risk Management

21 The risk/s associated with the recommendations of this report are assessed at a net level below 16.

Recommendation

22 That the Executive Member and Advisory Panel receive and comment on the report on the inspection by the Commission for Social Care Inspection.

Reason: To enable formal consideration of the inspection's findings.

23 That the Executive Member and Advisory Panel comment on and approve the improvement plan attached as Annex 1

Reason: To ensure the improvement plan is supported and implemented

24 That a progress report on the improvement plan be brought back in six month's time.

Reason: To ensure effective scrutiny of the improvement plan.

Author:

Bill Hodson
Director
Housing and Adult Social
Services
554000.

Chief Officer Responsible for the report:

Bill Hodson
Director

Report Approved

Date 3rd October 2008

Bill Hodson
Director

Report Approved

Date 3rd October 2008

Specialist Implications Officer(s)

N/A

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

All

For further information please contact the author of the report

Background Papers:

Improvement Plan – Annex 1

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CSCI Recommendations and CYC's Response

The following plan summarises the projects and specific actions that will be undertaken to make the necessary improvements to implement the CSCI recommendations and build on current approaches within the Housing and Adult Social Services.

The overall plan will be overseen and monitored internally through the quarterly Portfolio Board and with regular progress reports provided to Members. The Portfolio Board involves the HASS DMT and is able to make decisions on the use of resources and required changes to the Improvement plan.

Individual projects will have a project board where appropriate and will have Assistant Directors taking responsibility for specific areas of the action plan.

Scrutiny & monitoring of the Improvement Plan will be within the following timetable over the next eighteen months:

Improvement theme	Scrutiny body	Purpose	Time scale
Safeguarding	HASS Portfolio Board	Progress report	Quarterly
	Council Management Team	Link to Corporate Priority- Safer City:	Annual – as part of corporate strategy review
	Safeguarding Adults Board	To oversee and scrutinise the 'whole' system of adult protection	Quarterly
	EMAP	Progress report- link to service plan	Quarterly
		Annual Safeguarding Report	June/July 09
Personalisation	Portfolio Board	Progress Report	Quarterly
	HASS Personalisation Project Board	To oversee and direct the project	Quarterly
	Council Management Team	Link to Corporate Priority- Health, well being & independence	Annual – as part of corporate strategy review
	EMAP	Progress report- link to service plan	Quarterly
Prevention	Portfolio Board	Progress report	Quarterly
	Joint Strategic Integrated Commissioning Group	To oversee and direct the joint commissioning projects agreed by CYC and NY&YPCT – one of which is Prevention	Quarterly
	Council Management Team	Link to Corporate Priority- Equalities, inclusion & diversity	Annual – as part of corporate strategy review
	EMAP	Progress report- link to service plan	Quarterly
Leadership	Portfolio Board	Progress report	Quarterly
	Council Management Team	Link to Corporate Priority- customer focussed 'can do' authority	Annual – as part of corporate strategy review
	EMAP	Progress report	Quarterly

Theme & CSCI Recommendations	CYC Lead & Summary of Response	Milestones
<p>SAFEGUARDING ADULTS</p> <p>Recommendation 1 The council and its partners should implement robust governance, performance management and quality assurance arrangements to achieve the key outcomes of keeping people safe. These should include the following;</p> <ul style="list-style-type: none"> • formalised and effective council scrutiny • comprehensive inter-agency procedures establishing minimum standards of practice and participation • multi-agency practice and performance monitoring through effective managerial oversight <p>Recommendation 2 The council and partners should ensure that competency-based skills training consistently completed by staff and managers undertaking key roles is in place and evaluated for impact</p>	<p>Lead: Anne Bygrave</p> <p>1 A Safeguarding Adults Board will be established solely for York with Executive Member involvement</p> <ul style="list-style-type: none"> • A revised Inter-Agency Policy has been adopted. Detailed procedures are being developed for application within the authority • Additional resources will be allocated within the authority for: <ul style="list-style-type: none"> ○ Management/coordination ○ Dealing with increased levels of investigation ○ Administration & support of inter-agency safeguarding Strategy meetings & case conferences ○ Utilisation of management information for reporting to the Board and Members <p>2 Full training audit undertaken of CYC staff and the inter-agency training plan implemented</p>	<p>First York SAB meeting – 4th Nov 2008 First report to EMAP – February 2009 Revised annual report in June 2009</p> <p>First meetings of sub-groups in December 2008/January 2009</p> <p>Staff briefings on revised procedures – Jan 2009</p>

