



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, Hyman, Simpson-Laing, Taylor, Wiseman, McLaughlin (Non-voting Co-opted Member) and Gumley (Non-voting Co-opted Member)

Date: Monday, 16 March 2009

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 13 March 2009, if an item is called in *before* a decision is taken, *or*

4:00 pm on Wednesday 18 March 2009, if an item is called in *after* a decision has been taken.

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

1. **Declarations of Interest**

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

2. Exclusion of Press and Public

To consider excluding the public and press from the meeting during consideration of Annex 1 to agenda item 10 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

3. Minutes (Pages 1 - 10)

To approve and sign the minutes of the meeting held on 27 January 2009.

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 5.00pm on Friday 13 March.

ITEMS FOR INFORMATION

5. 2008/9 Service Plans and Budget 3rd Monitor Report (Pages 11 - 48)

This report advises the Executive Member of progress against the service plan targets for housing and adult social services and the projected financial outturns for 2008/9 based on data as at the end of December 2008.

ITEMS FOR DECISION

6. Housing and Adult Social Services Capital Programme – Monitor 3 (Pages 49 - 54)

This report informs Members of the likely outturn position of the 2008/09 Capital Programme based on the spend profile and information to January 2009 and seeks approval to any resulting changes to the programme. It also informs the Executive Member

of any slippage and seeks approval for the associated funding to be moved between the relevant financial years to reflect this.

7. Former Tenants Arrears – Write off (Pages 55 - 60)

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

8. Changes to the Grants and Assistance Policy (Pages 61 - 80)

This report outlines the proposed key changes to the Grants and Assistance Policy to take account of the findings of the private stock condition survey and is a response to the challenges identified in the new Private Sector Housing Strategy agreed by EMAP on 8th December 2008.

9. Service Plans 2009-2012 (Pages 81 - 132)

This report seeks approval from the Executive Member for the service plans for Housing and Adult Social Services covering the period 2009-2012.

10. External Painting and Associated Repairs Contract (Pages 133 - 138)

This report seeks approval to appoint four Contractors to the External Painting and Associated Repairs Contract for a 3-year period with the option to extend for a further two years.

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

Democracy Officers:

Name: Catherine Clarke and Heather Anderson (job share)

Contact Details:

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

About City of York Council Meetings

Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

যদি যথেষ্ট আগে থেকে জানানো হয় তাহলে অন্য কোন অর্ধাতে তথ্য জানানোর জন্য সব ধরনের চেষ্টা করা হবে, এর জন্য দরকার হলে তথ্য অনুবাদ করে দেয়া হবে অথবা একজন দোঅবী সরবরাহ করা হবে। টেলিফোন নম্বর (01904) 551 550।

Yeteri kadar önceden haber verilmesi koşuluyla, bilgilerin terümesini hazırlatmak ya da bir tercüman bulmak için mümkün olan herşey yapılacaktır. Tel: (01904) 551 550

我們竭力使提供的資訊備有不同語言版本，在有充足時間提前通知的情況下會安排筆譯或口譯服務。電話 (01904) 551 550。

اگر مناسب وقت سے اطلاع دی جاتی ہے تو ہم معلومات کا ترجمہ مہیا کرنے کی پوری کوشش کریں گے۔ ٹیلی فون (01904) 551 550

Informacja może być dostępna w tłumaczeniu, jeśli dostaniemy zapotrzebowanie z wystarczającym wyprzedzeniem. Tel: (01904) 551 550

Holding the Executive to Account

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

Scrutiny Committees

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

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

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.

City of York Council

Committee Minutes

MEETING	EXECUTIVE MEMBER FOR HOUSING & ADULT SOCIAL SERVICES ADVISORY PANEL
DATE	27 JANUARY 2009
PRESENT	COUNCILLORS MORLEY (CHAIR), BOWGETT (VICE-CHAIR), SUE GALLOWAY (EXECUTIVE MEMBER), HORTON, HYMAN, SIMPSON-LAING, WISEMAN, MCLAUGHLIN (NON-VOTING CO-OPTED MEMBER) AND GUMLEY (NON-VOTING CO-OPTED MEMBER)
APOLOGIES	COUNCILLOR TAYLOR

43. 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.

44. MINUTES

RESOLVED: That the Minutes of the meeting held on 8 December 2008 be approved and signed by the Chair and the Executive Member as a correct record.

45. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

The Chair, however, agreed to hear representations from Heather McKenzie from Unison regarding Agenda Item 7 – Home Care Efficiencies Project – Final Proposal, immediately prior to discussion of this item on the agenda.

46. RESULTS OF 2008 ANNUAL HOUSING SATISFACTION SURVEY

Members received a presentation and considered a report providing them with the results of the Annual Housing Services Monitor (AHSM): a postal survey of City of York Council tenants undertaken during November 2008.

The Research Officer, Marketing and Communications, gave a PowerPoint presentation, which provided a brief background to this statutory survey,

the overall results, results per subgroup and highlighted the key aspects of the survey.

It was noted that overall satisfaction with housing services was 85%. 74% of tenants described the council as a 'very good' or 'good' landlord, down from 88% in the previous 2006 survey. 84% of respondents said that they were 'very' or 'fairly satisfied' with the condition of their home and 83% said that they were 'very' or 'fairly satisfied' with the repair and maintenance service.

Nine areas were defined in the survey, including: repairs and maintenance; overall quality; neighbourhood; dealing with anti-social behaviour; keeping tenants informed; taking landlord's views into account; involving tenants in management; value for money; and dealing with enquiries.

Members then raised various concerns and comments to which officers responded:

- Paragraph 15 of the report had noted a fall in satisfaction with regard to the Council as a landlord. Officers stated that a focus group would be set up to establish the reasons for that and the results would be brought back to the Panel. Approximately 300 tenants who took part in the survey had stated that they were willing to take part in more detailed focus groups. It was noted that older and longer-term tenants were more satisfied with housing services than younger tenants.
- It was mentioned that tenants preferred to deal with one person when reporting a problem. Officers responded that unfortunately this was not always possible given the nature of some of the roles, however, they stressed that what was important was whether a response had been made right away and this involved ensuring that the message was passed on and responded to appropriately.
- Anti-social behaviour was the second area of concern for tenants. It was noted that anti-social behaviour was a problem involving other agencies and that it was important to keep all those involved well informed. It was also noted that there was now greater satisfaction in how this was dealt with, an 11% increase from 2006, but that tenants often had high expectations and these could not always be met.
- The Black and Minority Ethnic (BME) group proportion of respondents was less than 1%. Officers responded that they were undertaking a customer profiling exercise over the next 10 months and this would provide the opportunity to tailor some services to meet the needs of certain tenant groups.
- It was noted that a higher proportion of females responded to the survey. Questions about age range, ethnicity, religion and sexual orientation were asked by the survey.
- It was agreed that officers would send a copy of the PowerPoint presentation and the questionnaire to Members.

The co-opted members confirmed that the survey had given a good breakdown and that satisfaction with housing services had generally been high.

Advice of the Advisory Panel

That the Executive Member be advised to note the results of the 2008 Annual Housing Service Monitor and the proposed follow up focus work and actions.

Decision of the Executive Member

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

REASON: To improve the satisfaction levels of tenants with the Housing Service.

47. OUTCOMES OF THE RESPONSIVE REPAIRS REVIEW

Members received a report presenting the recent Responsive Repairs Review carried out within Housing Services and Neighbourhood Services and the recommendations arising from it affecting the levels of service to be offered to customers.

The Head of Housing presented the main points of this report, which had been based on a pilot in the Acomb area. It was stated that 30,000 repairs were carried out annually costing in excess of £4 million. The Acomb area was chosen for the pilot as it represented about 40% of these housing repairs.

Members raised comments and concerns with regard to the review to which officers responded:

- It was confirmed that heating problems fell under the category of same day repairs.
- Tenants would be made fully aware of which areas fell into which area of repair priority – 04, Same Day or General.
- In terms of the percentage of repairs undertaken for new tenants, at least 99% of repair work was now done before a tenant moved in and that a house would only be taken “as seen” where there had been a mutual exchange.
- That there was an “out of hours” 24/7 emergency service. Should a repair need to be dealt with within the 04 timescale, then a standby would go out, and if a repair needed to be done which was the same day category this would be done the next working day.
- In terms of heating repairs and elderly tenants, the Customer Service Assistants had discretion to override a decision with regard to the timeframe for such a repair if felt needed, but that this was monitored.

The co-opted members confirmed that with regard to the Acomb area, the service repair work had been done very well and very efficiently.

The Executive Member noted that it had been very useful to have the voice of co-opted members, who were tenants, to guide the Panel and that satisfaction had been expressed from the Acomb side.

Advice of the Advisory Panel

That the Executive Member be advised to consider the report and approve Option 2 in paragraph 21 “accept the new repairs priorities for customers arising from the review process” with an implementation date of 1 April 2009.

Decision of the Executive Member

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

REASON: To improve the levels of service offered to customers.

48. AMENDMENTS TO THE LETTINGS POLICY

Members considered a report seeking consideration of amendments to the allocation and lettings policy that aimed to make the best use of the Council stock in light of the need to tackle the demand for public rented housing.

The Head of Housing Services explained that these amendments were required to reduce the number of homeless applicants in temporary accommodation.

Members then raised various points to which Officers responded:

- With regard to ensuring that private landlords were reputable and that properties were up to standard, Officers responded that the Council did not want to put people in less than adequate housing. The Council was looking at developing an accreditation scheme for private landlords, but that at present only a small number of private landlords were used.
- Accompanied viewings to properties were made and the tenant could refuse to accept the property if it was in a poor state of repair.
- With regard to the question of repossession of properties, due to the present financial climate, that each case would be looked at on its own merits. Decisions regarding being intentionally homeless would be made on a case-by-case basis.
- On the question of overcrowding with regard to families and children, Officers confirmed that this was a challenge and a balance.
- With regard to those tenants convicted of an offence and likely to go to prison, a protocol had been developed with the Probation

Service, which came into force in 2008. This would fall under the responsibility of the Offender Management Team to inform the Housing Department if a custodial sentence was felt likely, so as to ensure that debts/rent arrears were not accrued and that the property was not vandalised. Housing Services were working with the Probation Service. It was stated that the Probation Service had a housing and employment specialist, with a dedicated specialist for the York and Selby area.

- Encouragement would be given to offenders to apply for housing well in advance of their release date.
- One member stated that approval of this Letting Policy should include the caveat that the quality of the landlord's housing must be taken into consideration.

Advice of the Advisory Panel

That the Executive Member be advised to approve Option 2 as outlined in paragraph 10 of the agenda.

Decision of the Executive Member

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

REASON: To enable the Council to do all it can to increase the quality of life for homeless applicants and reduce the number of homeless applicants living in temporary accommodation.

49. HOME CARE EFFICIENCIES PROJECT – FINAL PROPOSAL

Prior to the consideration of this item, the Chair had agreed to receive representations on this agenda item from Heather McKenzie of Unison.

Ms McKenzie stated that overall Unison was pleased with the consultation process and that past inconsistencies in administration policy had been identified, relating to downtime and non-contact time. However, other concerns were expressed with regard to the staff plan, the IT system and its abilities to produce efficiencies, and it was felt that more discussion with regard to the new system would have been helpful. Concerns were also expressed about the reduction in home care managers from six to four. With regard to the re-ablement efforts, it was felt that even best efforts might be jeopardised as the over-charging policy was not being looked at and there were concerns expressed about the cost to customers.

Generally Ms McKenzie reported Unison was pleased with the increase in team leader hours, but was less sure about the future. With regard to the removal of the 9 to 2 shift, it was felt that this posed a problem for recruitment. Concern was also expressed about the 15-hour minimum contract, especially for those staff in receipt of tax credit who had to work a

minimum of 16 hours in order to be eligible for this benefit. Concerns were also expressed about the merging of the EMI support team and that the paperwork was not ready for full consultation. It was highlighted that the main concern of staff was the implementation of the new structure, accommodation, existing working hours, the use of pool cars and training. It was also felt that it was essential to maintain good communication and give consideration to staff and their circumstances.

Members then considered the Home Care Efficiencies Project – Final Proposal. At the meeting on 8 September 2008 Members had considered an item on In-house Home Care – Revised Delivery Model and requested that the final delivery model for in-house home care be brought back to them after the staff consultation process and before its implementation.

At this meeting, Members considered the report, which reviewed the background to the need for changes and set out the final proposed Service Delivery Model. It also outlined the consultation process that had been followed since the initial proposal was first presented to staff back in late July, the key messages received from staff during that process and how the Home Care Efficiencies Project Board had responded to these and how it was anticipated the service delivery model would achieve the necessary efficiencies and improve outcomes for customers.

The Assistant Director, Service Delivery and Transformation, stated that the report was the work of a Project Board to further improve services and focus on customers, to get people off the long-term packages of care and back home. It was noted that with recent demographic trends there had been an increase in the demand for dementia care and that it was important to improve the continuity of care and to have as few people involved as possible. It was stated that the saving target was £950,000.

The Officer stated that the contribution of the unions was recognised and that this had helped to reassure staff and that the process of consultation had improved services and identified continuous improvements. How the efficiencies were to be achieved was outlined in Annex 6 to the report, including efficient rostering and the merging of teams, and that this was seen as important to retain frontline staff.

The officer further confirmed that although the number of team leaders would be reduced, team leader hours would be increased and two temporary team leader posts would be created, but these posts would be reviewed in the next six to nine months.

The officer confirmed that the council would accommodate a variety of work hours within shift patterns and would seek to recruit to as many hours as possible. On the issue of rostered hours and shift patterns, staff had indicated that rostered hours had matched the demand from customers. On the question of the merging of the EMI and High Dependency and Night team into one Care Service it was stated that job description changes would be needed with further consultation and that this was underway.

With regard to property implications, the officer stated that following meetings with tenants that the response was strong from Glen Lodge. Concerns about parking, noise and security were raised across the other three sites. The officer stated that time was needed to look at finding alternative office accommodation and that the least impact option would be considered.

In response to the comments made by Heather McKenzie of UNISON, the officer stated that the staff plan was a robust system suitable for more stable groups of customers. Further, it was stated that the Project Board would be meeting on the 28 February to talk about the next stage of implementation, the HR implications and the training programme.

Members then raised various points to which officers responded:

- With regard to Gale Farm and Glen Lodge and the issue of parking, it was noted by officers that it was not just the issue of parking, at Gale Farm in particular, but of traders parking in the surgery and local streets and this had been taken up and instructions would be issued to staff.
- That the review would be brought back to the Panel.
- The importance of providing a good service was noted and that the 9 to 2 shift had suited mothers with primary school children. It was also noted by Members that the wording of the advertising was important and advertising only 15 hours per week was likely to reduce the potential pool of workers for these jobs. Officers confirmed that recruitment could be within the parameters of 15 to 30 hours per week.
- On the question of the new IT system, the officer confirmed that the system had been designed with input from users and that feedback from other authorities using the system was that it was fairly easy to use and provided useful and robust performance data.
- Members also raised the issue of the importance of high priority of service delivery.

The Executive member noted that in the current turbulent time in social care that it was important to have a service that would respond quickly and well.

Advice of the Advisory Panel

That the Executive Member be advised to agree the proposed service delivery model.

Decision of the Executive Member

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

REASON: To improve outcomes for customers and achieve the required budget savings for 2009-10.

50. REVENUE & CAPITAL BUDGET ESTIMATES 2009/10

Members considered a report, which presented the 2009/10 budget proposals for Housing & Adult Social Services.

The Director of Housing and Adult Social Services reported to Members that the savings proposed were in Annex 3 and that Annex 5 referred to the savings consulted on but not the recommendations for inclusion. He also noted that this year the budget was tight with cost pressures and growth kept to a minimum. He also stated that decisions needed to be made with regard to fees and income as referred to in Annex 4. The Officer noted that there had been very strong support for protecting services to the elderly and long-term care fees as noted in paragraph 31 of the report. On the question of risk it was stated that an Equality Impact Assessment needed to be undertaken with regard to the impact of Savings Proposal HASS15 in respect of disabled adults, together with more consultation. It was stated that Housing Revenue had shown a surplus.

Members of the Labour Group reserved their position for Budget Council.

Members noted that some of the annex pages had been difficult to read due to the page setup and that this would be looked at for future agendas.

Advice of the Advisory Panel

That the Executive Member be advised to:

Consider whether the budget proposals are in line with the Council's priorities and provide comments to be submitted to Budget Executive on the:

- 2009/10 base budget as set out in paragraph 6
- Service pressure proposals as set out in Annex 2
- Savings proposals as set out in Annex 3
- Fees and charges as set out in Annex 4
- Other revenue budget options for consultation as set out in Annex 5
- Options for new capital schemes in Annex 7
- The HRA budget as set out in Annex 8

Decision of the Executive Member

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

REASON: As part of the consultation on the Housing & Adult Social Services budget for 2009/10.

51. HASS DIRECTORATE PLAN 2009-2010

Members considered a report, which sought approval from the Executive Member for the directorate plan for Housing and Adult Social Services covering the period 2009-12.

The Director of Housing and Adult Social Services stated that this important plan for the department focused on the important issues of staffing, health and safety and equality with vision, key drivers, objectives and an overview of the structure and resources. It was noted that all the figures could not be included, as the budget had not yet been approved. The list of milestones and targets was recorded on page 88 of the agenda. The officer also stated that the detailed service plans from this overall plan would be brought back to the Panel in March 2009.

Members of the Labour Group reserved their position, as the full figures were not available.

Advice of the Advisory Panel

That the Executive Member be advised to accept Option 1 and approve the Directorate Plan for Housing and Adult Social Services.

Decision of the Executive Member

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

REASON: So that the Council's corporate and departmental objectives can be achieved.

52. IMPROVEMENT PLAN IN RESPONSE TO COMMISSION FOR SOCIAL CARE INSPECTION (CSCI) ANNUAL PERFORMANCE ASSESSMENT (APA) OF ADULT SOCIAL SERVICES 2007/8

Members considered a report, which asked them to comment on and approve the high-level improvement plan following the Annual Performance Assessment (APA) for Adult Social Services 2007-08.

The Director of Housing and Adult Social Services stated that the Improvement Plan set out the key areas for development and these had been shared with the Commission for Social Care Inspection (CSCI). He also stated that he was confident that the end of year figures would show an improvement. It was noted that staff members had shown enthusiasm for the improvement plan and were involved in the process.

Members commented that they were pleased that the Improvement Plan had been brought back to the Panel and thanked the officer for the additional work that had been undertaken on this. Members enquired about the councils that York was working closely with and officers confirmed that these were Bolton and Sunderland, both larger authorities,

which had achieved outstanding results and which had a good reputation on performance management. It was also confirmed by the officer that other external help was being sought on a selected basis.

A Member asked about the number of HIV and Aids referrals with regard to safeguarding. Officers replied that there had been no referrals on this issue of which they were aware. However, it was noted that the number of people who were HIV positive had grown, though it was not felt that harassment was a particular issue.

Advice of the Advisory Panel

That the Executive Member be advised to:

- (i) Approve the improvement plan attached as Annex 1
- (ii) Agree to receive a progress report on the improvement plan at the meeting in June 2009.

Decision of the Executive Member

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

REASON: To enable progress to be made on the key areas for development and to ensure ongoing and effective Member scrutiny of the improvement plan.

Councillor Sue Galloway, Executive Member

Councillor J Morley, Chair

[The meeting started at 5.03 pm and finished at 7.08 pm].



Executive Member for Housing and Adult Social Services and Advisory Panel

16th March 2009

Report of the Director of Housing and Adult Social Services

2008/9 Service Plans and Budget 3rd Monitor

Purpose of Report

1. To advise the Executive Member of progress against the service plan targets for housing and adult social services and the projected financial outturns for 2008/9 based on data as at the end of December 2008.

Performance Overview

2. This report gives an overall summary of performance with more detail for each service plan area set out in the annexes. These cover:
 - Housing Revenue Account (Landlord services)
 - Housing General Fund
 - Corporate Services
 - Older People and Physical Disability
 - Mental Health
 - Learning Disabilities
3. The annexes show progress in relation to the key objectives (Critical Success Factors) and the performance targets as well as a more detailed breakdown of expenditure. (Where performance figures are only available annually they are not shown in the quarterly updates). Some of the highlights are set out below in this summary report.
4. Performance on housing landlord services continues to show steady improvement in the repairs service. Although there is some way to go to hit the ambitious, top quartile targets set the changes agreed at the last meeting should enable further improvement. The main area of concern remains the continuing overspend against budget for housing repairs. It is expected that this area will be an early priority for joint work with [Easy@York](#) and Northgate Kendric Ash. There has been a slight deterioration in turn-round times for empty homes in this period but the outturn is still expected to be well within the top quartile.
5. In relation to housing general fund activities, work on the replacement for the Peasholme building is underway again and is due to be completed by

September 2009. In terms of homelessness the key performance area relates to the numbers of people still in temporary accommodation. There has been continued progress in achieving the LAA target reduction for this year but this remains very challenging. Excellent work continues on preventing homeless admissions and this is being extended to provide a more comprehensive 'housing options' service for all customers. There has been a reduction of over 30% for the 3rd quarter for homeless acceptances compared to the previous two years.

6. The results of the Private Sector Stock Condition Survey showed significant improvements with conditions in York being significantly ahead of the national average. These results were fed in to the refreshed Private Sector Housing Strategy, which was agreed by the Executive on 16th February.
7. Despite the economic downturn the affordable homes programme in 08/9 is holding up well although there will clearly be problems in future years. An excellent piece of work was done by council officers working with the developer and the new Homes and Communities Agency to secure additional funding for the Discus Bungalow replacement schemes and to enable the council to obtain the necessary capital receipt. Work will be starting on site before the end of this financial year.
8. In terms of Corporate Services levels of sickness absence continues to reduce with the aim of bringing the days lost per full time employee into single figures within by 2010. This would be a reduction of more than 50% on the figures in 2006/7. Work continues on preventing stress in partnership with the Health and Safety Executive and the trade unions.
9. Progress on the improvement plan arising from the CSCI inspection continues to be reviewed by the departmental management team on a fortnightly basis with a particular focus on Safeguarding. A separate plan was drawn up in relation to the Annual Performance assessment for adult social care but it is intended to synthesise these for the start of 09/10 and to link them to work on performance improvement. Support is being offered through the Deputy Regional Director of Social Care at the Government Office including some modest financial support in 08/9 and 09/10 to help pay for specific pieces of work. Positive links have also been made with councils who have a consistent record of excellence so that we can learn from their best practice.
10. Intensive work continues on the completion of consultation on the Phase 2 Home Care changes agreed at the last meeting with the new structure on track to be in place by 2009.
11. Work is on target to move people with learning disabilities from the last remaining NHS campus in Easingwold and into their own homes by the end of 2009. Work of the re-provision of day services currently based at the New Bridge centre is beginning and joint work is underway with the Joseph Rowntree Trust to support their re-provision of residential services at New Earswick.
12. The number of people using direct payments has continued to rise and is ahead of target. A Personalisation Plan to lead the transformation of

services has been drawn up and a seminar for members took place in February.

Financial overview

13. Housing Revenue Account - The original 2008/09 budget reported to members on 14th January 2008 had a working balance of £6,960k. After a number of budget adjustments, including the allocation of recharges and insurances, the balance on the HRA is now estimated to be £7,238k. This increase is mainly due to the higher than forecast balance brought forward into 2008/09 from 2007/08. This review indicates a net underspend of £181k which, together with the budgeted balance of £7,238k, now gives a total estimated balance on the HRA of £7,419k.
14. Housing General Fund - The original budget estimate for Housing General Fund approved by Members was £1,284k. After approval of savings and growth and other approvals including insurance and recharge adjustments, the approved Housing General Fund budget is now £1,427k. This review indicates the outturn will be in line with the approved budget.
15. Adult Social Services - The original budget estimate for Adult Social Services approved by Members was £34.2m. After approval of savings and growth and other approvals including insurance and recharge adjustments, the approved budget is £38.0m. This review indicates an underspend of £134k compared to the approved budget of £38.0m, a reduction of 0.4%.
16. The table below sets out the overall departmental General Fund position, which is a projected net general fund underspend of £134k.

	Exp Budget £'000	Income Budget £'000	Net Budget £'000	Net Forecast £'000	Variation £'000	Variation %
Housing General Fund	11,297	9,870	1,427	1,427	nil	nil
Adult Social Services	60,934	22,862	38,072	37,938	-134	-0.4

17. Growth and Savings - As part of the budget process members agreed growth items across Housing & Adult Social Services of £3,445k. In order to balance the council's overall budget, savings of £1,289k were also agreed.
18. This review indicates that all growth and savings are currently on target with the exception of one saving within Learning Disability Services. The implementation of cross border protocols whereby customers classified as ordinary resident in other local authorities become that authority's

responsibility. York was originally forecast to pass £150k net expenditure onto other local authorities but several high cost cases have been disputed by the receiving authority resulting in there being a nil effect from implementing this protocol.

19. Income has however been generated through continuing health care determinations following introduction of the revised national policy and the approach approved by Members in 2007. Overall there are approximately 80 people who have been subject to an application or have been subject to a continuing care assessment over the period since October 2007, when the revised national policy was implemented. The evidence to date suggests that the investment in dedicated care management has ensured that sufficient income has been achieved to cover the cost of the posts and required savings, approved during the budget setting. This reflects 38 determinations resulting in full continuing healthcare funding being awarded and seventeen joint funding packages of care agreed with the Primary Care Trust.
20. Within the application of the policy, the Learning Disabilities team have, been extremely successful in applying for Continuing Health Care funding. £534k was received in 07/08 but the forecast for 08/09 is £1,085k, an increase of £551k, which more than offsets the income and savings targets described earlier and brings the service back within budget.
21. Members should note that there are continued pressures in Learning Disabilities due to the increase in both the number of customers (young people coming into adult services and older people living longer) and the complexity of their needs. This trend is set to continue for the foreseeable future and is a part of a national pattern (an 11% increase in the number of adults in England with a learning disability is expected in the period 2001 to 2021).
22. As part of the 2007/08 budget report a possible contingency item for £275k was identified in respect of the repayment of customer contributions towards health care costs. A legal opinion has confirmed that there is no obligation to repay any customer contributions and this matter has now been resolved without the need for any additional funding to be released from the contingency.
23. The Director has been given delegated authority to transfer available resources of up to £100k from one budget heading to another within the agreed delegation scheme. Individual budget holders use these virement rules so that any avoidable overspends can be met by identifying, or curtailing expenditure within other budget heads. Virements to report within this quarter are as follows:

	Description	Variation £'000
	<u>HOUSING REVENUE ACCOUNT</u>	
1.	Urgent improvements to Ordnance Lane	

	a) Increase in Ordnance Lane repairs budget	+25
	b) Decrease in the HRA working balance	-25
	<u>HOUSING GENERAL FUND</u>	
2.	Additional inflation for increased electricity costs	+13
3.	Virements within HASS to reflect spending pressures across the department	+10
	<u>ADULT SOCIAL SERVICES</u>	
4.	Virements within HASS to reflect spending pressures across the department	
	• Corporate Services	-129
	• Learning disabilities	+57
	• Mental Health	+9
	• Older People & Physical Disabilities	+40

Consultation

24. There has not been any specific consultation on this report but elements of the service plans will have been consulted upon.

Options

25. Options are not part of this report, which is intended to set out the summary position after the third quarter of 2008/9.

Corporate Priorities

26. The service plan reflects many of the council objectives and priorities, and many of the actions related to council objectives and initiatives. Specific links can be made to the following:

“Outward facing”

- Improve the actual and perceived condition and appearance of the city’s streets, housing estates and publicly accessible spaces
- Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York
- Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city
- Improve the quality and availability of decent affordable homes in the city
- Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest.

“Improving our organisational effectiveness”

- Improve our focus on the needs of customers and residents in designing and providing services
- Improve the way the Council and its partners work together to deliver better services for the people who live in York

Implications

Financial

27. These are set out in paragraphs 12 to 22 above. 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. A detailed financial analysis of each service plan is set out in the attached annexes to the report.

28. **Other Implications**

Human Resources (HR)

None arising specifically from this report.

Equalities

None arising specifically from this report.

Legal

There are no immediate implications to report.

Crime and Disorder

There are no immediate implications to report.

Information Technology (IT)

None arising specifically from this report.

Property

None arising specifically from this report.

Other

None

Risk Management

29. This report focuses on high level issues that the Executive Member should be aware of and therefore does not analyse more detailed risks that would be dealt with through service planning.

Recommendation

30. That the Advisory Panel advise the Executive Member to note and comment on the content of this report

Reason: So that the Executive Member is briefed on the projected performance and financial outturns for Housing & Adult Social Services.

Author:

Bill Hodson
Director of Housing and Adult
Social Services
Tel: 554001

Chief Officer Responsible for the report:

Bill Hodson
Director

Report Approved



Date 26th February 2009

Specialist Implications Officer(s)

Debbie Mitchell
Head of HASS Finance
Tel: 554161

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

All



For further information please contact the author of the report

Background Papers: Directorate Plan

- Annex 1 - Housing Revenue Account
- Annex 2 - Housing General Fund
- Annex 3 - Corporate Services
- Annex 4 - Older People & Physical Disabilities
- Annex 5 - Mental Health
- Annex 6 - Learning Disabilities
- Annex 7 - Performance Data

This page is intentionally left blank

Housing Revenue Account (HRA) Service Plan – Monitor 3 update 2008/09

Critical Success Factors

1. Remaining on target to meet the Decent Homes Standard by 2010-

We remain on target to meet the Government's Decent Homes Standard by the deadline date of 2010, through delivery of the Council's Housing Capital Programme (progress with the Capital Programme is reported elsewhere on this agenda)

2. Improved performance across Housing Services Functions-

▪ Income Management

- Quarter three targets for both rent collection and rent arrears have seen slight increases in the level of arrears, particularly in low-level arrears. An action plan is being developed to ensure that we are in a position to respond to the impact of the economic downturn. This forms part of a wider review of the income management service.
- Housing Services are currently working with Resources to identify ways in which the two teams can work together to recover debts owed to the authority. Initially this involves identifying a small group of customers who are in debt to both departments, looking at solutions that will ensure the debts are recovered without over burdening the customer.
- Referral processes are being established with external agencies / partners to ensure that individuals who may experience a reduction in income as a result of job losses are identified to ensure that early support can be given to ensure debt is not accrued.
- Finally the department will be trialling a mobile solution in the income management team between April and July.

▪ Void Management-

- A new voids process was implemented in the summer, whereby all repairs are carried out *prior* to the tenant moving in. This significant change has had the effect of slightly increasing the turnaround time although average re-let times are still upper quartile. Monthly turnaround times are now close to the 2007/08 outturn, however the dip in performance is likely to result in the 2008/09 target not being achieved. The impact of the changes is being considered by the Repairs Partnership to ensure that improvements continue.
- A methodology to monitor the impact of the new void process is currently being developed. We have also introduced a void standard for empty homes, and quality-monitoring systems are in place.

- Satisfaction with the new standard will be measured via the 'new homes questionnaire' sent to all council tenants when they move into a new home and due to be re launched early 2009,

- **Responsive repairs**

- Following an end-to-end review of the service, a Pilot for changes emerging from the review commenced on September 3rd and has been closely monitored and managed by officers.
- The outcome of the process was discussed by members at the January EMAP meeting where changes to the repairs priorities for the city were agreed and which will be implemented from the beginning of the 2009/10 financial year.

- **Tackling Anti Social Behaviour**

- A new IT module has been developed to enable improved recording and monitoring of anti-social behaviour and nuisance issues. Staff members have been trained on this system, which went live at the end of 2008.
- During February, focus groups were held with customers who have experienced nuisance to gain their feedback on case management, and a survey has been developed to monitor satisfaction with the service provided by housing staff to customers experiencing nuisance and Anti-social behaviour
- Discussions are ongoing with Housing Associations in York about taking cases through the multi-agency Nuisance Action Group (NAG) as part of their efforts in tackling anti-social behaviour. Proposals exist for landlords to purchase services from the CYC housing Tenancy Enforcement Team, with the aims of reducing anti-social behaviour and ensuring a greater consistency of approach on multi-tenure estates.

3. Consolidate our approach to customer services

The Housing Quality Network has recently undertaken a Mystery Shopping exercise with a number of Housing Organisations across York, including CYC. The findings of this research have been considered by HSMT and improvement actions agreed to address the issues raised. Initial discussions have been held with RSL's who currently work in York to consider the potential for a York Standard for customer service, further shared work on customer service will continue, with any proposals to be agreed my members at a later date.

- The Strategy and Enabling Group are working to develop a Customer Engagement Strategy for Housing, a project team has been established the project is due to complete in June 2009. This will develop a strategic approach to customer engagement activity, including a review of current activities. Tenant Participation Advisory Service (TPAS) have been engaged to work with CYC to support the development of the Customer Engagement Strategy.

- The Customer Panel Co-ordinator is now in post and a project plan is in place to deliver agreed priorities for focussed customer engagement work. This post links to the work undertaken by the Neighbourhood Management Unit on behalf of Housing Services and plans are being developed to develop a strategic framework in which to drive the engagement agenda forward. A Panel was also held to understand customers' experience of the recent piloted changes to the repairs system. Panels in general were promoted in the December Issue of Streets Ahead, the Tenants Magazine, and a database of customers interested in being involved in service improvements whether in person or by survey is being completed.
- A staff group has been established to monitor and further develop the working with customers and colleague standards and amendments have been made to ensure these are relevant to all areas of Housing Services. Work is taking place to ensure that these standards are embedded across the service, including being central to staff inductions.
- The results from the Annual Housing Satisfaction survey of City of York tenants were reported to EMAP in January 2009. Work is underway with staff and customer focus groups to develop improvement actions in response to the findings

4. Other Achievements

- **Service Improvements**

- Following issues during the piloting of mobile working using mini-laptop computers in partnership with easy@york the department is looking at a solution using Kirona software (specialists in mobile technology) the aim is to have a pilot on income management and reactive repairs in place by the end of the financial year.
- It is anticipated that the programme of customer profiling of council tenants will commence during early 2009. The Questionnaire has been finalised and the data collection will run throughout at least the first two quarters of 2009/10 in order to manage the workload arising as a result of the returns.
- Work has commenced on a Service Improvement Strategy for the Housing Service, which will set out the performance management framework for the department and refresh our approach to improvement planning.

- **Staff and Management**

- During October Housing Services staff attended a second annual staff seminar. The seminars were held over three half days and were designed to build on the success of the first seminars held in 2007.

The key focus of these seminars was to engage staff in considering future priorities and direction for Housing Services and starting to assess the position of Housing Services in readiness for a move towards more flexible working, linked to the corporate accommodation project.

- Overall staff responded enthusiastically to the seminars and the priority for the Housing Services Management Team (HSMT) now is to ensure that the information gathered is used to inform future priorities and planning. HSMT is committed to ensuring that this valuable information is used in future and feeds into the next Annual Staff Seminar to take place in Autumn 2009.
- All senior managers in Housing have either completed, are part way through or are enrolled on the IDEA Future Leadership training. Initial feedback from staff is that this course has provided a positive learning experience.
- **Estate Management-**
 - Changes to the Estate Improvement Grants have been agreed and implementation will take effect in April 09.
- **Homelessness & Access to Housing**
 - Work has recommenced at the new **Peasholme Centre** building at Fishergate it is anticipated the building will be completed in August / September 2009.
 - Work towards developing a sub regional **Choice based lettings scheme (CBL)** for the North Yorkshire sub-region continues, with a number of new partners coming onboard. A Project Manager has been appointed and work is now ongoing to develop the detail of the new sub-regional policy.
 - Following implementation of a system to monitor **nominations to RSLs (Registered Social Landlords)**, in order to maximise level of need met through nominations, continues by the RSL landlord group, and at individual meetings with RSLs. The results of this are being monitored.

5. Emerging Issues-

Integration of housing customer contact into the easy@york programme was originally timetabled to commence in August 2008. The programme timetable has now changed and preparatory work will not commence until late 2009. However, linked to the work that Northgate Kendrick Ash are carrying out it is expected that the work on the Responsive Repairs service currently delivered via the Repairs Partnership will be brought forward and will commence in May / June.

6. Areas for Improvement

Progress continues to be made across Housing Services in delivering actions towards meeting the governments 'RESPECT' standard for housing management, however progress in delivering actions relating to improving multi agency working at a corporate level have not progressed. Work is underway on scoping an Anti-social behaviour strategy for the housing service.

Consultations with leaseholders about revisions to the service charging process have been delayed due to a process of re- prioritisation of customer engagement work.

The projected overspend on the Repairs Partnership continues to be a cause for concern. Detailed work on benchmarking the service and testing its value for money will be carried out over the coming months as part of the councils wider efficiency programme.