<p>Recommendation 3 The council and partners should ensure that the annual safeguarding report sets out comprehensive activity data and performance analysis set against a measurable work programme and objectives to track improvements year-on-year</p> <p>Recommendation 4 The council and its partners should promote awareness of safeguarding adults' issues through all available media so that local people are aware of the steps they can take to reduce risk and report concerns</p> <p>Recommendation 5 The Safeguarding Adults Board should ensure that people who have been or consider themselves to be at risk of harm have opportunities to shape the local safeguarding agenda and priorities</p> <p>Recommendation 6 The council and partners should develop an effective serious case review protocol</p>	<p>3 York SAB will report quarterly to EMAP with revised annual report in 2009</p> <ul style="list-style-type: none"> • 4& 5 A sub-structure of focussed groups will be put in place that is accountable to the York SAB for: <ul style="list-style-type: none"> ○ Performance/activity monitoring ○ Practice development and training ○ Public awareness and stakeholder involvement including those who have experienced safeguarding processes ○ Provider involvement <p>6 A Serious Review protocol has been agreed and is being signed off by partner agencies</p>	<p>Continued support from joint CYC/NYCC Safeguarding Co-ordinator until 31 Dec 08. Additional CYC capacity (Service Manager, Social Care Manager, & minute taker) in post from Jan 2009</p> <p>Training plan to be considered by York SAB's 'Practice & Development Training' sub-group in Jan 2009 with York SAB and constituent organisations agreeing level of resources to support training programme in April 2009</p> <p>Serious case review system to be in place and delivered through the new Service Manager post from Jan 2009</p>
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<p>PERSONALISED SERVICES</p> <p>Recommendation 7 The council and its partners should work jointly to ensure that discharge arrangements are cohesive and effective demonstrating good quality outcomes for older people</p> <p>Recommendation 8 The council and its partners should implement the Single Assessment Process (SAP) in accordance with national expectations</p> <p>Recommendation 9 The council should ensure that assessment and care management and services are in place to deliver beneficial and personalised outcomes that promote wellbeing</p> <p>Recommendation 10 The council should work with its partners to effectively promote and support the use of advocacy services for older people</p>	<p>Lead: Anne Bygrave</p> <p><u>7 Hospital Discharge</u></p> <ul style="list-style-type: none"> • Review of policy & protocol has been agreed • Review audit & performance structure • Develop multi-agency training programme <p><u>8 Single Assessment Process</u></p> <ul style="list-style-type: none"> • SAP agreed by Joint Strategic Integrated Commissioning Executive as the underpinning tool to link the customer/patient pathway management in all four joint commissioning projects • Project steering groups are putting the detailed plans together • Local York SAP board has agreed to pilot the introduction of person held records in the East of the City in: <ul style="list-style-type: none"> - Older people's mental health services - Supporting people services <p><u>9 Personalisation</u></p> <ul style="list-style-type: none"> • CYC has decided to move to personalisation through the total transformation programme of 'In Control'. This approach has been applied in Learning Disability services since 2007, and is now being extended into the other areas of adult social care. A Personalisation Board is already in existence and it will oversee this total transformation agenda <p><u>10 Advocacy</u></p> <ul style="list-style-type: none"> • Commissioners will be considering the advocacy provision in the city along with PCT in the light of the four joint commissioning projects, the transformation programme and the response to the MH Act implementation 	<p>New Discharge Policy agreed by April 09 Revised structure in place by Jan 09 Fully established by Dec 2009</p> <p>Consultant trainer providing joint training to staff across partner agencies Oct-Dec 08 Up to 250 clients with person held records by Xmas 08</p> <p>Presentation to Councillors – Nov 08 Team briefings – Nov 08-Jan 09 Workshops for customers – Jan-Mar 09</p> <p>Investment programme in place from April 2009</p>
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<p>PREVENTATIVE SERVICES</p> <p>Recommendation 11 The council should ensure that the needs of black and minority ethnic elders are met through the development of culturally sensitive services and self-directed support opportunities</p> <p>Recommendation 12 The council should review and revise the Minimum Guaranteed Standards to ensure that it makes the maximum contribution to the delivery of personalised services that promote wellbeing and independence in line with council objectives</p> <p>LEADERSHIP & COMMISSIONING</p> <p>Recommendation 13 The council should strengthen its leadership role in relation to safeguarding by the full engagement of councillors in the development, scrutiny and evaluation of arrangements</p>	<p>11 Lead: Keith Martin <u>Diversity</u></p> <ul style="list-style-type: none"> Progress on the diversity agenda will be monitored by the Equality and Development Manager, the HASS Equality Network, HASS DMT and report to the Directorate Equality Leads Group and the Corporate Equality Leadership group <p>12 Lead: Anne Bygrave <u>Minimum Guaranteed Standards</u></p> <ul style="list-style-type: none"> Revise and implement <p>13 Lead: Bill Hodson <u>Safeguarding</u> Executive Member involvement in York Safeguarding Adults Board, and quarterly York SAB reports to EMAP</p>	<p>HASS Equality & Information Development Manager post introduced Oct 08</p> <p>Revised Minimum Guaranteed Standards implemented by March 09</p> <p>First York SAB on 4th Nov 08 First York SAB report to EMAP February 09</p>
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<p>Recommendation 14 The council should develop a comprehensive performance management and quality assurance framework across all adult social care areas</p>	<p>14 Lead: Bill Hodson <u>Developing a Performance Management Framework</u> Two stages: <u>Stage One</u> Development of a framework – to include agreement on, eg: <ul style="list-style-type: none"> ○ DMT governance ○ Component parts ○ Coordination of data across HASS; Council; indpt sector ○ Customer & staff engagement <u>Stage Two</u> Development of processes required to make this framework actually happen as part of everyday business</p>	<p>Framework developed by Jan 09</p>
<p>Recommendation 15 The council should introduce measures to assure the content and quality of supervision within a whole system approach to individual performance development</p>	<p>15 Leads: Anne Bygrave, Keith Martin, Graham Terry Supervision- There will be a specific focus on building on and improving current supervision processes within the performance framework and work force development plan. This will include: <ul style="list-style-type: none"> • Existing supervision template to be updated to incorporate additional prompts (eg safeguarding) • guidance to staff, managers and supervisors on mutual responsibilities • provision of management information reports for use in supervision • monitoring of supervision timetables and quality through group and Service Managers. • Assistant Directors to ensure HASS supervision policy is followed consistently </p>	<p>Briefing for managers/staff by Dec 09 Audit of supervision records in January to March 2009</p>
<p>Recommendation 16 The council should ensure a robust approach to multi-agency workforce planning is in place to support the delivery of its objectives</p>	<p>16 Lead: Graham Terry <u>Workforce Planning</u> A four step approach. 1) An assessment of the current position, 2) and future needs, 3) conduct a comparison between future needs and current workforce to 4) produce a WDP plan to address the gaps. The Plan and its production will be co-ordinated by a new Workforce Development and Training Manager and be supported by the HASS Workforce Development Group and report to the HASS Portfolio Board. Workforce development is also being addressed as part of the Corporate Strategy Single Improvement Plan.</p>	<p>Workforce Development Plan completed by end of March 09</p>