7. Financial Summary-

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

	Approved Budget £'000	Projected Variation £'000	Variation %
Repairs and Maintenance			
Jobs General - main areas of overspend are plumbing and roofing	4,853	+351	+7.23
Estate Improvement Grant – underspend due to lower than forecast take-up	248	-15	-6.05
General Management			
Property Services charge – lower charge due to reduction in RTB work and reduction in QS charge	183	-60	-32.79
Housing Operations – savings mainly due to staff vacancies, reduction in legal fees and lower than forecast payments for the golden goodbye scheme	2,534	-92	-3.63
Asset Management- mainly due to staff vacancies	559	-50	-8.94

	Approved Budget £'000	Projected Variation £'000	Variation %
Sheltered Housing – underspends on staffing and equipment offset by increased expenditure on utilities	734	-33	-4.50
Energy Costs – higher than forecast utility costs	58	+45	+77.59
Discus Bungalows Project – higher than forecast project costs, which will be repaid from capital receipt	184	+16	+8.70
Peasholme Hostel – saving on staffing through less use of relief staff	435	-16	-3.68
Grounds Maintenance – savings on gardening and day to day maintenance	366	-30	-8.20
Caretaking – saving due to vacancy	234	-25	-10.68
Lifts – ageing lifts needing increasing investment	39	+11	+28.21
Provision for Bad Debt – higher than forecast provision for rents bad debt, mainly for former tenant arrears.	96	+15	+15.63
Housing Subsidy Payment –			
decrease in subsidy receivable due to lower than forecast interest rate	5,349	+8	+0.15
- offset by decrease in loan interest payable	1,171	-13	-1.11
Debt Management Expenses – reduction in charge due to change in allocation method	22	-18	-81.82
Dwelling Rents – mainly due to reduction in forecast RTB sales	-25,032	-56	-0.22
Non – dwelling rents	-554	-35	-6.32
Lower than forecast void rates for shops and garages			

	Approved Budget £'000	Projected Variation £'000	Variation %
Fees and Charges			
Legal fees – reduced income (offset by reduced expenditure, see general management above)	-84	+20	+23.81
Cooker rental – lower number of cookers rented than forecast	-98	+36	+36.73
Sheltered Housing - mainly due to an increase in HRA contribution for transitional SP customers	-476	+22	+4.62
Supporting People – reduction in income lower than forecast	-869	-15	-1.73
Internal Interest – mainly due to higher than forecast working balance	-300	-200	-66.67
Recharges – forecast underspends in areas within HASS result in a reduction in the amount charged to the HRA (-£77k). This is offset by a reduction recharged to capital receipts (+£33k)	1,295	-44	-3.40
Other Minor Variations	1,815	-3	-0.17
Net change in working balance	-7,238	-181	-2.50

8. Performance Measures

Customer Measures			
Description	2007/8	2008/9	
	Outturn	Annual Target	Current Performance
Urgent repairs completed within government time limits	90%	99%	93.5%
Average time taken to complete non-urgent repairs	7.97 days	8 days	7.01 days
Repairs partnership end to end measure	New	Measure in development	Measure in development
Local Authority Tenant satisfaction with opportunities for participation-	64%	78%	61%
% of external calls answered in 20 seconds (Housing Services)	96%	97%	96.3%

Resource Measures			
Description	2007/8 Outturn	2008/9	
		Annual Target	Current Performance
Percentage of rent collected	97.9%	98.2% (Quarter 3 target 96.51%)	96.3%
Rent arrears as a proportion of the rent roll	2.27%	1.92% (Quarter 3 target 2.67%)	2.60%
Rent lost through voids (all properties)	1.07%	1.09% (Quarter 3 target 0.82%)	0.71%
Rent lost through voids (excluding discus bungalows awaiting demolition)	0.6%	0.5% (Quarter 3 target 0.36%)	0.49%
Repairs partnership under/overspend	New	On budget	£350,000 over (Projected at year end)

Process Measures			
Description	2007/8 Outturn	2008/9	
		Annual Target	Current Performance
Average relet times for Local Authority Dwellings	19.37 days	18 days	21.77 days
% Planned services of council dwellings with gas fittings which have been completed –	New	100% (Quarter 3 target 95%)	92.5%
% Of minor council adaptations completed within 20 days (target subject to change to reflect new NIs)	77.6%	85%	90%
% Of major council adaptations completed within 60 days* (target subject to change to reflect new NIs) –	25.9%	50%	44%

Housing General Fund Service Plan – Monitor 3 update 2008-9

Critical Success Factors

The service plan identified three critical success factors for 2008-9 and progress with these is summarised below:

1. Ensure that the supply of affordable housing in York meets needs identified in the 2007 Housing Market Assessment

136 homes have been completed so far this financial year

2. Analyse results of the Private Sector Stock Condition Survey

This information forms the evidence base for the Private Sector Housing Strategy, which set out the strategy priorities, objectives and targets for the next 3 years. The draft five-year private sector housing strategy was agreed by members at the Executive Meeting on the 16th February 2009.

3. Development and Delivery of a new homelessness strategy

The 2008-13 Homeless Strategy is now completed and has been submitted to Government Office. The strategy has been published on the council website and copies have been distributed to key stakeholders. A steering group is in place to monitor delivery of the action plan.

4. Other Achievements

• Housing Strategy

- Housing related targets agreed as priorities in the **LAA** (Local Area Agreement) include affordable homes delivered, the number of households in temporary accommodation and a reduction in fuel poverty. Bids have been submitted to the LAA Delivery fund to support the works for NI 156 & 187.
- The North Yorkshire Strategic Housing Board have agreed moving forward with a sub regional Housing Strategy. The broad objectives and themes of the strategy will be set on a sub regional level with local priorities and delivery actions. Consultation with stakeholders is proposed April 2009.
- The draft timetable and project plan for the **2009-12 Housing Strategy** for York will complement the sub regional approach, above.
- The assessment of **Gypsy and Traveller Accommodation needs** in North Yorkshire has been approved by the North Yorkshire Strategic Housing Board. The research has been published and an Executive Summary and full copy of the research are available from officers. An action plan is being considered to ensure a strategic approach to developing services across York and North Yorkshire.

- Sub regional research into the housing needs of Black & Minority Ethnic (BME) communities and migrant workers has been commissioned and commenced during October with completion by April 2009

- **Access to Housing**

- Work towards developing a sub regional **Choice based lettings scheme (CBL)** for the North Yorkshire sub-region continues, with a number of new partners coming onboard. –A Project Manager has been appointed and a successful bid for round 4 Regional Challenge Fund money was submitted in Dec 08.
- Following implementation of a system to monitor **nominations to RSLs (Registered Social Landlords)**, in order to maximise level of need met through nominations, continues by the RSL landlord group, and at individual meetings with RSLs. The results of this monitoring will be analysed at the end of 2008/9 and into 2009/10.
- Work is underway on refining our approach to **Housing Advice** resulting in the establishment of a Housing Options approach being adopted. Housing Options was introduced on 3rd November 2008 with over 400 people receiving an housing options interview since it's introduction. During this time there have been 43 homeless acceptances, a reduction of over 30% for the 3rd quarter for the previous two years.

- **Homelessness**

- Work has recommenced at the new **Peasholme Centre** building at Fishergate it is anticipated the building will be completed in August / September 2009.
- The options appraisal being developed for the future of the **Ordinance Lane** site will be concluded early 2009.
- A successful joint bid with LCCS for funding to support teenage parents has resulted in City of York Council being one of only seven authorities in the country to be granted funding from the Department of Children, Schools and Families (DCSF) as part of its 'Teenage Pregnancy Supported Housing pilot' to develop a pilot scheme to support teenage parents who are in homeless hostels.
- The final modernisation programme at Howe Hill Hostel has been completed.

- **Staff and Management**

- During October all Housing Services staff attended a second annual staff seminar. The seminars were held over three half days and were

designed to build on the success of the first seminars held in 2007. The key focus of these seminars was to engage staff in considering future priorities and direction for Housing Services and starting to assess the position of Housing Services in readiness for a move towards more flexible working. Overall staff responded enthusiastically to the seminars and the priority for the Housing Services Management Team (HSMT) now is to ensure that the information gathered is used to inform future priorities and planning. HSMT is committed to ensuring that this valuable information is used in future and feeds into the next Annual Staff Seminar to take place in Autumn 2009.

- All senior managers at Service Manager and Group Manager within Housing Services have either completed, are part way through or are enrolled on the IDEA Future Leadership training. Initial feedback from staff is that this course has provided a positive learning experience. Further inquiries are being made to explore whether CYC can apply for a grant to fund a number of additional places across the directorate and wider Council.
- A staff group has been set up to monitor and further develop the customer and colleague standards, and amendments have been made to ensure these are relevant to all areas of Housing Services. Work is taking place to ensure that these standards are embedded across the service, including being central to staff **inductions**.
- **Housing Standards**
 - Following changes to the administration of the **Disabled Facilities Grant** (DFG), reported to Members in June, a further report outlining recommended policy changes was approved by members at the January EMAP meeting.
 - Following the analysis of the private sector stock condition survey, a new private sector housing strategy was approved by the Executive at their meeting on the 16th Feb 09. A new Grants and Assistance Policy has been developed based on good practice and the outcomes of the stock condition survey. The proposed policy is elsewhere on the agenda for member approval.
 - The York Home improvement agency has been successful in securing the tender for the city wide handy person scheme and it has been agreed to renew the contract for a further year.
 - A new temporary Business Support Post has been agreed and appointed to for a six month period and will be working towards providing a paperless working office and improve service delivery Work.
 - 38 Home Appreciation Loans (HALs) for owner-occupiers have been identified of which 10 have been agreed by the Regional Loans Service.

- **Housing Development**

- A workshop of key stakeholders was held in November to explore ways of maximising the delivery of affordable housing in the city. This included ideas around optimising the use of existing stock as well as ideas for increasing the affordable housing stock.
- The role of the Rural Housing Enabler continues to develop with priorities including work with City Strategy on revising population levels that define rural settlement and bringing forward sites at Knapton and Strensall.
- The 'New Growth Point' submission for York was not approved by Government; however representation has been made to re consider York North West and a new submission as part of the Leeds City Region (LCR) has submitted for an urban eco settlement. The British Sugar site which forms part of the York North West development has been identified by LCR as a potential 'Trailblazer' for an urban eco settlement.
- The planning applications for the **Discus Bungalows** sites were approved at the 20th November planning committee. The Executive agreed a revised capital receipt on the 3rd February and a start on site is expected this financial year.

5. Emerging Issues

Housing Market Conditions

The effects of the "credit crunch" and overall economic recession are now being seen in falling house prices, a marked slowdown in house building, the withdrawal of affordable credit and an increase in mortgage repossessions and levels of debt. For HASS the market conditions are presenting significant challenges but some emerging opportunities too. The most immediate challenge is to maintain our affordable housing programme at a time when a large percentage of private sector new build developments are being delayed. This has meant increasing uncertainty when considering the timetable for the delivery of affordable housing that has already been negotiated for sites as well as a slow-down on the number of new sites coming to the market. The affordable housing programme that is part funded by the Housing Corporation continues to be on target for delivering 47 homes on 6 sites in 2008/09. It is expected that we will be close to the 2008/09 LAA target for additional affordable homes (165) – which will be an achievement in the current climate.

A difficult private housing market is, however, leading to some emerging opportunities. The fall in house prices has positive effects for some purchasers in that affordability is improved. Private developers have also begun to offer additional homes to housing associations, which, if the quality, type and location of the homes are acceptable, will be a welcome boost to affordable housing supply in the city. Thirty-two additional homes on one site are currently being negotiated.

Other emerging effects of the credit crunch are an increased level of possession orders on mortgaged homes. In response, the Golden Triangle Partnership will launch a mortgage rescue scheme in December 2008/January 2009 and we are keeping a close watch on the development of a national mortgage rescue scheme and on other initiatives that may be launched by the Government to kick-start the housing market

6. Financial Summary

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

		Budget £'000	Projected Variation £'000	Variance %
a)	<u>Private Sector Grant Fee Income</u>			
	Increased income due to providing a higher number of grants than forecast	-93	-25	-26.88
b)	<u>Housing Standards and Adaptations</u>			
	Mainly due to staff vacancies	197	-18	-9.14
c)	<u>Howe Hill Hostel</u>			
	Saving due to employee vacancies (-£22k) and lower repair costs (-£7k) offset by increased expenditure on utilities, cleaning and equipment (+£50k)	338	+21	+6.21
	Higher occupancy than forecast	<u>-273</u> 65	<u>-37</u> -16	-13.55
d)	<u>Removals and Storage</u>			
	Higher levels of belongings in storage relating to corresponding high occupancy levels in temporary accommodation	38	+10	+26.32
e)	<u>Homeless Advice Team</u>			
	Mainly due to staff vacancies	447	-28	-6.26
f)	<u>Travellers Sites</u>			
	Increased repair and utility costs	223	+62	+27.80
g)	<u>Other Minor Variations</u>	763	+15	+1.97
	Total Housing General Fund	1,427	0	0

7. Performance Measures

Customer Measures			
Description	2007/8	2008/9	
	Outturn	Annual Target	Current Performance
Number of Households in York assisted into home ownership via the Golden Triangle Homebuy Scheme in partnership with Northern Counties Housing	11	11	5 Completions to Oct 08. 5 more on target to complete by year end.
Number of households living in temporary accommodation NI 156	209	170	180
Number of Affordable Homes Delivered (gross) NI 155	51	165	136
Average length of time to complete a HAL	New	New not set	Available following the 2008/9 outturn
% Of external calls answered in 20 seconds (Housing Services) Dennis	96%	97%	96.3%

Resource Measures			
Description	2007/8	2008/9	
	Outturn	Annual Target	Current Performance
Take up of HALs	None	6	10 approved

Process Measures			
Description	2007/8	2008/9	
	Outturn	Annual Target	Current Performance
Number of households presenting as homeless where casework resolved * Note there was a change of definition in 2008-9 (M.I)	278	305	414

Service Plan monitor Third Quarter 2008/09 Corporate Services

Achievements and Critical Success Factors (CSF)

Implementation of White Paper. Two new services have been commissioned to promote the health and well being of older people. A Handypersons service will be funded through the Supporting People Programme, and will be operational from March 2009. A central information and signposting service will be provided by Age Concern from April 2009. These were the top two priorities for gaps in services that older people told us about in the consultation undertaken earlier in 2008. A joint investment and action plan with the Primary Care Trust is being developed.

Social care replacement project. Staff have worked hard to ensure that the second phase of the IT replacement project went live in February, with residential and nursing home placements and funding now made through the new system.

Easy@york: Plans are in progress to reshape the initial contact services for the Department and for LCCS, in line with the proposals from the [Easy@york](#) programme

Areas for Improvement

The Workforce Development Plan is now scheduled for completion at the end of March 2009 and forms part of the CSCI Improvement Plan. The HASS Workforce Development Plan will be developed in line with the overall Corporate Workforce Development Plan that is just beginning to be developed.

Corporate Services performance monitoring 2008/9

Actions

	Action	Target date	Progress as at 30/9/08
Q1	Complete service development for closure of Yearsley Bridge and Huntington road centres	May 08	Achieved
Q1	Development plan for older people's support services	July 08	Achieved
Q1	Prevention Strategy developed	June 2008	In progress
Q1	Older People's commissioning plan produced	June 2008	Delayed
Q1	Prepare and start to implement Departmental IT Training strategy	June 08	In progress
Q2	Individualised Service Funds available for people with learning difficulties, using both social care and Supporting People funding	Sept 08	Achieved

Q2	<i>Joint project with PCT – produce proposals to reshape older people’s mental health services, offering more community based support</i>	Sept 08	<i>In progress</i>
Q2	<i>Joint project with PCT to develop more preventive services – investment plan</i>	Sept 08	<i>In progress</i>
Q2	<i>Respond to regional research on housing and support needs of new immigrants</i>	Sept 08	<i>In progress</i>
Q2	<i>Training for business teams on complaints procedure and timescales</i>	Sept 08	<i>In progress</i>
Q2	<i>Develop management information Strategy</i>	Sept 08	<i>Deferred – now linked to CSCI Action Plan on Performance Management</i>
Q2	<i>Develop plan and co-ordinate action in relation to preparing departmental records for move to Hungate</i>	Sept 08	<i>In progress</i>
Q2	<i>Complete delivery of training sessions for Information Security</i>	Sept 08	<i>Achieved</i>
Q2	<i>Review of ILS scheme, supporting direct payments</i>	Sept 08	<i>Achieved –</i>
Q3	<i>Review of Visiting officer role</i>	Dec 08	<i>Delayed</i>
Q4	<i>Improved customer information available on the web</i>	Mar 09	<i>In progress</i>
Q4	<i>Jointly commission young persons ‘place of change’ hostel, (SP) with Housing and Learning Culture and Children’s</i>	Mar 09	<i>On hold - Capital bid unsuccessful</i>

Budget

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

CORPORATE SERVICES	Budget £'000	Projected Variation £'000	Variation %
Finance – underspend on staffing due to vacant posts dealing with Housing finance issues. This saving will be passed onto HRA (see below).	809	-15	-1.8
Training – Mainly due to staff vacancies in the training section and unallocated training grant money.	271	-99	-36.5
IT and ESCR project team – Underspend due to delays in the implementation of the replacement social care IT system. It is likely that this underspend will need to be carried forward in to 2009/10 to support the completion of the project.	586	-48	-8.2

Access to Services - loss of income as posts re accessing council services no longer provided at the Hospital.	361	+29	+8.0
Staff Advertising – small underspend as staff recruitment less than budgeted for.	92	-27	-29.3
Anti Social Behaviour team – cost of the project running until November 2008.	0	+26	+100.0
Other minor staffing variances	341	-9	-2.6
Other departmental budgets	62	-389	-627.4
Total Corporate Services	2,522	-532	-20.5
Savings to be passed onto HRA		+77	
Total Corporate Services after HRA saving passed on	2,522	-455	-17.6

This page is intentionally left blank

Older Peoples' & Physical Disability/Sensory Impairment Services.

Achievements

- Delayed discharges – reimbursable delays since November 1st reduced slightly to an average 0.8 per week with the same average 9 days per delay. The highest points have been during the pre and post Christmas period, reflecting the local pressure on the Acute Trust and the national increase in elderly admissions to hospital
- Discussions are planned with the leisure services to consider discount leisure cards for carers within the revised Corporate priorities and as part of the Carers Strategy for 2008-11
- A revised tele-care strategy has been launched
- The home care survey shows us that out of 130 customers surveyed 94.2% said they were happy with the quality of the care they receive. The main concerns are the times of visits and this has been taken up with the localities where appropriate.
- Centre for Independent Living - stakeholder session with 70 attending held in early December to consider the required model for the CIL. This has formed the basis of a Forum. A user led organisation (ULO) has been developed from this. CVS is leading this work on behalf of the authority, with funding allocated for further engagement on the development of both the ULO and the CIL.
- A workshop involving 30 stakeholders from across organisations & the community was held with the involvement of DoH Dignity Campaign leads. This will be followed up through the Older People's Partnership Board
- The LAA target for the numbers in receipt of Direct payments is exceeding target

Areas for Improvement

- The timeliness of assessments. This has improved significantly in Q3. This is based on a more concerted management approach, more timely performance information to allow suitable responses, and some additional resources. Whilst the impact is positive – presenting an improving picture since November - this is likely to leave the end of year figure better than in 07/8 but still below the performance of many other councils.
- Continued improvement of carers' assessment numbers.

Critical Success factors

Electronic Social Care Record keeping

All new social care management records are now electronic and any additions to records are electronic. Important information from existing open paper files is being scanned in as part of the review process. There are some areas where this is still to be completed.

The next phase of the data base development, electronic record keeping and business development is progressing well with the extension to the purchasing of and charging for services through the system.

Development of Strategy for Physical & Sensory Impairment (including long-term conditions)

In conjunction with the CVS work is now underway to develop User Led organisation as a prelude to the development of a Centre for Independent Living ahead of the 2010 deadline. The first meeting of the new partnership board took place on 26th February 2009.

Implementation of Mental Capacity Act Amendments

Staff are now being recruited to administer this.

The development and implementation of the first part of 3-year section of long-term commissioning plan, related to:

- accommodation & support
- prevention & diversion from intensive support
- implementation of tele-care
- support to carers

The development of the prevention strategy is one of the four key work-streams jointly undertaken between the Primary care Trust and Local authority (outlined below) . During the second quarter there has been approx. 120 new users registered to use the warden and the tele-care services.

The local Carers Strategy Group has been considering the priorities and plans that will need to be in place for delivering at a local level the revised National Strategy, currently out for consultation

Joint commissioning and delivery with PCT (PBc):

The prevention strategy has been further developed with:

- The contract for the case-finding and signposting service has been awarded to Age Concern.
- Work with the PCT has identified priorities for future action. These will now be consulted on through the project team and should be considered by the Joint Commissioning Board in March:
- Review befriending schemes – explore opportunities to remodel/ need to increase capacity
- Increase capacity in income maximisation schemes
- Explore opportunities to develop community shopping services
- Develop model for foot-care service
- Develop memory assessment services and navigator role (Older People's Mental health project will lead on this)
- Develop and maximise use of tele-care and tele-health

Older People's Mental Health

- The PCT is considering the business case for early diagnosis and support service for people with dementia
- Plans are under way to review the current range of services and identify what changes would be needed to provide more community based support, in line with the developing National Dementia Strategy

Intermediate tier

Work is planned to integrate the assessment and access arrangements for services that can reduce the need for hospital admission, or reduce the length of stay

3 Workshops are being held with facilitation from Prof. Gerald Wistow to look at development of integrated working

Long Term Conditions

The PCT has appointed the new Case Managers who will work with people with long-term conditions to help them manage the impact of their condition

Work is planned to ensure improved links between this new service and care managers

Implement action plan resulting from the Commission for Social Care Inspection

The CSCI inspection report was published in October and a comprehensive improvement plan is to be considered as a separate item to this report.

Budget

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

OLDER PEOPLE & PHYSICAL DISABILITY	Budget £'000	Projected Variation £'000	Variation %
Community Support – continuation of overspend from previous years offset by increase in Continuing Health Care funding	1,193	+195	+16.3
In House Home Care - savings being achieved over and above those identified as part of the budget process.	<u>3,884</u>	<u>-335</u>	-8.6
	5,077	-140	-2.8
Residential and Nursing Care – small overspend due to more placements than anticipated.	4,711	+117	+2.5
Direct payments – continued increase in the number of customers opting to take a direct payment. There has been recent activity to increase the number of individuals on direct payments to improve performance indicators in this area.	831	+173	+20.8
Social Work teams - use of agency staff in Intake team to assist with safeguarding adults' work and ongoing pressure to improve performance on time taken to deal with referrals continues in these teams, hence overspend.	2,406	+184	+7.6
Elderly Persons Homes –overspending on pay (£153k). This is offset by overachievement of income (£394k).	2,589	-241	-9.5
Repairs and maintenance – continued overspend from previous year. Forecast £40k for repair and maintenance of Private sector adaptations and £80k re Social Services properties. Work is ongoing to investigate reasons for increased costs under the Repairs Partnership.	302	+180	+59.6

OLDER PEOPLE & PHYSICAL DISABILITY	Budget £'000	Projected Variation £'000	Variation %
Warden Call – increased spend on staffing and car allowances offset by overachievement of customer income.	359	-9	-2.5
Yorkcraft – underspend on staffing	523	-62	-11.9
Other minor variations	6,143	0	0.0
Total Older people & Physical Disability	22,941	+202	+0.9

Service Plan Quarter three monitor 2008/09**Mental Health services*****Commissioning***

The NYYPCT has been developing its responses to the World class commissioning initiative and has been considering, alongside regional colleagues, how local commissioning processes need to be adapted for this. This includes both the Pathway of care management and the contracting process.

The PCT is currently working with PCT Mental Health provider services and key stakeholders on the future of the PCT Mental Health Provider services. An engagement workshop with key stakeholders took place in January and the PCT board received a Project Initiation Document for the proposed transfer project later that month. The PCT propose to transfer NHS NYY directly provided mental health services to a specialist Mental Health Foundation Trust with a target date of April 2010. The project will be a work-stream of the wider 'Transforming Community Services' programme, which supports the separation of provider and commissioner in PCTs. A working group has been established which includes membership from City of York HASS.

Legal advice in respect of the Retreat has now been given and this considerably reduces the financial risks from the change of status of residents within that establishment.

Achievements

- Crisis Resolution and Home Treatment service is now operating 24 hours a day, 365 days a year, ensuring that people with acute mental health problems are offered alternatives to hospital care where appropriate.
- Work is progressing to improve the care environment on the acute adult wards at Bootham Park Hospital through significant capital investment. A number of plans have been drawn up and a preferred option is being selected. The changes will ensure single sex accommodation and individual bedrooms.

Critical Success factors**Development of Joint Health & Social Care Mental Health Strategy**

The CYC/NYYPCT Partnership agreement has now been revised and will be operational from April 2009. This agreement was revised following the agreement that the PCT would have a separate agreement with each Local Authority.

A Performance framework for local Mental Health provision has now been developed and will be monitored through the Partnership Board.

Two Senior Commissioning managers have now been appointed by the PCT to support implementation of the mental health strategy

Prepare for the impending Mental Health Act 2007 and the implementation of Deprivation of Liberty Safeguards (DoLS) from April 2009

The required conversion training has been undertaken by the authority's ASWs in readiness of their role of AMHPs from November. Other aspects of the legislative change, apart from the Deprivation of Liberty requirements are being overseen by the PCT. A separate report covers the implementation of the Act within the authority.

Leads have been appointed within the service for the new Mental Health Act and the Mental capacity Act DoLS clauses.

ESCR- electronic record keeping

All new social care management records are now electronic and any additions to records are electronic. Important information from existing open paper files is being scanned in as part of the review process. There are some areas where this is still to be completed.

The next phase of the data base development, electronic record keeping and business development is progressing well with the extension to the purchasing of and charging for services through the system. The go live was postponed to the New Year in order to ensure that the full preparations have been made.

Budget

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

MENTAL HEALTH	Budget £'000	Projected Variation £'000	Variation %
Residential & Nursing – underspend based on current customer levels remaining constant.	1,201	-51	-4.2
CSB – small overspend. This budget is used for “unusual” items such as kennelling dogs and is volatile by the very nature of the customer group	49	+12	+24.5
Social Work Team – posts remain vacant as difficulty in recruiting staff within certain teams.	518	-60	-11.6
22 The Avenue – staffing underspend offset by increased utilities costs.	178	-11	-6.2
Contracted Services –an increase in contract cost to support work in developing outcome-based services for customers.	83	+14	+16.9
Other budgets	288	-3	-1.04
Total Mental Health	2,317	-99	-4.3

HASS110 – March 09

Learning Disabilities

Achievements

The following areas should be noted:

- Day Supports
The programme of work relating to the closure of New Bridge (the remaining customers in the old Yearsley bridge day centre) has commenced and closure will coincide with the opening of the new hydrotherapy service being provided through Oaklands centre - Autumn 09.
- People continue to successfully access community base supports
- The use of some money from a DOH grant has allowed the creation of a full-time health facilitator within the learning disability team. This person is in post. This will focus on positive health screening for all LD customers and detailed health facilitation for those people who are in transition from campus closure or who have previously been re-provided from health into York's locality.
- Income from Continuing Health Care and Independent Living Fund continues to be pursued vigorously, using the new care management post in the team dedicated to this role. This continues to bring in income.
- The DoH paper "Valuing People Now" has been published and the associated refresh of the Valuing People Partnership Board has been completed.

Critical Success Factors (CSF)

The discharge of in-patients on the long-stay units in Health

The last phase of closure remains within the project planned time-scale and outcomes for those people to be discharged from NHS in-patient care by 2009/10. 4 more customers have been discharged since the last update.

Confirmed plans and properties coming on stream for the remaining patients.

Increase the number of people using individualised budgets or direct payments

In addition to the 54 customers in supported tenancies who now have an individualised budget for their support within their tenancy, we have in place some individualised service funds for people who have tailor made solutions as a result of the closure of the day centre, Yearsley Bridge.

Areas for Improvement

- Continue to Improve the number of carers assessments that are offered through the team
- To continue to increase the number of direct payments and individualised budgets year on year.

Annex 6

- To update the housing strategy for the learning disability service to take into account new developments in legislation and market forces and to respond to the personalisation agenda

Budget

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

LEARNING DISABILITIES	Budget £'000	Projected Variation £'000	Variation %
Community Support – overspend mitigated by success in applying for Continuing Health care funding.	499	+267	+53.5
Residential & Nursing – mainly due to increased Continuing Health Care funding.	4,091	-164	-4.0
Complex Cases – The number of individuals transferring from Children’s Services was not as great as expected. However, the effect of a new placement and 4 more next year means this budget will be fully committed from 09/10 onwards.	301	-145	-48.2
Contracted Services – small overspend of £85k forecast due mainly to increase in costs of re-providing a more personalised service for ex Huntington Road and Yearsley Bridge customers offset by £40k saving due to a contracted service for an individual being cancelled.	2,490	+45	+1.8
Transportation of customers – The community transport budget has generated savings of approximately £150k due to efficiencies in the use of fleet transport and taxis. Historically this has been an area of overspend for Adult Social Services and whilst in 2009/10 this should result in an outturn within the approved budget, the savings identified in the current financial year are needed to pay the consultants fees. There has also been additional spend in this area as a result of the reprovision of Yearsley Bridge.	218	+129	+59.2
Social Care Team – mainly due to staff appointed on a lower grade than the previous post holders and a small saving in the equipment budget.	587	-12	-2.0
Head of Learning Disabilities – due to cessation of partnership with NYYPCT funding no longer available for this post and will have to be picked up by CYC.	107	+36	+33.6
Personalisation – due to delays in appointing personalisation project post.	90	-40	-44.4
Campus Closure grant – York were awarded £122k for assisting with transition of customers formerly housed on an LD campus to housing within the community. There is a potential underspend as a project with a provider to assist customers moving into the community has been delayed.	0	-45	-100.0

Annex 6

LEARNING DISABILITIES	Budget £'000	Projected Variation £'000	Variation %
Small Day Services –staffing underspends in several day centres offset by underachievement of income in Individual Day Service	1,250	-85	-6.8
Other budgets	659	+6	+0.9
Total Learning Disabilities	10,292	-8	-0.1

This page is intentionally left blank

Quarter 3 Scorecard of Adult Social Care improvement measures & actions

Customer Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
NI 125 Achieving independence for Older people through rehabilitation/intermediate care	Baseline to establish Jan-March 2009	N/A	N/A	N/A
NI127 Self-reported experience of social care users	Baseline to establish from current Place Survey	N/A	N/A	N/A
NI 128 User reported measure of respect and dignity in their treatment	Baseline to establish from current Place Survey	N/A	N/A	N/A
NI 130 Social care clients receiving self-directed support (Direct payments and Individual budgets – Figures relate to all adults/carers	309.27	180.34	215.22	259.99
NI 131 Delayed transfers of care from hospitals	Reported annually by PCT	2	2	2
NI 132 Timeliness of social care assessments	60.4	76.5	77	77
NI 133 Timeliness of Social care packages to older people	90.3	92	93	93
NI 135 Carers receiving assessments or review and a specific carers service or advice and information.	16.26 Cumulative- on target to meet performance	18.75	20.18	21.55
NI 136 People Supported to live independently through social services (all ages) – care managed and non-care managed and grant funded services, per 100,000 adults aged 18+	1525.80	1441	1525	1602
NI 138 Satisfaction of people over 65 with both home and neighbourhood	Baseline to establish from current Place Survey	N/A	N/A	N/A
NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	Baseline to establish from current Place Survey	N/A	N/A	N/A
Number of learning disabled people helped to live at home	3.1	2.7		
BV56 – D54 (PAF)% items of equipment and adaptations delivered with 7 working days	96.3	95	95	95

BV58 (PAF D39) %age of people receiving a statement of their need and how they will be met (all customer groups)	94.2	93	94	94
RAP A6 %age of adult users assessed and/or reviewed in the year that had ethnic origin missing or not stated	6.7%	Less than 10%	Less than 10%	Less than 10%
NI 149 Adults in contact with secondary mental health services in settled accommodation	Methodology to establish- PCT figures available Feb 09 at the earliest	N/A	N/A	N/A
NI 150 Adults in contact with secondary mental health services in employment	Methodology to establish- - PCT figures available Feb 09 at the earliest	N/A	N/A	N/A



Executive Member for Housing and Adult Social Services and Advisory Panel

16th March 2009

Report of the Director of Housing and Adult Social Services

Housing and Adult Social Services Capital Programme – Monitor 3

Summary

1. The purpose of this report is to:
 - Inform Members of the likely outturn position of the 2008/09 Capital Programme based on the spend profile and information to January 2009;
 - To seek approval to any resulting changes to the programme;
 - Inform the Executive Member of any slippage and seek approval for the associated funding to be moved between the relevant financial years to reflect this.

2. Council approved the 2008/09 – 2010/11 capital programme on 21st February 2008. Since then a number of amendments have taken place as reported to Executive Members in the 2007/08 Capital Outturn report. These changes have resulted in a current approved capital programme for 2008/09 of £9,249k, financed by £8,744k of external funding, leaving a cost to the Council of £505k. Table 1 illustrates the movements from the original budget to the currently approved position.

Table 1 - Current Approved Capital Programme

	Gross Budget £k	External Funding* £k	Revenue Contribution £k	Right to Buy Receipts £k	Capital Receipts £k
Original Budget Approved by Council at 21 Feb 2008	8,834	7,681	287	611	255
Re-profiling to 09/10 & 10/11 from 07/08 outturn report	0	0	0	0	0
Additions / Reductions from 07/08 outturn report	451	(56)	351	130	26
Approved Changes at Monitor 1	(136)	42	149	(484)	157
Approved Changes at Monitor 2	100	160	0	(127)	67
Current Approved Capital Programme	9,249	7,827	787	130	505

*External funding refers government grants, non-government grants, other contributions, developers' contributions and supported capital expenditure.

3. The capital receipts column above implies receipts generated from the sale of Council assets will be used to fund the difference between the gross budget less all other specified funding sources. Due to the current economic climate not being favourable to achieving maximum receipt value from asset disposals, corporately consideration will be given to the use of prudential borrowing to fund the capital programme as a temporary measure. When the economic climate returns to a more favourable state assets will be sold with the receipts being applied to finance the programme thus replacing the temporary borrowing.
4. A corporate reporting template has been set for reporting progress with capital programmes across all directorates and hence there is a change to the previous formats members will have been familiar with.

Consultation

5. The capital programme was developed under the Capital Resource Allocation Model (CRAM) framework and agreed by Council on 21 February 2008. Whilst the capital programme as a whole is not consulted on, the individual scheme proposals do follow a consultation process with local Councillors and residents in the locality of the individual schemes.

Summary of Key Issues

6. Against the current approved budget of £9,249k, there is a predicted outturn of £9,077k, a net decrease of £172k.
7. The net decrease is comprised of the following:
 - Overspends costing £154k
 - Under spends of £274k
 - Slippage into 09/10 of £52k
8. Table 2 highlights the scheme specific information:

Table 2 Capital Programme Forecast Outturn 2008/09 – 2010/11

Gross HASS Capital Programme	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000	Paragraph Ref
Current Approved Capital Programme	9,249	8,848	8,950		
Adjustments:					
Installation and Replacement of Heating Systems	67			67	10
Communal Access Flooring	(5)			(5)	11
Internal Communal Security Lighting	1			1	11
York Repair Grant	66			66	12
Landlords Housing Grant	(25)			(25)	12
Decent Homes Grants	(35)			(35)	12
Energy Efficiency Grant	20			20	12
Homeless Hostel	(56)			(56)	13
Tenants Choice - Backfills	(45)			(45)	14
Tenants Choice – Tang Hall	(70)			(70)	15
Electrical Upgrades	(52)	52		0	16
Tenants Choice – Horsman Avenue	(38)			(38)	17
Revised Capital Programme	9,077	8,900	8,950		

9. To the end of January there was £6,796k of capital spend representing 73% of the approved budget, compared to 70% for the same period in 2007/08.

Scheme Specific Analysis

10. Installation and Replacement of Heating systems – an overspend is forecast due to an increased amount of heating appliances having required replacement following their annual servicing, this is predominantly due to the ageing appliances in the Housing Stock and new regulations governing safety.
11. Communal Access Flooring and Internal Communal Security Lighting– both these programmes have been completed with minor variations to the budget sums.
12. Private Sector Renewal Grants – The over spend on the York Repair Grant and the Energy Efficiency Grant is due to increase demand by vulnerable customers . The underspends on the two Landlords Housing Grants are due to lack of uptake. All these budgets are wholly funded by the Regional Housing allocation, and are on target to be fully spent in 2008/2009

13. Homeless Hostel – The project has run over a two year period and resulted in an underspend against the original estimation predominantly due to cost savings in procurement and a reduction in the need for professional fees
14. Tenants Choice - Backfills– the authority pledges to undertake backfill Tenants Choice modernisations within 12 months of customers taking up tenancies of homes that qualify and hence the value/volumes are not fixed but linked to number and spread of void properties. The average costs and projections therefore vary throughout the year with a current projection of an underspend against budget
15. Tenants Choice – Tang Hall - An underspend has occurred through savings on the scheme resulting predominantly in a reduced average unit cost per home then projected.
16. Electrical Upgrades – Slippage of £52k has occurred due to delays in commissioning and undertaking surveys, this work will occur in 2009/10. As the work involves electrical mains upgrades and not significant modernisation the delay should not affect customers in terms of works they are expecting.
17. Tenants Choice – Horsman Avenue- This programme has been completed resulting in an underspend due to a slight reduction in average unit costs.

Summary

18. Summary of the latest position -

	Gross Budget £'000	External Funding* £'000	Revenue Contribution £'000	Right to Buy Receipts £'000	Capital Receipts £'000
Latest Monitor 3 Position	9,077	7,711	787	130	449

19. Members will recall that the second monitoring report in December noted that no Right To Buy Sales had been completed during the current financial year. The position has not changed since the December report and therefore the forecast for sales remains 0. The RTB receipts showing in the table above are those brought forward from 2007/08 to fund slippage on the Howe Hill scheme. As there is now a forecast underspend on the Howe Hill scheme these receipts will be used to support the remaining HASS programme thus reducing the call on corporate funding.

Options and Analysis

20. The report is primarily an information report for Members and therefore no options are provided to Members.

Corporate Priorities

21. The capital programme is decided through a formal process, using a Capital Resource Allocation Model (CRAM). CRAM is a tool used for allocating the Council's scarce capital resources to schemes that meet corporate priorities.

Implications

22. The **Financial Implications** arising from this report are considered in the main body of the report. There are no **HR, Equalities, Legal, Crime and Disorder, Information Technology** or **Property implications** as a result of this report

Risk Management

23. The capital programme is regularly monitored as part of the corporate monitoring process. In addition to this the Capital Asset Management Group (CAMG) meets regularly to plan monitor and review major capital receipts to ensure that all capital risks to the Council are minimised.

Recommendations

24. That the Advisory Panel advise the Executive Member to:
- Note the progress on schemes;
 - Approve variations in paragraph 7.

Reason: to enable the effective management and monitoring of the Council's capital programme

Contact Details

Author:
Mark Grandfield
Asset Manager
HASS

Chief Officer Responsible for the report:
Steve Waddington
Head of Housing Services

Report Approved **Date** 11th Feb 09

Specialist Implications Officer(s)

Finance: Jayne Close, Housing Accountant, HASS Finance, Tel 554175

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes: None

This page is intentionally left blank



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

16 March 2009

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. From April 2008 to end November 2008 £3,107.34 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 that

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 employs 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 1:** 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 2: 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 be written off totalling £59,624.11. This represents 0.23% 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 the 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:
15. **Financial** - These write offs can be contained within the bad debt provision of the Housing Revenue Account. The current provision is £1,255,449
16. There are no **Human Resources (HR), Equalities, Legal, Crime and Disorder, Information Technology (IT), Property** or **Other implications** arising from this report.