<p>Recommendation 17 The council should ensure that staff and people who use services are effectively engaged with and supported through organisational change</p> <p>Recommendation 18 The council should ensure that managers are fully equipped to deliver organisational change and effective services through the provision of a comprehensive management development programme</p>	<p>Staff & Community engagement</p> <p>17) Lead: Bill Hodson <u>Staff</u></p> <ul style="list-style-type: none"> • Using the councils management of change policy and guidelines that include the engagement of and support for staff. • the overall long-standing communication systems in place in the Directorate- regular monthly staff newsletters & bulletin • within the delivery timetable of each individual project plan. <p>Community engagement This is currently covered through a range of stakeholder groups and events, including the existing Partnership Boards, strategy groups, Fora and consultation events. This will be extended within the specific project delivery plans for Personalisation, safeguarding and prevention. On November 5th there is a council wide public event to engage stakeholders in Equality Impact Assessments on key strategies.</p> <p>18) Lead: Bill Hodson/Graham Terry <u>Management Development</u> Continue to implement the Councils Leadership and Management Standards (LAMS) and monitor the take up of the managing for results programme within the quarterly training monitoring report to DMT. The development needs of Managers will be included within the workforce development plan</p>	<p>Ongoing monthly</p> <p>October 08</p> <p>March 09</p>
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<p>Recommendation 19 The council with partners should ensure that strategic planning and commissioning is supported by the incorporation of measurable objectives and financial information</p>	<p>19) Lead: Keith Martin <u>Strategic commissioning and financial planning</u> Next stage development of the Long Term Commissioning Strategy for Older People will include measurable objectives and financial information utilising our existing practice in the Supporting People Commissioning and Planning process. Within HASS the emphasis in the financial planning for 09/10 and beyond has been to:</p> <ul style="list-style-type: none"> • allocate reform grant funding to support the change agenda for personalisation and prevention, with an increase in the capacity required for the delivery of the projects that will mark these transformations • improving the capacity to manage the improvement agenda within adult services • through coordinating safeguarding within the Council with a dedicated Safeguarding Service Manager and administration, and reviewing processes and procedures in order to improve the quality & timeliness of the Care management responses. • Focussing the strategic commissioning and partnerships within one Assistant Director role. 	<p>Completed for 08/09 Decisions logged appointments underway for December 08</p> <p>November 08</p>
<p>Recommendation 20 The council should develop team plans derived from council; directorate and service plan objectives and ensure teams set specific and monitorable goals to deliver continuous improvement.</p>	<p>20) Leads: Anne Bygrave, Keith Martin, Graham Terry</p> <ul style="list-style-type: none"> • <i>Service Planning</i> the proposed timetable for this is attached. The HASS process for completion of the Service Plans will involve: <ul style="list-style-type: none"> o Refresh of the key HASS objectives- completed o Reviewing current plans within the context of the revised portfolios for Assistant Directors o Developing Team Plans to reflect the Portfolio plans o 2009/10 Budget proposals to EMAP o EMAP review and approve 2009/10 service plans o Team Plans finalised <p>Reflecting the team plans within the PDR's of individual staff and subsequent monitoring through supervision</p>	<p>Aug 08 Dec 08</p> <p>Nov 08 Jan 09 March 09 March 09 From April 09</p>