Risk Management

17. 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.
18. 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

19. That the Advisory Panel advise the Executive Member to:
 - Approve option 2, which involves writing off FTAs of £59,624.11 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

Tel No. 1298

Chief Officer Responsible for the report:
Steve Waddington
Head of Housing Services

Report Approved **Date** 25th February 2009

Report Approved **Date**

Specialist Implications Officer(s) -

Finance: Jayne Close, Housing Accountant, HASS Finance, Tel 554175

Wards Affected: None

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Annex 1: List of individual debts over £2000 to be written off

This page is intentionally left blank

Mar-09

Debts for Write off - Over £2000

Account Number	Tenancy End Date	Arrears	Reason For Write Off
60038593	16/06/03	2022.63	No trace
60036100	19/10/08	2022.76	No trace
60039836	06/04/03	2,096.26	No trace
60095814	17/02/08	2098.39	Living abroad
60100379	26/08/07	2147.25	No trace
60029656	29/10/06	2148.42	No trace
60041669	18/01/09	2206.43	In prison (likely to be longer than 6 years)
60041504	27/08/06	2285.21	No trace
60039667	02/09/07	2323.77	No trace
60040979	04/11/07	2336.79	No trace
60174306	16/09/07	2622.38	No trace
60028586	26/01/03	2623.12	No trace
60041797	21/05/06	2627.68	No trace
60040272	08/09/02	2,822.53	No trace
60039697	25/07/04	2,892.14	No trace
60035357	09/12/07	3017.52	No trace
60037809	18/02/07	3191.17	No trace
60038264	07/10/07	3,233.82	No trace
60176950	21/10/07	3292.35	No trace
60041200	18/01/04	3,385.43	No trace
60021548	16/11/08	4033.66	insensitive due to age / very poor health
60035836	05/12/04	4194.40	No trace
		£59,624.11	

This page is intentionally left blank



16th March 2009

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

Report of the Director of Housing and Adult Social Services

Changes to the Grants and Assistance Policy

Summary

1. This report outlines the proposed key changes to the Grants and Assistance Policy to take account the findings of the private stock condition survey and is a response to the challenges identified in the new Private Sector Housing Strategy agreed by EMAP on 8th December 2008. The proposed changes are to ensure that:
 - i) we are maximising both the disabled facilities grant and the Regional Housing Board funding through the recycling of monies. This is inline with our regional partners
 - ii) the programme is aimed at providing a safety net for vulnerable people across the private sector
 - iii) the programme is contributing towards the corporate objectives and in particular the LAA targets

Background

2. One of the key actions of the 2008-2013 Private Sector Housing Strategy was to review the existing grants and assistance policy to ensure that it contributes to the five key aims of the strategy, which are:
 - Encourage and support owner occupiers to maintain and repair their homes and introduce energy efficiency measures
 - Encourage private landlords to provide good quality and well managed properties for their tenants
 - Help people whose independence may be at risk remain in or return to their homes
 - Maximise use of existing housing stock to increase the supply of decent affordable homes
 - Strengthen existing and develop new partnerships to support the private housing sector
3. These strategic aims were agreed following the Private Sector Stock Condition survey 2008 (PSSC) and in consultation both with the private sector steering group, residents of York and landlords and letting agents. The main issues raised by the PSSC found were :
 - Association of poor housing conditions and vulnerable households;

- Levels of equity owner occupiers have in their properties;
- Above average rates of poor condition in the Micklegate, Guildhall and Hull Road areas;
- Poor performance in the private rented sector especially in shared multi occupation properties;
- Concentration of poor conditions in pre 1919 housing and converted flats.

4. The following highlights the key proposed changes to the grants and assistance policy, which are:

- i) Proposed changes to the **discretionary adaptations grant to a disabled adaptation loan**. Currently this grant from the Social Services Capital programme is used to top up the Disabled Facilities Grant (DFG) where the cost of the eligible work is more than the DFG maximum of £30k. In addition we are proposing to limit the normal amount of funding per application to £10k unless the applicant is able to demonstrate that they can not access a commercial loan. The increase in the number of applications which are more than £30k has risen year on year placing increase pressure on the budget. Limiting both the amount per application and changing it to an interest free loan repayable on transfer of title will maximise the amount of capital funding available and recycle monies for future investment in adaptations.
- ii) The proposed changes to the assistance for homeowners to help them maintain their homes
 - a. The replacement of the **York repair and security grant** with an interest free loan **home safety loan** aimed at resolving health and safety problems known as Category 1 hazards¹ including security measures identified by the Safer York Partnership. This approach will compliment the Regional Scheme called the Home Appreciation Loan² (HAL), which seeks to ensure that homes meet the higher decency homes standard. It will enable the council to continue to offer help to the most vulnerable but recognises that there is significant equity in properties, estimated overall to be more than £9 billion pounds in York with an average equity per owner occupied home of more £155,525 against an average improvement of £4,748 per home. These changes will also maximise our regional housing board allocation and ensure the recycling of monies for vulnerable persons back in to future programmes of investment for the private sector.

The proposed reduced limit from £6k to £4k will mean that more vulnerable people can be helped each year and will compliment the proposed changes to the regional home scheme as the lower limits of the

¹ Category 1 Hazards: A statutory assessment of housing conditions – the presence of a category 1 hazard represent statutory failure

² Home Appreciation Loan – An equity release loan delivered in partnership with the Regional Loan Service. A Sub Regional loans officer is employed to help residents access the home appreciation loan

HAL will be raised from £2k to £ 4k . Where clients are eligible for both types of loan if the cost of the eligible work is more than £4k the home appreciation loan will be offered only.

- b. **The continuation of the energy efficiency grant** which is targeted at vulnerable customers who fall out side of the government scheme and to introduce a new **“top up”** grant of £500 for applicants who are eligible for Warmfront. Currently we help such customers if there is a shortfall in funds for the specified work through the York Repair Grant. With drawing this grant without providing a simple to up grant could see vulnerable customers not accessing essential measures such as heating and insulation.
- iii) We are also proposing changes to the help offered to owners of private rented accommodation. The PSSC confirmed that this sector continues to grow (17.8%) but also demonstrated that the worst property conditions were in this sector with 28.3% of homes found to be non-decent and that rates of fuel poverty were twice the city average. The key contributing factor to non – decency included category 1 hazard failures (excess cold) and poor energy efficiency. The private rented sector was found to be biased towards pre war terraced housing, converted flats and post 1981 purpose built flats .
- a. Therefore it is proposed to replace the current decent homes grants, which were aimed at helping licensable HMOS with a new decent homes loan, and to introduce a new **affordable warmth grant** . The HMO inspection program is now in to its third year but there are still more than 200 properties, which require inspection. The PSSC found that this continues to be the worst sector with more than 37.2% of the properties found to be non-decent and the category 1 hazard rates were significantly higher 21.1% compared to 9.5% in all properties.
 - b. It is also proposed to compliment our existing work with Energy Partnership to introduce a new **affordable warmth grant** targeted at the work required by the newly introduced Energy Performance Certificate .This will help to improve properties in the worst sector and areas and contribute to the council wider targets relating to fuel poverty and climate change (NI 186 and NI187).
 - c. The third proposed change to policy is to add a second **the empty homes grant**. The second grant seeks to compliment the existing scheme and extends the help available to owners of properties who seek to establish a formal agreement with the proposed new social letting agency later this year. It will work on similar principles to the existing empty homes grant but with a reduced grant offer of £10k as it is proposed that the length of time for the formal agreement will be a minimum of three years. Exact details are still to be worked up but this grant is aimed at ensuring that the property meets the decent homes standard

Consultation

5. Consultation has taken place with the Private Sector Steering group members, the Housing Standard and Adaptations Team, the Service Manager, Homelessness, and the proposed policy changes reflected the views of the consultation exercise with residents following the Private Sector Stock Condition Survey.

Options

6. The options available to the Executive Member are:
 - **Option 1.** To revise the existing policy in line with above proposed policy changes relating
 - **Option 2** –Maintain the current policy with no revisions
 - **Option 3** to amend the above proposals

Analysis

7. **Option One** – Will deliver a new assistance programme which is aligned with the new Private Sector Strategy and which aims to make best use of resources by recycling more money into future investment programmes whilst recognising that the council should continue to provide a safety net for the most vulnerable residents.
8. **Option Two** – Will result in the council not having clear policies based on the new evidence base and will not contribute to the agreed five strategic aims.

Corporate Priorities

9. This report contributes to three of the Council's seven direction statements and four corporate priorities.

Direction statements

- Our ambition is to be clear about what we will do to meet the needs of our communities and then to deliver the best quality services that we can afford
- We want services to be provided by whoever can best meet the need of our customers
- We will promote cohesive and inclusive communities

Corporate Priorities

- Improve the health and lifestyles of the people who live in York
- Improve the quality and availability of decent, affordable homes in the city.
- Improve the actual and perceived condition and appearance of the city's streets and housing estates and publicly accessible spaces

- Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city

Implications

10. The implications arising from this report are:
11. **Financial Implications** – The proposed changes outlined in this report can be achieved within existing budgets for the service. It is not anticipated that there will be any other additional costs incurred. There should be an increase in income received from the repayment of grants/loans, which will be used towards funding the housing grants and loans programme. As an estimate it is expected that additional income of £10k to £20k per annum will be received.
12. **Equalities** - Disabled facilities grants help the provision of adaptations to help the elderly and people with disabilities to remain in their homes. Providing assistance in line with the proposals will ensure that the council is helping as many people as possible.
13. There are no Legal Implications, Human Resources (HR), Crime and Disorder, Information Technology (IT), Property or other implications arising directly from this report.

Risk Management

14. The risks associated with the proposals in this report are low and score less than 16. In compliance with the Council's risk management strategy there are no risks associated with Option's 1 or 2 of this report

Recommendations

15. That the Advisory Panel advise the Executive Member to:

Approve Option one of this report and the new assistance policy including the provision that monies are recycled back into the future investment programmes for the private sector and adaptations.

Reason: To ensure that the new assistance policy contributes to the five strategic aims of the Private Sector Housing Strategy 2008-2013.

Contact Details

Author:

Ruth Abbott
Housing Standards and
Adaptations Manager
Housing Services
Tel No.4092

Chief Officer Responsible for the report:

Steve Waddington
Head of Housing Services

Report Approved Date 11th Feb 09

Co-Author's

Report Approved Date

Specialist Implications Officers

Finance: Jayne Close, Housing Accountant, HASS Finance, Tel 554175

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

All

For further information please contact the author of the report

Background Papers:

The Grants And Assistance Policy —Last amended Dec 2008
Private Sector Housing Strategy 2008-2013

Annexes

Annex 1 - Proposed new City of York Council Assistance Policy
for the Private Housing Sector

PROPOSED

**City of York Council Assistance Policy
for the Private Housing Sector**



Housing Grants, Construction & Regeneration Act 1996
The Regulatory Reform (Housing Assistance)
(England & Wales) Order 2002

Effective from	1st April 2009
To be reviewed at the latest by	31st March 2011

Introduction

The Government's view is that it is primarily the responsibility of homeowners to maintain their own property but accepts some homeowners, particularly the elderly and most vulnerable, do not have the necessary resources to keep their homes in safe and good repair. This policy reflects this safety net approach and will develop future policies to provide advice and information to help homeowners arrange their own financial packages to maintain their homes.

The policy also recognises that the poorest conditions remain in the private rented sector and offers help to the owners. In particular it focuses on improving the energy efficiency of a properties and ensuring the maximum use of the private sector housing stock.

The following types of grants, loans & assistance are available subject to the eligibility criteria and conditions. The Housing Standards and Adaptations Manager will consider exceptional circumstances outside the scope of the policy.

Disabled Facilities GrantPurpose of the grant

The grant is to help people who have a disability adapt their home to make it easier for them to continue to live there or maintain their independence. The government sets out what the grant can be used for and a maximum amount that can be paid – this is called the mandatory grant. City of York council will in addition pay a discretionary amount for the reasons set out below.

Who is eligible for a grant?

The disabled person must be registered as disabled with Housing and Adult Social Services or meet the criteria for registration if they applied.

The applicant must be either an owner or private tenant. Owners or tenants of houseboats & park homes are included.

What work will the grant cover?

A recommendation is required from an occupational therapist employed by the council that the work is necessary & appropriate. The work needs to meet one or more of the following mandatory purposes. :-

- Facilitating access to and from the dwelling or building by the disabled occupant
- Making the dwelling or building safe for the disabled occupant
- Access to the principal family room by the disabled occupant
- Access to or providing a bedroom for the disabled occupant
- Access to or providing a room containing a bath or shower for the disabled occupant or facilitating the use by the occupant of such a facility
- Access to or providing a room containing a WC for the disabled occupant or facilitating the use by the occupant of such a facility
- Access to or providing a room containing a wash hand basin for the disabled occupant or facilitating the use by the occupant of such a facility
- Facilitating the preparation and cooking of food by the disabled person
- Improving or providing a heating system for the disabled person
- Facilitating the use of power, light or heat by the disabled person by altering same or providing additional means of control
- Facilitating access & movement around the dwelling to enable the disabled person to provide care for someone.
- Access to gardens – see annex 1

An application is normally approved if it is considered reasonable & practicable to carry out the relevant works having regard to the age & condition of the dwelling, building, houseboat or park home.

How much grant will be given

Normally the disabled person and any partner are means tested to determine the amount of their contribution towards the cost of the work.

Where the grant is for eligible work for a disabled or the disabled person is on one of the qualifying benefits then the applicant will be passported through the means testing

The maximum mandatory grant is £30000

Other Conditions

Repayment of grant:

Property Charges will apply to all grant works that exceed £5000 (excluding any agency or professional fees)

The following exceptions will apply:

- External and internal lifts and through floor lifts.
- Permanent ramps within the existing footprint of the property
- Where a low-level wheelchair accessible kitchen has been installed.

- Where adapted bathing or toileting facilities have been provided within the existing footprint of the property.

Where multiple works have been carried out on one application and the works exceed £5,000 excluding any of the above named items then a charge shall be made.

The charges will last for **ten years** from the Certified date of the grant.

Multi application DFGs

Where a client has several Disabled Facilities Grants successively, each, if over £5000, will have its own land charge applied to it.

It is a condition of grant that if an owner (also being the recipient of the grant) to which the application relates, disposes of the property (whether by sale, assignment, transfer or otherwise) then they shall repay to the Council on demand the amount of grant, over and above £5,000, that has been paid, subject to a maximum repayment of £10,000.

In addition, the normal conditions prescribed under the Housing Grants, Construction & Regeneration Act 1996 that relate to Disabled Facilities Grants will remain.

In the event of a breach of a condition, the owner for the time being of the dwelling shall on demand repay to the Council the amount of the grant.

Discretionary Adaptations Grant

Discretionary help may also be available for the following purposes: -

- For assisted purchase of a more appropriate property subject to the cost effectiveness of the scheme and means test of the applicant.
- For relocation expenses up to maximum of £5,000 if a more suitable property is available.

There is a limited budget each year for this assistance and each case will be considered on an individual basis.

Discretionary Adaptation Loan

Who is eligible for a loan?

A disabled person who is has been awarded a mandatory disabled facility grant but there is shortfall between the cost of the eligible work and the mandatory maximum grant of £ 30000.00

How much loan will be given?

Normally the maximum amount of loan is £10,000.00. Unless the applicant is able to demonstrate that they cannot access a commercial loan or a Home Appreciation Loan.

Other Conditions

Repayment of loan-It is a condition of loan that if an owner (also being the recipient of the grant) to which the application relates, disposes of the property (whether by sale, assignment, transfer or otherwise) then they shall repay to the Council on demand the amount of loan that has been paid. In exceptional circumstances where the client has successive loans each, will have its own land charge applied to it.

Minor Adaptations

Who is eligible for help?

The disabled person must be registered as disabled with Housing and Adult Social Services or meet the criteria for registration if they applied.

The applicant must be either an owner or private tenant.

What work is covered?

Minor adaptations are simple adaptations that cost less than £1000.00 and the council arranges for their installation following an assessment and recommendation that it meets the disabled persons needs by an Occupational Therapist employed by the council or the North Yorkshire and York Primary Care Trust or the Acute Trust.

Types of work typically fitted include:

- Grab rails
- Hand rails
- Bannister rails
- Door entry systems
- Alterations to steps
- Widening of a door or path

Where there are multiple adaptations which exceed the £1000.00 these items will be considered as part of disabled facilities grant not individually.

Owner Occupied Sector

Help for owner-occupiers to carry out work to ensure that there are no health and safety hazards and that their home meets the decent homes standard

- The Home Safety Loan
- The Home Appreciation Loan (see end of policy)
- Energy Efficiency Grant

Home Safety Loan

Purpose of the loan

The loan is paid for items of disrepair and urgent works affecting the occupants' health or safety.

Who is eligible for a loan?

To qualify for assistance an applicant must normally: -

- a) Be aged 18 or over
- b) Be an owner or private tenant or an occupant with a right of exclusive occupation for a period of more than five years
- c) Have a power or duty to carry out the works
- d) Be either 60 or over, disabled, or have a child under 16 living with them **and** be in receipt of one of the qualifying benefits:

- Income Support
- Guaranteed Pension Credit
- Income Based Job Seekers Allowance
- Council Tax Benefit – not single person discount
- Working Tax Credit
- Child Tax Credit (if your household income is less than £15,460 per yr)*

* Or where the applicant earns more than the £15460 but less than 20K and is able to demonstrate that they cannot access a commercial loan.

- e) Have lived in the property for 12 months prior to making the application (or three years if applying under an exclusive right of occupancy). Where an applicant lives in a mobile home (park home) on a licensed site or on a houseboat with mooring rights they must satisfy a three-year qualification period.

What work will the loan cover?

The purpose for which a Home Safety Loan may be approved is to help the applicant to remove a Category 1 hazard, arising from defects in the dwelling.

The Council may only approve a Home Safety Loan where it is satisfied that no other more specific or appropriate assistance is reasonably available. The types of work which normally can be loan aided include:

- Roof repairs
- Repair/replacement of doors & windows
- Defective electrical wiring
- Defective plumbing including lead pipe work
- Repair/replacement of gutters, down pipes etc
- Defective stairs/floors
- Remedying dampness
- Repairs to drains
- Repairs to dangerous boundary walls
- Structural faults (if not covered through insurance)
- Preliminary fees essential to arranging a loan to carry out repairs or fees charged by a Regional loans Service
- Security measures – where the work is recommended by the Safer York Partnership

The council will provide a schedule of work which will be eligible for the loan

Where the Council is considering an application for a Home Safety Loan and has identified a Category 1 Hazard and is satisfied that the most satisfactory course of action is to undertake works, these works will need to be carried out before any other works to remove a Category 2 Hazard or to meet the decent homes standard.

How much loan will be given

The maximum interest free loan will normally be £4000.00 and is restricted to one application within ten years. Any grant or loans paid under previous policies from the 1st April 2003 will be taken into account when determining eligibility to reapply.

Where the work exceeds more than £ 4000.00 then the applicant will be offered the home appreciation loan.

There is a limited budget each year for this assistance and enquiries will be dealt with in date order in a waiting list system.

Other Conditions

Repayment of loan-It is a condition of loan that if an owner (also being the recipient of the grant) to which the application relates, disposes of the property (whether by sale, assignment, transfer or otherwise) then they shall repay to the Council on demand the amount of loan that has been paid. In exceptional circumstances where the client has successive loans each, will have its own land charge applied to it.

Energy Efficiency Grant

Purpose of Grant

To install loft and wall insulation, and upgrade heating to meet the decent homes standard

Who is eligible for the grant?

To qualify for the grant there must be at least one permanent resident in the household:

- a) over the age of 60 to be eligible for a cavity wall and loft insulation grant and where the applicant is

b) over 70 to be eligible for heating measures to meet decent home standards

The household must occupy a dwelling which is banded A, B or C Council tax purposes. It cannot be an unregistered annex or “granny flat”

The eligible occupant must own, or part own or be married to or partner the owner of the property

What the grant will be for

The type of work which normally can be grant aided include:

- Wall insulation where the construction of the building allows the external walls of the dwelling to receive cavity wall insulation. Walls of adjoining dwellings within the same building will not be insulated under the grant,
- Loft insulation where dwellings lie directly below an accessible loft space, the loft space above the dwelling will receive mineral wool insulation where it is practical and possible to install. Existing insulation will be increased to a depth at least 250mm from any thickness below 75mm.
- Heating will be upgraded to meet the decent home standard.

Top up Warmfront Grant

Purpose of a grant

Where a vulnerable customer is eligible for the national scheme Warmfront but there is shortfall in help to fund the specified work may be grant aided to a maximum of £500.00

Who is eligible for the grant

Customers who have an approved Warmfront grant

What work will the grant cover?

The type of work normally covered is:

- Work covered by the warm front grant

There will be limited budget each year for this assistance and enquires will be dealt with in date order in a waiting list system.

To ensure a simple and streamlined administrative system the council will use its partner the energy partnership through a service level agreement to administer the grant scheme.

Private Rented Sector

Help for owners of private rented accommodation to carry out work to ensure that there are no health and safety hazards and that their home meets the decent homes standard.

Introduction

There are three forms of help available to the owners:

- an empty properties grant and
- a loan for existing tenanted properties.
- or affordable warmth Grant

Empty Properties Grant

Purpose of grant

The grant is to help owners bring empty properties back into use as dwellings.

Who is eligible for a grant?

To qualify for assistance the owner must be the freeholder of the property or have a lease with at least ten years unexpired term at the time of application. The owner must either

- Option A: enter into a leasehold agreement with a partner housing association for a minimum of five years from the completion of the works or
- Option B: enter in to a written formal agreement for a minimum of three years with the Homeless Prevention Service

What the grant will be for

The grant is for the work that will make the empty dwelling meet the decency standard as determined by the Council.

How much grant will be given

Option A) Leasehold agreement

The grant limit is 75% of the cost of the eligible works up to a maximum of £20,000 of which £2000 is payable to the Housing Association for initial set up costs.

Option B) Formal Agreement

The grant limit is 75% of the cost of the eligible works up to a maximum of £10,000.

Additional capital finance for the improvement works necessary to meet the decent homes standard will be met either by the owner or by the housing association through negotiation with the owner. Evidence of this additional funding must be in place before the grant is paid.

Other conditions

The grant application will be made by the owner of the property but the Council will determine the eligibility of the proposed schedule of works.

- Only one grant approval per property will normally be available.
- These grants are repayable should the property be sold or no longer used for letting within the following time periods
 - Option A: Leasehold agreement- five years of completion of the works.
 - Option B: Formal agreement- three years of completion of the works-
- Lettings as holiday lets or to family members are not eligible. Existing tenanted properties.

Decent Home Loan

Purpose of Loan

The loan is to help owners bring existing licensed Houses in Multiple Occupation up to the decency standard as determined by the Council.

Who is eligible for a loan?

To qualify for assistance the owner must be the freeholder of the property or have a lease with at least five years unexpired term at the time of application. The property, must be an existing house in multiple occupations and licensed by the City of York Council in accordance with the Housing Act 2004.

What the loan will be for

The Council will provide a schedule of works eligible for grant assistance.

How much loan will be given

The loan limit is 50% of the cost of the eligible works up to a maximum of £4,000.

Other conditions

Only one loan approval per property will be available. The maximum interest free loan will normally be £4000.00 and is restricted to one application. Any grant or loans paid under previous policies from the 1st April 2003 will be taken into account when determining eligibility to reapply.

Lettings as holiday lets or to family members are not eligible.

Affordable Warmth Grant

Purpose of Grant

The grant is to help owners of tenanted properties to carry out the work as determined by the Energy Performance certificate

Who is eligible for a Grant?

To qualify for assistance the owner must be the freeholder of the property or have a lease with at least five years unexpired term at the time of application.

What the grant will be for

The Council will provide a schedule of works eligible for loan assistance based on the improvement work specified in the Energy Performance certificate for the property

How much grant will be given

The grant will cover the cost of the eligible works up to a maximum of £2,000.

Other conditions

Only one grant approval per property will be available.

Lettings as holiday lets or to family members are not eligible.

.

Home Appreciation Loan

Purpose of the loan

A home appreciation loan (HAL) is an equity release loan to assist vulnerable homeowners in bringing their homes up to health and safety standards and decency standards or to assist with adapting the property.

Who is eligible for a loan?

To qualify for assistance an applicant must normally: -

- a) be aged 18 or over
- b) be a home owner **and**
- c) be either 60 or over, disabled, or have a child under 16 living with them or 26 weeks pregnant and be on one of the following qualifying benefit

THIS IS A LIST OF QUALIFYING BENEFITS	
For people over 60, or at least 26 weeks pregnant, or with children under 16:- and at least one of the following: -	For anybody else
<ul style="list-style-type: none"> • Auto qualify - Income Support • Auto qualify - Guaranteed Pension Credit • Auto qualify - Income Based Job Seekers Allowance (over 60s only) • Council Tax Benefit – not single person discount • Attendance Allowance • Disability Living Allowance • Working Tax Credit (if including a disability element and household income is less than £15,460 per year) • Child Tax Credit (if your household income is less than £15,460 per yr) • Industrial Injuries Disablement Benefit (including Constant Attendance Allowance) • War Disability Pension (including Mobility Support) 	<ul style="list-style-type: none"> • Auto qualify - Income Support • Council Tax Benefit (including disability element) • Housing Benefit (including disability element) • Attendance Allowance • Disability Living Allowance • Working Tax Credit (if including a disability element and household income is less than £15,050 per year) • Child Tax Credit (if your household income is less than £15,050 per yr) • Industrial Injuries Disablement Benefit (including Constant Attendance Allowance) • War Disability Pension (including Mobility Support)

and unable to access commercial loans

What work will the loan cover?

- The HAL can only be used to cover works that have been specified and agreed on the schedule of works provided by the local authority. The types of which work which will be considered:
- To meet the health and safety and decency standards – examples are rewiring, roof repairs and window replacements
- Energy efficiency works such as central heating boilers, replacement radiators

- Works to meet the decency standards such as replacing the kitchen or bathroom including tiling to these rooms if required. The amount will not normally be restricted for kitchen bathroom however only reasonable costs of these items will be considered to include a reasonable quality of fixture and fittings, the local authority to determine the reasonable amount. Kitchen appliances such as cookers, washers fridge freezers etc are not covered by the loan scheme.
- To cover the costs of any shortfall on mandatory disabled facilities grants that have been agreed by local authorities including any clients contribution, which is more than £2000.00 pounds.
- Any disabled adaptations that a client may have to pay for themselves.
- Consideration will also be given to homeowners that wish to use the HAL for overcrowding purposes e.g. loft conversions if it will provide necessary space for a family. There is a limit to the amount of HAL which will be considered for this purpose and it must be agreed by the Local authority and the Yorkshire Region equity release and loan officers

How much of a loan will be given?

The minimum loan that will be available is £2000 and the maximum loan is normally £30,000.

The loan must not normally exceed 50% of the unimproved value of the property and

The total borrowing (including any out standing mortgages or secured loan) must not exceed 70% of the unimproved value of the property.

Loan referral outside of these limits may be considered in exceptional circumstances

Other Conditions

The loan would be provided by Sheffield City Council on behalf of York City Council via the Yorkshire and the Humber Regional Loans Service (YHRLS). The loan will be subject to the conditions and operating practices and policies of YHRLS.

General conditions applicable to all grant/loans applications

- The following general conditions will normally apply to grant/loans applications:
- Properties eligible for grant/loans assistance (excluding Disabled Facilities grants) must be more than ten years old.
- Two competitive estimates are required for all eligible works.
- Applicants or members of their families who wish to carry out grant/loan-aided works themselves will be eligible only for the cost of materials. Satisfactory invoices or receipts will be required before payment is made.
- Grant/loan approvals will be valid for 12 months from the date of approval.

- Work must not be started before written grant/loan approval is received, as grant/loan aid is not available retrospectively.
- Additional or unforeseen works identified during works in progress will only attract grant/loan assistance if the works are approved by the Council following a written estimate from the contractor.
- Payment of grant/loan monies will be made direct to the contractors or supervising agent on completion of the specified works, receipt of a satisfactory invoice and a satisfactory final inspection. Any works that may be covered by an insurance policy will need to be pursued through the customers insurance company and the outcome confirmed in writing before works commence.

Fees for Preliminary and Ancillary Service Charges

In the provision of any form of help involving the carrying out of building works, the Council will make a service charge for the following types of service:-

- Preparation of schedules of works
- Assistance in the completion of forms and the application process
- Assistance in the appointment of a builder
- Regular contact with the applicant during work in progress. The amount charged will be set out prior to the charge being incurred and the level will depend on the level of service being provided. The level of charges will be reviewed periodically.

Where the charges are incurred in conjunction with the provision of any form of grant/loan assistance, the charges will form part of the financial assistance being provided

Where the cost of the works exceeds the maximum level of grant/loan assistance, financial assistance to cover the cost of the charges will be paid in addition.

- For the disabled facilities grant Local authority administrative fees of 15% will be included in the grant approval (excluding grants for empty properties) in accordance with section 169 of the Local Government & Housing Act 1989.
- For the Home Safety loan local authority administrative fee of £400.00 will be included in all loans applications.
- For the Home Appreciation Loan local authority administrative fee of 12% will be included in all loans applications.

These fees are not payable by the applicant and will be paid via an internal recharge by the Council on completion.

Repayment conditions

Type of grant/loan	Period within which grant/loan would be required to be repaid if property sold	Other conditions
The disabled facilities grant	10 years	

The discretionary adaptations loan to help "disabled facilities grant applicants	On disposal of the property (whether by sale, assignment, transfer or otherwise)	
Home Safety Loan	On disposal of the property (whether by sale, assignment, transfer or otherwise)	
Owner – empty properties Leasehold Agreement	5 years	If property sold or no longer let to housing association
Owner – empty properties Written formal Agreement	3 years	
Decent homes loans – tenanted properties	On disposal of the property (whether by sale, assignment, transfer or otherwise)	

A local land charge will be registered following final payment of these grants/loans

Exceptional Circumstances

The Housing Standard and Adaptations Manager will consider, in exceptional circumstances, applications not covered by the policy, where there are health or safety risks or other relevant circumstances.

Appeals and Complaints

If an applicant is not satisfied with the outcome of an application then it will be dealt with through the council's complaints procedure. The applicant should contact the council's complaints manager on York 551550

Transitional Arrangements

This policy has effect from 17th March 2009 and replaces the previous grants and assistance policy last amended 8th December 2008 which ceases to have effect on the same date subject to the transitional arrangements detailed in paragraph below:

The grants and assistance policy continues to have effect in the following circumstances.

- The application for a grant assistance was approved on or before **16th March 2009**
- The Council's Housing Standards and Adaptation Service received the enquiry for grant assistance on or before **16th March 2009** but a decision whether grant assistance will be provided has not yet been made.
- The enquiry for grant assistance is received by the Council's Housing Standards and Adaptations Service on or after **16th March 2009** the enquiry will be dealt with under the provisions of the new Policy.

Enquiries : All enquiries regarding this policy should be made to :

Housing Standards & Adaptations Service, Housing And Adult Social Services Department PO Box 402, 10 George Hudson Street, York, YO1 6ZE.

Telephone 01904 551550 extension 4092 or 4023

This page is intentionally left blank



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

16th March 2009

Report of the Director of Housing and Adult Social Services

Service Plans 2009-2012

Purpose of Report

1. To seek approval from the Executive Member for the service plans for Housing and Adult Social Services covering the period 2009-2012.

Directorate Plan

2. At the last meeting Members received the Directorate Plan for Housing and Adult Social Services (HASS). This sets out the vision for the department, the drivers that underpin our work, 4 high level themes and the cross-cutting streams of our work (e.g. equalities and health & safety).
3. Attached to this report are the service plans. This takes the work to the next stage so that members can see details of the service aims, key objectives and performance targets. These cover the period 2009-2012 although most of the detail refers to the coming year. These plans reflect the revised portfolios for Adult Social Services agreed in November 2008.

4. Options and Analysis

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

Implications

6. These are covered in more detail in the service plans.

Recommendation

7. That the Advisory Panel advise the Executive Member to endorse and approve the service plans for Housing and Adult Social Services.

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

Author:

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

Chief Officer Responsible for the report:

Bill Hodson
Director

Report Approved

Date 19/2/09

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

All

For further information please contact the author of the report

Annexes – Draft HASS Service plans 2009-12

- Annex A – Assessment and Personalisation Service Plan
- Annex B - Commissioning and Partnerships Service Plan
- Annex C – Service Delivery and Transformation Service Plan
- Annex D – Housing General Fund Service Plan
- Annex E – Housing Revenue Account Service Plan



Service Plan Template for 2009/10 (covering April 2009 – March 2012)

Service Plan for: Assessment and Personalisation

Directorate: Housing and Adult Social Services

Service Plan Holder: Anne Bygrave

Workplans: Safeguarding/ Personalisation/ Team level

Director: Bill Hodson

Signed off

Date:

EMAP : Sue Galloway

Signed off

Date:

Section 1: Our service**Service description****Our Aim:****To enable people in York to live independent, healthy lives in decent, affordable homes**

The Assessment and Personalisation service works with a customer group in the region of 6000 people

This service covers:

- all of the assessment and care management/occupational therapy functions relating to adults for:
 - People with Physical and Sensory Impairments,
 - Older people,
 - People with Learning Disabilities and those young adults in transition.
- a Community Equipment Loan Service
- a business planning function
- a Personalisation team consisting of a project officer, and community facilitators
- This part of the directorate leads on safeguarding of vulnerable adults

The assessment teams are grouped into 10 main areas:

- an intake team managing new work into the service
- 3 X locality care management teams working with older people, and those with physical disabilities
- a hospital team working with all adult customer groups
- two occupational therapy teams working across the City
- sensory impairment service
- learning disabilities team (including transitions) co-located with health
- A Community Equipment Loan Service which covers all of the York area and operates a service for parts of NHS York and North Yorkshire and North Yorkshire County Council.
- All of these functions are supported by administration staff.

The service operates through a practitioner group (and associated administrative staff), 10 senior practitioners, 7 service managers and 2 group managers plus an assistant director.

There are approximately 140 staff.

It operates a budget of £23 million per annum.

Service objectives

The Directorates overall aim is :

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

Within this service we will do this by enabling customers to achieve the following outcomes:

“Improved quality of life” and “improved health” by:

- Providing a good quality assessment process to customers and carers that is sensitive to the diversity within our community. We will do this in a timely manner.
- Organising relevant social care supports to eligible adults within the City of York Council area.
- Supporting and contributing to the Directorates commissioning agenda by ensuring relevant information is available on customer trends/ aspirations to ensure commissioning strategies are robustly able to reflect customer choice
- Working in partnership with other agencies to achieve better outcome for our customers

“Personal Dignity” and “ Freedom from discrimination or harassment” by:

- Ensuring the safety of vulnerable adult customers within the City of York Council area – within the boundaries of the powers the Council has invested in it

“Exercise of Choice and Control” by:

- Offering as much choice and control over the way people organise their support through personalised approaches such as individual budgets and self-directed support

“Making a positive contribution” by:

- Ensuring our work is influenced by customers views on a individual basis through care planning and on an aggregate basis by acting on the views of customers relating to service improvements (through expert panels/surveys etc)

Key to all of this is :

- Ensuring we have a well trained and competent, motivated workforce to deliver a high quality robust service.

Section 2: The Drivers

Driver	How might this affect our service
<p>External drivers</p> <ul style="list-style-type: none"> • Putting People First- Government Concordat on the deliver of adult social care • Valuing People NOW – Refresh of the Government Learning Disability Strategy • National Social Care Performance Indicators <p>Corporate drivers</p> <ul style="list-style-type: none"> • The delivery of LAA target around self-directed support. • The delivery of LAA target around carers needs assessment and reviews • The expansion and delivery of the EIA assessments relating to personalisation and safeguarding <p>Directorate drivers</p> <ul style="list-style-type: none"> • CSCI (Social Care regulator) report of 2008 and associated improvement plan: <ul style="list-style-type: none"> ○ The development of a safeguarding strategy and plan that is robust • Improvement in key performance areas • The development of personalisation to all customer groups • Development of staff skill base to ensure robust and skilled workforce <p>Service drivers</p> <ul style="list-style-type: none"> • The rationalisation of assessment forms used by staff- to improve efficiency to customers • Improvement of performance indicators • Safeguarding vulnerable adults agenda- respond to increase in referral rates. • Personalisation process and culture work to deliver national agenda 	<ul style="list-style-type: none"> • Working in a more personalised way with all customer groups- requiring major system and culture change • Supporting the commissioning of early intervention and prevention initiatives • Seeking to work more closely with partners to deliver the agenda • Further challenge relating to partnership working and employment agenda • Improvement in working methodology to meet and improve national performance targets • System and culture change to deliver a greater number of customers receiving self-directed support. This will delivered through the personalisation plans within the Directorate • Process improvement relating to carers assessment processes • Embedding and expansion of equalities understanding within the teams work • Implementation of the directorate safeguarding action plan • Process improvement and associated changes relating to staff working /IT and customer delivery • Engagement of staff with the customer improvement journey • This will delivered through the personalisation plans within the Directorate • Development of a staff training and career pathway linked to the workforce development plan within the Directorate • Review and re-design of key forms • Process improvement and rationalisation of time spent on the forms used for assessment and recording • Embed new policies and procedures into teams and look at work flow methods and improvements required • Change of staff culture through training and experience and process development to support initiative.

Section 3: Critical Success Factors (CSFs)

CSFs for 2009/10	Why a CSF?
The introduction of the personalisation agenda to all customer groups.	Offers customers more choice and control. Modernises the service as fit for purpose Is required by DOH.
The embedding of a safeguarding strategy and associated practice within the Directorate and wider	Keeps vulnerable adult citizens of York safe.
Improvement of key performance indicators	Improves service to customers Contributes to Directorate and Corporate performance rating
Process improvement work within Service to drive out inefficiencies and raise performance of Key performance indicators	Improves service to customers Contributes to Directorate and Corporate performance rating
Development of a staff training and development pathway	Well trained and motivated staff are key to delivery of a good quality service.