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

20th October 2008

Report of the Director of Housing and Adult Social Services

Portfolio Changes

Purpose of Report

- 1 To seek approval for changes to the portfolios of the three Assistant Directors in the department who are primarily responsible for adult social care. This proposal is also being considered by the Staffing Matters and Urgency Committee at their meeting on 13th October. The views of that committee will be reported verbally to this meeting.

Background

- 2 The current departmental structure was agreed in 2005 following the decision to bring children's social services within the Learning, Culture and Children's Services department. What was formerly the Community Services department became Housing and Adult Social Services.
- 3 There are four Heads of Service posts (Assistant Director level) in the department. These are:
 - **Head of Housing Services** – responsible for overall housing strategy, all landlord services, homelessness and private sector standards.
 - **Head of Corporate Services** – responsible for commissioning and strategy development, supporting people programme, I.T. and management information, customer advice services.
 - **Head of Adult Services** – responsible for assessment and care management for older people, people with long term health conditions and people with mental health problems. Also responsible for the direct provision of residential and domiciliary care.
 - **Head of Learning Disability Services** – responsible for the commissioning of social care and health across York, Selby and Easingwold, assessment and care management and the direct provision of respite and day support services.
(N.B. This role changed from 1st October when North Yorkshire and York Primary Care Trust became directly responsible for the management of health staff – as agreed by members on 8th September)
- 4 The department is clear on **WHAT** needs to be done – the service objectives, plans and performance targets have been agreed by members

and will be refreshed later this year. We must also be sure that we are equally clear on **HOW** we will achieve our stated aims and this begs the question – “Is the departmental structure still fit for purpose ?”.

- 5 It is crucial that the department is able to focus on the key issues in housing and adult social care. The management team have spent a considerable period of time ensuring that effective project planning is in place to deliver our key objectives and have also considered whether the focus of the management team could be improved. It is felt that the remit of the Head of Housing Services remains right but that some adjustments to the other three portfolios would strengthen the management of the department.
- 6 It is important to emphasise that there is no desire to embark on a lengthy or disruptive restructuring. The basic building blocks of the department would not be directly affected by these proposals which are focussed on the remit of the Heads of Service. There would be some changes to reporting lines for the next tier – the Group Managers – but these would not be disruptive.

Proposed Changes

- 7 In considering the portfolios of the management team the focus has been on the context within which the council will be operating and the outcomes we need to achieve. The following factors have therefore been taken into consideration:
 - Delivering the performance results needed to secure a top rating for both housing and adult social care
 - Providing the capacity across all sectors to meet the expected increase in demand for social care support
 - Enabling us to deliver the objectives and targets in the corporate strategy & directorate and service plans
 - Driving and supporting the transformation of housing and adult social care especially in respect of personalisation, prevention, safeguarding, supporting independence and enabling choice.
 - Enabling effective partnership working and integration where that makes sense – especially at locality level
 - Giving clarity about the respective roles as strategic commissioner and provider and:
 - ensuring that those services we provide meet the highest standards of quality and value for money
 - ensuring that those services we commission are quality assured and in line with our customers requirements
 - Removing any barriers that create inequalities e.g. eliminating age discrimination and securing culturally sensitive services.
 - Maximising the contribution of Assistant Directors to this overall process of improvement and transformation

8 In that context the following portfolios are proposed:

- ❑ **Commissioning and Partnerships** – this will retain the focus on long term strategic planning and the importance of partnership working (especially with the NHS) and linkages to the Sustainable Communities Strategy and the Local Area Agreement. The Assistant Director will also be responsible for key support services such as I.T. and Management Information. The overall remit is similar to the current Corporate Services.
- ❑ **Assessment and Personalisation** – this will bring together all the teams responsible for care assessment and purchasing under one Head of Service. This will make it easier to ensure responses to needs that are consistent for all customers and to lead the transformational work on Personalisation. The Assistant Director will also lead on Safeguarding.
- ❑ **Service Delivery and Transformation** – this will bring together all the registered care provision (residential homes and home care) as well as all other direct service delivery (e.g. mobile wardens, community support workers etc.). This will enable us to ensure consistent practice and standards across provided services and also to focus the work on transformational change to ensure improvement and value for money. Given the scale of change anticipated in this area of work the departmental Head of Finance and the Human Resources Business Partner will report to this Assistant Director.

9 The three post-holders directly affected by these changes have been consulted about the proposals and have had a full input into them. They have consented to accept the revised portfolios with effect from 1st November 2008. This would mean:

- ❑ Commissioning and Partnerships – Keith Martin
- ❑ Assessment and Personalisation – Anne Bygrave
- ❑ Service Delivery and Transformation – Graham Terry

10 We continue to operate in a changing environment and these proposals are evolutionary. It is quite likely that some other changes might be needed in 2 to 3 years time. This would not mean that these proposals were wrong but is more a recognition that all organisations and staff need to be flexible and able to continue to adapt without disruption to new challenges.

Consultation

11 The three current post-holders have been fully involved in the thinking behind these proposals and have agreed to the changes in their respective roles. Several sessions have been held with front line staff to explain the rationale for these changes as well as more detailed discussion with senior managers in the department. The trade unions have also been advised through the HASS Joint Consultative Committee.

Options

- 12 **Option 1** – to endorse the proposed changes to the portfolios as set out in paragraphs 8 and 9 above. This is the recommended option for the reasons set out above.
- 13 **Option 2** – to ask the Director to come up with alternative proposals – these could be explored but the process would delay the impact of refocusing the portfolios on the key priorities.
- 14 **Option 3** – to retain the status quo – this would not enable the department to achieve all of the benefits set out in paragraph 7 above.

Corporate Priorities

- 15 The report relates primarily to the corporate priority “ Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of healthy are the poorest”

16 Implications

Financial – there will be no implications arising directly from this report unless the grading of any post is changed. This is not anticipated (see next section).

Human Resources – job plans have been revised in line with the new portfolios but very closely based on the elements of the current job plans. At the time of writing this report these were being evaluated under the HAY process. As this is about re-focus rather than fundamental change it is anticipated that the grades will be the same as the current posts. This will be considered by the Staffing Matters and Urgency Committee on 13th October and a verbal report will be made to this meeting on the outcome.

Equalities – there no implications arising directly from this report.

Legal – none arising directly from this report.

Crime and Disorder – there no implications arising directly from this report..

Information technology – no implications arising directly from this report

Property – no implications arising from this report

Other – not applicable

Risk Management

17 The risk/s associated with the recommendations of this report are assessed at a net level below 16.

Recommendation

18 That the Executive Member approve the changes to the portfolios of the Assistant Directors as set out in Option 1.

Reason: To align the senior management structure of the department more closely to the agreed objectives for adult social care.

Author:

Bill Hodson
Director of Housing and Adult
Social Services
Tel 01904 554000.