Section 4: Scorecard of improvement measures & actions (3 pages max)**Customer based improvements**

Customer Measures					
Measure	Current	2009/10 Target	2010/11 Target	2011/12 Target	Priority Theme Link
LAA Target Personalisation - Self- Directed Support Indicator NI130	174.8	600	1200	1400	
LAA Target Carers needs assessments and reviews	18.75%	20.18%	21.55%	TBA	
Safeguarding- customer feedback on experiences	Not known	To be developed			
Performance Indicator Outcomes as follows:					
NP 132- Timeliness of assessments	80%	85%	90%	90%	
NP 133 – Timelessness of social care packages	87%	90%	95%	95%	
NP 136 – People Supported to live independently	1440	1600	1700	2000	
NP145 – Adults with LD in settled accommodation	47.1%	75%	80%	80%	
Customer Actions					
Improvement action			Deadline	Priority Theme Link	
Customer feedback measure on experiences with regard to respect and dignity in their treatment (NP128)			October 09		
Customer feedback on safeguarding issues through commissioned feedback service			July 09		

Process based improvements

Process Measures					
Measure	Current	2009/10 Target	2010/11 Target	2011/12 Target	Priority Theme Link
Improved overall performance against performance indicators listed in customer measures	See above	See Above	See above	See above	

Resource management improvements

Resource Measures					
Measure	Current	2009/10 Target	2010/11 Target	2011/12 Target	Priority Theme Link
Less professionally qualified staff time used on paperwork / interface with IT systems leading to more assessments being completed – leading to more efficient use of staff time	70-80% staff time	60%	40%		
Resource Actions					
Improvement action			Deadline	Priority Theme Link	
Staff time needed to redesign and test forms			June 09		
IT time needed to redesign forms			October 09		

Section 5: Resources (1 page max)

Please provide details of your resources:

- Approx 140 staff, 111 WTE- made up of, group and service managers, care management staff, occupational therapy staff, administration staff, community facilitators and project officers.

Budget - budget figures are not yet available and therefore this section will be completed in due course

This page is intentionally left blank



Service Plan 2009/10 (Covering April 2009 – March 2012)

Service Plan for: Commissioning & Partnerships

Directorate: Housing & Adult Social Services

Service Plan Holder: Kathy Clark

Workplans; Complaints & Mediation; Information & Equalities; Corporate Support; Customer Advice; IT & Management Information; Planning and Commissioning; Supporting People; Mental Health Partnership; Learning Disability Partnership; Carers Strategy.

Director: Bill Hodson

Signed off _____

Date: _____

EMAP : _____ HASS _____

Signed off _____

Date: _____

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

Section 1: Our service (1 page max)

Service description	
Description	Statistics
The Mental Health partnership involves the provision of commissioning support from CYC to the PCT as lead mental health commissioners and the 'secondment' of staff to the integrated secondary mental health service managed by the NYYPCT to deliver mental health services to residents of York	Approximately 200 Mental Health Act assessments a year; 195 people using day services and 95 residential and nursing placements
The Customer Advice Centre in George Hudson Street provides a single gateway to all Housing and Adult Social Services. The Emergency Duty Team (joint with NYCC) act as out of hours access point for emergencies and give advice on how to gain access during office hours where there is no need for immediate action (should this be in the A&P section?).	Around 35000 enquiries handled each year.
The Planning and Commissioning team ensure the effective planning and commissioning of quality, value for money services for customers of adult social care. It also supports policy development in response to local or government priorities	Management and administration of around 150 health and social care contracts, to the value of approximately £9.7m
The Supporting People team ensure the effective planning and commissioning of quality, value for money supported housing services across health, social care and probation for the city.	Administer a grant of over £7.4M with services secured within 147 contracts, through 39 different organisations
IT services develop and maintaining information technology systems, to record and support social care and housing activity electronically Management information assemble and collate information on needs and activity, delivering government statistical returns, and regular performance monitoring	500 IT users, and 15 major databases supported (12 social care, 3 housing) Largest database holds 250k records; 20 emails, 25-30 telephone support requests received per day. Over 250 service PI's collated and reported on monthly and quarterly basis. Statutory returns made twice yearly in social care
Partnership Support is provided to the Valuing People Partnership and Carers Strategy Group, and there is a dedicated post to oversee the social care responsibilities in relation to the mental health partnership with the PCT. The Carer's strategy team also deliver the Flexible Carers Grants	Valuing people Partnership fund up to 20 time limited projects with a total budget of £128k Around 400 carers a year are offered flexible Careers Grant
Complaints and mediation team ensures: - the department meets its statutory and corporate responsibilities in respect of complaints. - offers a range of mediation support to tenants in dispute with their neighbours, people threatened with homelessness etc	Complaints team manages the response to around 330 complaints, 15 Ombudsman, 60 MP 50 Councilor and 50 Freedom of information enquiries a year. It co-ordinates the production of leaflets and web based information for the department. Range of work for mediation each year includes 100 – 150 a year
Information and Equalities- The responsibility is to: coordinate the development of consistent and comprehensive approaches to public information ensure information governance within the Directorate meets national and corporate requirements coordinate the creation and implementation of the Directorate Equalities plan	This is a new development post, and so there are no key statistics
Corporate Support Service provides full administrative support and deals daily with building maintenance, security and practical health and safety issues for staff in the George Hudson Street complex. Also the Blue Badge disabled parking scheme	3,000 new or reissued blue badges pa 55,000 items of outgoing post p.a. Secretarial service to Director and management team of 5.

Service objectives

The C & P Service section has four functions:

- **Support to other services** through IT, management information, Information/equalities and, Corporate support
 - It provides certain support to other divisions and their staff in Housing and Adult Social Services (HASS) to help achieve the Council's and department's strategic and business objectives for adult social care and housing.
 - It takes a leadership role on behalf of HASS in relation to designated Council wide policies and ensuring that the department has consistent approach across the directorate. These include:
 - Business Continuity
 - Equalities
 - Information Governance
 - IT
 - Complaints
 - Performance
- **Service delivery** directly to residents of York **through Advice, information, complaints and mediation**
- **Strategic Planning and Commissioning** through Commissioning & contracts, Carers, and Supporting People services
- **Coordinating Partnerships** through designated posts within the section and the role of the Assistant director

It aims to perform these functions by

- providing an easy, equitable access for residents to the services provided by HASS.
- reducing the demand for services provided by HASS by providing good information, advice and signposting to alternative appropriate services
- planning commissioning and contracting services that are needs led, outcome focused, provide quality and are value for money.
- ensuring that people who require support to maintain or access housing receive effective services.
- helping people who are in dispute (neighbours, young people) resolve their differences.
- ensuring that complaints and information enquiries in the department are handled swiftly, effectively and within statutory guidance
- providing support services to other parts of the department in the most efficient, effective and timely manner.
- contributing to the delivery of corporate initiatives related to specific functions
- ensuring that the department complies with corporate and statutory guidance/regulation in relation to their functional areas.
- Supporting the joint commissioning of health and social care services and the integrated provision of mental health services;
- Supporting public engagement in planning services
- Supporting carers through strategic and carers support services
- Developing and supporting partnerships with statutory, voluntary and independent sector organisations

Section 2: The Drivers (1 page max)

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

Driver	How might this affect our service
External drivers	
Electronic recording and delivery of information including electronic Comprehensive Assessment Framework (e-CAF)	Systems to deliver Single Assessment Process (SAP) with health community and other organisations - dependent on positive sign up and major investment in business change and training. E-CAF developments Further Development associated finance systems for payments and income related to care services and Supporting People services. Impact will be delivery of IT systems, training on systems and supporting business process re-engineering Preparation for mobile working & home care monitoring Electronic document management Development of information governance arrangements
Social Care Transformation (Putting People first), protocol to deliver Social Care White Paper and meet increasing demand for services and demographic change	Significant changes to long-term delivery of adult social care across all customer groups, and to commissioning and contracting arrangements Work needed with health, care providers and customers/carers to reshape services to better met need and deliver greater efficiencies to release funding for sustainable transformation. Long term commissioning strategy development and delivery IT support for changes resulting from personalisation
Supporting People funding arrangements	Reduction in grant Funding to move to Area Based Grant by 2009 Service reviews
Valuing People refresh	Not yet known
Primary care Trust Mental Health Commissioning strategy	Changes will impact on the joint management arrangements for mental health services – need to ensure statutory requirements and social care vision are met
Changes to complaints regulation	Revised processes developed, training for managers, potential outsourcing
Government 5 year 'Comprehensive Blue Badge (Disabled parking) Reform Strategy'	Significant changes in criteria will increase no. of applications. Possible increase in charges to cover actual costs.
Revised Carers Strategy	Will underpin the engagement of carers and improve quality of life, choice, control & flexibility of support to carers
Development of a Centre for Independent Living	Improved source of information & engagement. Single point of reference for people with a disability wanting access to information.

<p>Corporate drivers</p> <p>IT Strategy</p> <p>Customer Services Strategy</p> <p>Health improvement and the Local Area Agreement</p> <p>Administration and Accommodation review</p> <p>Efficiency programme</p>	<p>Development work on interfaces with corporate systems, Development of mobile working Changes in corporate approach to help and support impacting on how HASS IT help and support delivered</p> <p>Easy@York, corporate complaints arrangements, customer information IT changes required in HASS systems</p> <p>Partnership work to improve the health and well being of people in York, particularly those whose levels of health are poorest and carers</p> <p>Managing introduction of corporate DMS, co-ordination of departmental activity related to accommodation with project team</p> <p>Identification and initiation of efficiency projects arising from Northgate Kendrick Ashe review</p>
--	---

Directorate drivers	
<ul style="list-style-type: none"> Quality and Business Change 	<ul style="list-style-type: none"> Implementation plans and commissioning and procurement activity. Commissioning strategies for older people and learning disability. Involvement of PCT, Older People, providers and Voluntary sector Developing outcome based approach to contracts and services Easy@York programme and changes to Customer Advice Centre Development and implementation of performance management framework co-ordination – and IT and MI systems to support management Complete the implementation of Framework IT system
<ul style="list-style-type: none"> Independence Choice and Well- Being 	<ul style="list-style-type: none"> Modernising Day Services Personalisation project will change way that services are commissioned and funded IT systems to support the business change in A&P eg personalization, self assessment Review of accommodation and support for older people Learning Disabilities Accommodation review Delivery of Carers' Strategy Employment strategy for disabled people
<ul style="list-style-type: none"> Preventative Strategy 	<ul style="list-style-type: none"> Development of prevention strategy and change programme. Commissioning and decommissioning of services Housing Support through Supporting People Telecare strategy and development
<ul style="list-style-type: none"> Customer Involvement 	<ul style="list-style-type: none"> Involvement of customers in planning and commissioning services Tackling equality issues Support for development of Centre for Independent Living Customer engagement in Partnership Boards Implementing Carers Strategy

Service drivers	
Sustainability for Mediation Service	<ul style="list-style-type: none"> ▪ Aligning mediation service with strategic objectives of key funders – Supporting People, HRA
Capacity in Commissioning and contracts	<ul style="list-style-type: none"> • Impact of individualized services and new social care contracts
Delivery of integrated housing and social care IT support service	<ul style="list-style-type: none"> • embedding changes introduced in 2008/9
Capacity in Corporate Support	<ul style="list-style-type: none"> • Major upgrades to housing and social care systems, phase 3 of social care implementation
Development of Joint Commissioning arrangements with Primary Care Trust	<ul style="list-style-type: none"> • Impact of FWi and increase in BB service due to reform strategy

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

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

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

CSFs for 2009/10	Why a CSF?
Completion of replacement of Social Care recording system	Finance modules and interfaces key to delivery of benefits of new system
Putting People First transformation of services, delivery of Long term commissioning plan	<ul style="list-style-type: none"> • Cost of increasing demand if we do not change services – delivery of improved efficiency • Delivery of customer focused services • Government objectives and performance measures • Delivery of local consultation on options to meet future challenges • System change with development of preventive services • Developing joint commissioning with PCT
Delivery of Easy@York Phase 2 in Advice and Information service	<ul style="list-style-type: none"> • Impacts not only on C&P but adult and children social care housing. Radical and extensive change programme in critical service area. • Improving service access for customers • Preparation for corporate one stop shop
Implementation of the Carers Strategy, assessment process and provision of information.	<ul style="list-style-type: none"> • Improvement of service to carers • Improvement of PI performance- LAA
Delivery of Single Equality improvement plan	<ul style="list-style-type: none"> • Improved outcomes for all customers • Contribute to improvement of corporate PI's & CPA rating
Assurance of mental health service delivery within changing partnership arrangements for commissioning and provision	<ul style="list-style-type: none"> • Maintaining role of social care in MH service delivery • Assurance for staff in integrated service
Implementation & coordination of Performance framework for adult social care	<ul style="list-style-type: none"> • Improved service to customers • Improved performance rating for the Council
Upgrade to Housing SX3 system	<ul style="list-style-type: none"> • major technical work and training across whole of housing services

Section 4: Scorecard of improvement measures & actions (3 pages max)

Customer based improvements

Measure	Current (Q3 08/09)	2009/10 Target	2010/11 Target	2011/12 Target
CG4 % of visitors seen by an officer within 10 minutes	81.5%	95%	95%	
CG5: % of visitors referred to the correct officer within a further 10 minutes	65.1%	95%	95%	
(All) % of external calls answered in 20 seconds or less	97.4%	97%	97%	
(All) % of external emails and correspondence answered within 10 working days	98.7%	97%	97%	
(Complaints) Number of customer complaints dealt with within time NB changes to the way complaints are handled will impact on this indicator which will mean setting targets and comparison with previous years will be difficult	75%	To be established		
(SP) KPI 1 Service users who are supported to establish and maintain independent living (average for customer groups) (NI 142)	98.27%	98%	98%	
(SP) KPI 2 Service users who have moved on in a planned way from temporary living arrangements (average for customer groups)	68.09%	70%	72%	
The core monitoring of Mental Health performance is undertaken through the MH partnership Board and the IPCT contract management system.				
Improvement action	Deadline			
<i>Ongoing SP Service Review Programme and development of outcome monitoring of services – young people, learning disability, physical disability,</i>	<i>July 09</i>			
<i>Joint project with PCT – produce proposals to reshape older people's mental health services, offering more community based support</i>	<i>March 10</i>			
<i>New preventive services commissioned in line with joint PCT/CYC commissioning plan</i>	<i>March 10</i>			
<i>Develop services to enable customers with learning disability to return to York from out of area placements</i>	<i>March 10</i>			
<i>Training for business teams on new complaints procedure</i>	<i>Sept 09</i>			
<i>Improved customer information available on the web, new access routes eg self assessment as part of the Easy@york project</i>	<i>Dec10</i>			
<i>Implementation of revised carers strategy</i>	<i>2009/12</i>			
<i>Distribution of carers assessments & information pack</i>	<i>2009/12</i>			
<i>Implementation of the DoLs components of the MCA</i>	<i>April 09– & ongoing</i>			
<i>Improve and increase customer engagement in commissioning process</i>	<i>March 10</i>			
<i>Develop specifications for new services in line with personalization agenda</i>	<i>March10</i>			
<ul style="list-style-type: none"> ▪ <i>Brokerage</i> ▪ <i>Advocacy</i> ▪ <i>Natural support development</i> 				

Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Process Actions				
Improvement action		Deadline		
<i>Phase 3 social care system implementation (2008/9).</i>		<i>March 2010</i>		
<i>Prepare for introduction of electronic monitoring of home care provision</i>		<i>Sept 2010 "</i>		
<i>Prepare for and begin to deploy mobile working in adult social care and housing</i>		<i>Sept 2010</i>		
<i>Develop plan and co-ordinate action in relation to preparing records and new DMS system as it impacts on C&P Division</i>		<i>March 2010</i>		
<i>Complete work identified in Easy@York phase 2 - business change and IT</i>		<i>Dec 2009</i>		
<i>Create & coordinate the Performance Framework structure</i>		<i>2009/12</i>		
<i>Review and develop framework for partnership working in Social Care</i>		<i>March 10 TALK TO BILL</i>		
<i>Upgrade of SX3 to new version with significant training programme</i>		<i>Sept 09</i>		
<i>Support process change work identified in Personalization project – IT systems; commissioning processes; information development</i>		<i>As in Project plans</i>		

Resource management improvements**Resource Measures**

Measure	Current (Q3 08/9)	2008/09 Target	2009/10 Target	2010/11 Target
Overall variation from C&P budget less than 1% budget		√	√	√
Proportion of business placed with vol sector remains at or above current level (42% social care, 72% Supporting People)		√	√	√
% Staff appraisal completed in year in Commissioning & Partnerships		98%	98%	98%
Average staff sick days below Departmental and Council wide average (in days/FTE)	7.85	12.25	Less than 10	tbc
Average level of incidence of absence below Departmental and Council wide average (in incidence /head count) see above		√	√	√

Resource Actions

Improvement action	Deadline
<i>Review of use of resources to deliver residential care</i>	<i>October 2009</i>
<i>Commissioning input to delivery of efficiencies in older people's services</i>	<i>Throughout the year</i>
<i>Staff change management to deliver changes in initial contact services</i>	<i>March 2010</i>

Section 5: Resources (1 page max)

Please provide details of your resources:

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

Budget - budget figures are not yet available and therefore this section will be completed in due course

This page is intentionally left blank



Service Plan Template for 2009/10 (covering April 2009 – March 2012)

Service Plan for: Service Delivery & Transformation

Directorate: Housing & Adult Social Services

Service Plan Holder: Graham Terry

Workplans: Team Plans

Director: B Hodson

Signed off _____

Date: _____

EMAP : Housing & Adult Social Services

Signed off _____

Date: _____

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

Section 1: The service (1 page max)**SERVICE DESCRIPTION**

The newly formed Service Delivery and Transformation arm of the Housing and Social Services Directorate includes all the in-house provider social care services and the lead for HASS Human resources and training. It also includes a business support post and the responsibility for the governance of the HASS Portfolio Board.

The service is led by the Assistant Director for Service Delivery and Transformation, two group managers and four service managers with team leader posts reporting to them and approx 700 staff. It has an operating budget of £23m plus per annum.

Services include: -

In House Provision

Services provided directly through in-house provision include:

CYC Home Care Services**Re-ablement Service**

Provides focused re-ablement and rehabilitation (for, usually, a maximum of six weeks) to enable customers to regain or achieve an optimal level of independence appropriate to their individual circumstances, their prevailing state of health, and their personal aspirations.

Care Service

A 24 hour service providing specialist physical and emotional care to customers who have a greater level of need.

Sheltered with Extra Care Service

Provides care to customers who have higher levels of need but wish to remain in sheltered accommodation, providing a real alternative to residential care.

Prevention and Support Services

Home Support Team supports vulnerable or disabled adults to remain in their own homes and communities.

Warden Call and Telecare provide 24/7 monitoring & response through a variety of technological aids.