Chief Officer Responsible for the report:

Bill Hodson
Director

Report Approved

Date 3rd October 2008

Bill Hodson
Director

Report Approved

Date 3rd October 2008

Specialist Implications Officer(s)

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

All

For further information please contact the author of the report

Background Papers:

None

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

20 October 2008

Report of the Director of Housing and Adult Social Services

Former Tenants Arrears – Write off

Summary

1. To seek agreement to write off a number of former tenants arrears.

Background

2. The district auditor requires existing balances to be examined and uncollectable debts to be written off each year. In the Audit Commission's Housing Inspection report dated October 2002, the need to write off bad debts more promptly was highlighted.
3. Former Tenant Arrears (FTAs) have had a significant effect on the additional contribution made each year within the Housing Revenue Account (HRA) towards bad debts. This has had an adverse effect on resources available for expenditure.
4. Where a debt is written off this does not mean that it can never be recovered. The debt is written back on to a rent account if the customer is located. This may be because the customer has made contact with Housing Services. Debts are written back on each month and this is reported on monthly. In July 2008 £1904.18 was written back on to rent accounts.
5. In addition to this Housing Services has implemented two improvements in this area. The management of former debt for customers in temporary and permanent accommodation has been simplified and a formal system for checking on debts owed by newly accepted homeless customers has been implemented. In addition, a system for doing periodic traces on customers who have had their debt written off is now in place.
6. Officer delegated powers are restricted to writing off debts of £2000 or less.
7. As previously agreed by EMAP, write off reports will be brought to EMAP every 6 months. This will assist officers and members in the monitoring process and should give a clearer view on performance throughout the year.
8. FTAs are monitored weekly. The level of activity involved in recovery is based on the size of the debt. The Authority makes use of a tracing database which

conforms to Data Protection requirements to locate former tenants. Where a former tenant is found efforts are made to recover the debt in traditional ways, including; letters, phone calls and visits. Legal action is taken in appropriate cases. The Authority also employ debt collection agents to chase debts from people who have moved away from York.

9. Details of individual cases are set out in Annex A

Consultation

10. None

Options

11. Option A: Maintain these FTAs on accounts. 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 of October 2002.

Option B: Write the debts off on the understanding that if necessary they can be reinstated at a later date.

Analysis

12. It is recommended that FTAs are written off totalling £20,497.04. This represents 0.08% of the total debit. These are cases where Housing Services have attempted a number of traces but have been unable to obtain a forwarding address or any information on the whereabouts of the former tenant. It also includes cases where the tenant has died and there were insufficient funds in the deceased's estate.

Corporate Objectives

- 13 This report supports corporate objective of improving the organisational effectiveness of the council through good financial management.

Implications

14. The implications arising from this report are as follows:
 - **Financial** - These write offs can be contained within the bad debt provision of the Housing Revenue Account. The current provision is £1,255,449
 - **Human Resources (HR)** - None
 - **Equalities** - None
 - **Legal** - None
 - **Crime and Disorder** - None
 - **Information Technology (IT)** - None

➤ **Property** - None

➤ **Other** - None

Risk Management

15. Writing off debts that cannot currently be recovered will help reduce the bad debt impact on the HRA. This reduces high risk financial implications for the HRA.
16. The risk of these debts never being recovered is high but has been improved due to the use of tracing IT package and more robust systems on checking for former debts when customers want rehousing

Recommendations

17. That the Executive Member:

- Approves option 2 which involves writing off FTAs of £20,497.04 as detailed in Annex A

Reason: This is in line with the recommendations of the audit report detailed in paragraph 1 and also for the financial implications listed above.

Contact Details

Author:

Denis Southall
Support Services Manager

Chief Officer Responsible for the report:

Steve Waddington
Head of Housing Services

Tel No. 1298

Report Approved

Date 6/10/08

Specialist Implications Officer(s) - Jayne Close, Finance Officer

Wards Affected: None

All

For further information please contact the author of the report

Background Papers: None

Annexes

Annex A: List of individual debts over £2000 to be written off

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OVER £2,000.00
NAME

ACCT NO	ADDRESS	TCD	ARREARS	REASON
60025915		30/09/07	£3,532.24	No estate
60040029		21/11/04	£3,164.23	no trace
60024875		01/09/02	£2,644.89	no trace
60024552		25/11/07	£2,585.43	no trace
60023089		19/02/06	£2,264.79	no trace
60042061		26/09/04	£2,203.32	no trace
60038141		21/11/04	£2,058.58	no trace
60030189		29/10/06	£2,043.56	no trace

£20,497.04

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