Sheltered Wardens provide support and assistance to 8 sheltered housing schemes during office hours Monday-Friday.

Elderly Person's Homes

There are nine in-house EPHs spread across the City, two of which specialise in EMI provision (Elderly and Mentally Infirm).

Learning Disabilities – 8 Day and Community Support Services, and a Residential Respite Service

Flaxman Avenue provides respite for adults with a learning disability. Pine trees and Newbridge day centres operate alongside activities based in the community under small services and enabled by community facilitators. CSA (Com Support Assistants Service) aim to enable people to continue living independently in their homes.

Human Resources

Provide administration and professional HR advice to managers within Housing and Adult Social Services as well as contributing to corporate initiatives. FTE equivalent staff supported in department is 1,075; Annual recruitment around 350; HR staffing issues requiring formal action with in year (ie disciplinary, grievance, regrading, probation, sickness) around 130.

The Training Team organise through direct provision or commissioned training NVQ, post qualification and other training primarily for social care. The training team supported around 60 staff a year to achieve NVQ and commissioned/administered 200 training courses.

Business Support

Provides project management support to key service developments; manages the development and maintenance of effective quality assurance and performance monitoring systems across Adults Social Care Services; develops and supports the performance management framework for Provider Services; co-ordinates administration across Provider teams.

Service objectives

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

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

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

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

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

There are 4 key priority themes for HASS listed in the HASS Directorate Plan for 2009-2012 as follows;

Quality and business change - which includes a Service Delivery and Transformation (SD&T) lead on the production of the workforce development plan.

Independence, choice and well-being – SD&T will lead on implementing the new home care service model and the re-provision of the Newbridge day service, and contribute to the review of our Elderly Persons Homes whilst preparing to meet the personalisation agenda.

Prevention Strategy - SD&T will review its Warden call services and Extra Care whilst contributing to the Safeguarding improvement plan. SD&T will also assist with the re-launch of the telecare service.

Customer Involvement - SD&T will contribute to the Dignity in Care Campaign, develop outcome based approaches and measures for service delivery and the engagement of customers in our services.

The Service Delivery & Transformation Service supports the vision for Housing and Adult Social Services in York. Our goal is to deliver customer focused services that are of the highest quality whilst striving for continuous improvement. We will also seek to view our every contact with customers as an opportunity to demonstrate our commitment to quality.

Section 2: The Drivers (2 page max)

Driver type	How might this affect our service
EXTERNAL DRIVERS	
<u>Modernisation of Social Care</u> Greater emphasis on the commissioning role of the LA Greater emphasis on public health & prevention Self- directed care and focus on outcomes Expansion of direct payments / individual budgets/ assistive technologies	<ul style="list-style-type: none"> • Activity to achieve 7 outcomes of White Paper • Improved integration of health and social care • Personalised support • Shift in culture/practice • Self-directed care • Stronger links with primary care
<u>Demographic Changes</u> Increase in longevity and complexity of care needs Changing patterns of caring - fewer working age adults to support aging population/more older carers Changing expectations Isolation due to changing family patterns	<ul style="list-style-type: none"> • Planning for future needs • Increased demand for dementia and complex care services • Increased need to support carers effectively • Increased demand for independent supported housing
CORPORATE DRIVERS	
<ul style="list-style-type: none"> • Administration and Accommodation Review 	<ul style="list-style-type: none"> • Specifying requirements, planning changes for new office accommodation
<ul style="list-style-type: none"> • HR Strategy 	<ul style="list-style-type: none"> • Pay and grading implementation • Attendance management
DIRECTORATE DRIVERS	
<ul style="list-style-type: none"> • Quality and Business Change 	<ul style="list-style-type: none"> • Workforce Planning and Development
<ul style="list-style-type: none"> • Independence, Choice and Well-Being 	<ul style="list-style-type: none"> • Review of accommodation and support for older people (EPH, Extra Care, Warden services in 2009) • Home Care Review for re-contracting April 2010 to a personalised model of home care delivery • A City-wide Employment Strategy for Disabled People
<ul style="list-style-type: none"> • Prevention Strategy 	<ul style="list-style-type: none"> • Re-launch the use of assistive technology in the home
<ul style="list-style-type: none"> • Customer Involvement 	<ul style="list-style-type: none"> • Developing an outcomes based approach to service delivery • Promoting engagement in the dignity in care campaign

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

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

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

CSFs for 2009/10	Why a CSF?
Successful implementation of the new service delivery model for CYC Home Care Services (from 1 April 2009) and continued improvement	To meet £950k savings target To increase rate of re-ablement of customers to independence, and to other care providers on reduced packages (thus significantly reducing the overall cost of care to the 'whole system')
EPH Review	To determine the use of these assets and their contribution to the funding and delivery of the personalization agenda.
Warden Call Review	To ensure that this essential service meets its potential to support the prevention strategy and achieve new accreditation standards
Review of Extra Care schemes	Overlaps with EPH review and will determine the model for future extra care provision
Development of a more robust Performance Management Framework for Provider Services	Links into the HASS Directorate Performance Management Framework being developed as a key strand of the CSCI Improvement Plan. Will need to focus in on critical areas of performance, highlight areas for improvement and help drive continuous improvement.
Workforce Development Plan	Key strand of the CSCI Improvement Plan in relation to 'prospects for improvement'. The WDP for HASS will complement the Council wide WDP currently being planned.
Newbridge Day Service	To re-provide the service to this vulnerable group of people with learning disabilities
Employment Strategy – to develop a local Supported Employment Partnership Agreement	To co-ordinate the range of employment related support activities with disabled people in York.

Section 4: Scorecard of improvement measures & actions (3 pages max)**Customer based improvements**

Customer Measures				
How will you check whether you are improving from a customer perspective? Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).				
Measure (individual team plans are being developed to include the setting of targets for those below)	Current	2009/10 Target	2010/11 Target	2011/12 Target
Customer satisfaction feedback – Home Care Q. 'Are you happy with the care you are receiving at present?'	June 2008 Yes - 98%	98%	99%	99%
Customer satisfaction feedback – Extra Care Q. 'Are you happy with all aspects of living here?'	August 2008 Yes – 77%	80%	85%	90%
PAF C28 Intensive Home Care Households receiving intensive home care per 1,000 population aged 65 or over (more than 10 contact hours & 6 or more visits during the week during a survey week).	2008/9 - 6.86%	6.5%	6.6%	6.7%
NPI 125 Achieving independence for older people through rehabilitation/intermediate care	New	tbc		
NPI 127 Self reported experience of social care users	New	tbc		
NPI 130 (LAA Local) User reported measure of respect and dignity in their treatment	New	tbc		
NPI 146 Employment of people with learning disabilities: % of adults with learning disabilities known to CYC in paid employment at the time of their assessment or latest review.	2008/9 target -16.5% Qtr 2 – 4.69% Definition of PI changed	tbc		

Customer Actions	
What are the main customer based actions you need to deliver in order to improve your services? <i>Please list improvement actions for next 12 months</i>	
Improvement action	Deadline
<ul style="list-style-type: none"> Establish a re-ablement culture that motivates customers to regain or maintain their independence within a personalisation focus 	June 2009
<ul style="list-style-type: none"> Safeguarding Adults training for Service Delivery & Transformation staff 	March 2010
<ul style="list-style-type: none"> Re-provision of the Newbridge Day Service 	Dec 2009

Process based improvements

Process Measures				
How will you check whether you are improving from a process perspective? Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).				
Measure	Current	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of re-ablement team customers who are re-abled with no ongoing home care services	New target	30%	40%	50%
Percentage of Face to Face contact time in home care services	30%	50%	55%	60%
Number of Telecare assessments in Warden Call Service				
Process Actions				
What are the main process based actions you need to deliver in order to improve your services? <i>Please list improvement actions for next 12 months</i>				
Improvement action	Deadline			
Review of Elderly Persons Homes	March 2010			
Establish a Workforce Development Plan and its implementation	April 2009 onwards			
Review of the Warden Call Service	Oct 09			

Resource management improvements

Resource Measures				
How will you check whether you are improving from a resource management perspective? This covers financial/budget/staff based improvements, such as cost, budget management, staff absence, etc.				
Measure	Current	2009/10 <i>Target</i>	2010/11 Target	2011/12 Target
Achieve agreed saving target within home care budgets	£360k (achieved)	£950k	recurring	
% of staff receiving monthly supervision	New	90%	95%	96%
% of staff appraisals completed	60%	90%	95%	96%
Sickness absence (see Directorate Plan)				
Resource Actions				
What are the main resource management based actions you need to deliver in order to improve your services? You may also want to include staff broad workforce training and development issues for your service. This may have come out of the future challenges exercise you carried out in the planning process. <i>Please list improvement actions for next 12 months</i>				
Improvement action			Deadline	
Complete Pay & Grading Scheme implementation and evaluate impact on recruitment & retention			March 2010	
Establish a provider service performance management framework			June 2009	
Implement a training programme for managers in SD & T – IDEA Leadership Programme			Dec 2009	
Further develop project management skills and capacity within the SD & T team			March 2010	

Section 5: Resources (1 page max)

Please provide details of your resources:

- A staffing structure below the Assistant Director that includes two group managers , 4 Service managers and direct operational managers responsible for over 700 staff.

Budget - budget figures are not yet available and therefore this section will be completed in due course

This page is intentionally left blank



Service Plan Template for 2009/10 (Covering April 2009 – March 2012)

Service Plan for: Housing General Fund

Directorate: Housing & Adult Social Services

Service Plan Holder: Steve Waddington

Workplans: Housing Service Improvement Plan

Director: _____

Signed off *Date:*

EMAP : _____

Signed off *Date:*

Section 1: Our service

Service description

Homelessness

- Co-ordinates 'Housing Options' and provides advice and information in accordance with the Housing Act 1996. Contracts and provides homelessness prevention services
- Contracts and provides homelessness prevention services
- Provides suitable temporary accommodation and relevant support to those people who are statutorily homeless.
- Co-ordinates, contracts and provides services in accordance with the Rough Sleepers Strategy.
- Manages three traveller sites and provides appropriate support for travellers. Responsible for delivery of the Homelessness Strategy 2008-13

Housing Standards and Adaptations

- Administers grant and loan assistance to people living in the private sector in accordance with the law and council policies, including disabled facility grants
- Works with the York Home Improvement Agency and the Energy Efficiency Advice Centre.
- Provides the statutory enforcement function in accordance with Housing Act and related legislation

Housing Strategy

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

Affordable Housing

- Identifies the need for affordable and specialist accommodation through research and surveys.
- Negotiates and draws up agreements with developers and registered social landlords (RSLs) regarding the provision of housing in new developments.
- Develops and supports proposals for funding from the Homes and Communities Agency and the Regional Housing Board.
- Contributes to the renewal of development land owned by the council for housing purposes.
- Contributes to cross authority initiatives, including Golden Triangle Partnership initiatives.

Service Improvements and Customer Engagement

- Reviews and develops plans, policies and procedures.
- Co-ordinates service improvements and development, ensuring customers are involved in service improvements and carrying out service reviews to improve customer satisfaction.
- Developing the role of the customer in delivering customer tailored services and further developing opportunities for involvement across the service
- Training, further education qualifications and staff development.

Asset Management

- Deliver the Social Services Capital Programme.
- Lead on Asset Management for the directorate & ensure service priorities are represented at a Corporate Level
- Our main customers are:
 - Individuals and families living in York who have housing needs & people at risk of losing their home.
 People who have difficulty accessing appropriate accommodation or improving their current accommodation whether because of issues of affordability or because they are vulnerable in other ways.

Service objectives

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

Section 2: The Drivers

Driver	External
White Paper: Strong and Prosperous Communities	Need: develop a robust evidence base of key needs and set out clear local priorities, coordinate and lead the development of local strategies and policies to address identified needs. Provide strong local leadership for all agencies involved in delivering housing and related services. Build the capacity of elected members and staff. Ensure effective links with other strategies and plans, such as local economic strategies and the Children's and Young People's Plan.
Increase in affordable housing delivery targets (Housing Green Paper)	Capitalise on opportunities presented, Deliver more homes (revised RSS targets), York North West- New growth point, Maximise opportunities through Golden Triangle partnership work
Creation of Homes and Communities Agency (HCA)	Make appropriate links with the HCA to represent the interests and maximize opportunities for CYC and 'single conversation'
Regional, Sub regional and City Region Housing strategy	-Better integration of housing and economic development objectives -Regeneration focus with Leeds City Region leading to sub regional Housing Strategies with local delivery action plans
Housing investment tends to be allocated on a regional and sub regional basis.	Growing evidence base required to support bids eg. 2007 Strategic Housing Market Assessment and 2008 Private Sector House Condition Survey
CLG requirement to reduce the use of temporary accommodation by 50% by 2010, and the LAA target to reduce by 60% by 2011	Delivery of action plan in place containing measures to reduce the numbers in temporary accommodation. Achieving targets to increase affordable housing supply should also have an impact.
Decent Homes in the Private Sector	Need to develop, with the private sector steering group, innovative ways to maintain and improve the condition of private sector homes
Disabled Facilities Grant (DFGs) New Statutory Framework for delivery	Need to maximise the limited funding available for DFGs
Changing Demographics in York	-Need to use demographic information to develop appropriate housing choices to meet identified needs and aspirations of households in York. -Growing numbers of older people -Action plans to be implemented to address findings from Sub Regional research into BME and Gypsy and Traveller communities needs
Governments empowerment and engagement agenda 'Communities in control: real people, real power' (July 2008)	Passing power to communities and giving real control and influence to more people, including maximising opportunities for customer engagement; opportunities arising from the emerging role of the Tenant Services Authority (TSA); Housing Services to develop and implement a Customer Engagement Strategy
Challenges of the national economic downturn	Impact on strategic housing and development role, including homelessness, debt, fuel poverty and worklessness
Need to eradicate fuel poverty by 2015	To work in partnership with stakeholders and the voluntary sector for example with the PCT, pension service, Energy Savings Trust Advice centre and York HIA to reduce the number of people in Fuel poverty
New Audit Commission Short Notice Inspection Regime	The new regime introduced for Local Authorities is expected to be implemented early 2009. Housing Services have not been inspected since 2002 and should anticipate and prepare for an inspection
Housing Options- promoting choice and independence	Improved service delivery planned through provision of a comprehensive and holistic options service, building on the current provision.
Gypsy and Traveller Area Assessment (GTAA)	Implement the action plan arising from the G&T needs survey
Choice Based Lettings	A sub regional scheme is expected to be implemented during 2009/10

Corporate	
Outcome of 2007 Strategic Housing Market Assessment	Respond to the findings and aim to meet identified needs –in preferred options through the LDF
Easy@york office of the future	To be confirmed at Easy@york meeting early 2009
Move from LAA to CAA	Need to ensure continued strong emphasis on housing as a result of changes arising from move from LAA to CAA
Increasing emphasis on L.A enforcement role	Resources to be focused on awareness raising, licensing and inspections
Need to improve the Quality and Availability of decent affordable homes in the City	- Maximise every opportunity to deliver new affordable homes and optimise the use of existing stock. - Corporate Asset Management approach to consider housing options on all land disposals
Climate Change	Assess and reduce the impact on climate change of all housing stock and activity across the Private Sector, new homes and HRA stock.
LDF process over next three years led by City Strategy	Affordable Housing target, land identification and specific provision for Gypsy and Traveler communities
Admin accommodation project	Need to prepare culturally, technologically and physically for an increasingly flexible working environment to benefit the service/customers and staff
Corporate Debt Strategy	Explore setting up joint debt protocol with Revenues
Corporate DMS	Implement new DMS system across housing
Directorate	
Long Term Business Change	Ensure that housing choices, including owner occupation, are available for older people. Continue to explore how assistive technology can be used in new and existing homes to promote independence
Private Sector Housing Strategy	Need to work in partnership to develop the five key aims of the 5-year private sector strategy. Review and refresh the action plan to ensure that new ways of work are considered.
Independence Choice and Control	-Redevelopment of Discus Bungalow sites
Preventative Strategy-Supporting People	Effectively manage the anticipated reduction in funding for the next Comprehensive Spending Review period (2011/14). The existing housing support program would leave a projected deficit of £1.6m, if continued on the same revenue level, and there is a year on year grant reduction of 5% until 2013/14. A planned approach is required to maintain a stable third sector and to honor the security of three-year contacts. (can be reduced following O.C.O!)
Housing Service Drivers	
Emergency accommodation for homeless young people	Need to improve Ordnance lane hostel and provide direct access accommodation for young people to meet both their needs and achieve LAA156.
Customer Satisfaction with all aspects of housing and related services	Need to develop and deliver new and improved strategic responses to service improvement and customer engagement and embed across the service, using a strategic approach
Achieving Value for Money	Need to embed value for money (VFM) across Housing Services through development of a VFM Strategy
Review and enhance partnership working arrangements	Need to further develop effective partnerships across the city, sub region and region to drive forward common agendas
Staff engagement	Need to further develop effective communications with all staff through mechanisms including the service improvement strategy and staff conferences

Section 3: Critical Success Factors (CSFs)

CSFs for 2009/10	Why a CSF?
<p>Ensure that the supply of affordable housing in York meets those housing needs identified in the Strategic Housing Market Assessment undertaken in 2007</p>	<ul style="list-style-type: none"> • Need for 1218 new affordable homes per annum to meet need; 2,500 on Council's housing register; • Reduction of households in temporary housing to meet government target; due to credit crunch increasing numbers of households at risk of losing home; • Homeownership out of reach of majority of first time buyers; consider new methods of delivery i.e. intermediate / rent split and shift in balance of mix of supply; • Meet needs of increasing numbers of older people and other vulnerable people with support needs; increasing services that support and enable independence and choice; address under occupation • Improve private rented sector (PRS) standards (support delivery of housing options, maximise choice and prevent homelessness) and tackling barriers to PRS for homeless households; • Debt advice services; meeting needs of BME/migrant groups (changing population of York) and G&T community; more affordable/ cheaper market homes in rural areas.
<p>To deliver the Private Sector Strategy</p>	<p>Delivery of the private sector strategy will help all, including vulnerable customers, maintain and live in decent homes which can be kept affordably warm.</p>
<p>Responding to the downturn in the economic climate</p>	<p>A shift of focus is required towards maximising use of the existing stock, continued focus on reducing void turnaround and turnover, improve conditions (Decent Homes, equity loans), address under occupation, prevent repossessions through advice / support and the Mortgage Rescue Scheme and improved access and conditions in the private rented sector.</p>
<p>Consolidate our approach to Customer Services through developing both Service Improvement and Customer Engagement Strategies and further embedding the Customer Care Standards</p>	<ul style="list-style-type: none"> • Drive to improve customer satisfaction across the service and reduce complaints. • To achieve a standardised quality of customer service across housing • To improve customer satisfaction with opportunities for participation
<p>Deliver key housing LAA targets</p>	<ul style="list-style-type: none"> • Temp accommodation (NI 156) CLG requirement that the use of temporary accommodation is reduced by 50% by 2010, the Local Area Agreement (LAA) target to reduce it to 60% by 2011 • Fuel Poverty (NI 187) To ensure that there is an action plan delivered by a partnership which not only seeks to measure and achieve NI187 but which also recognises that fuel poverty in York is driven largely by household circumstances such as low incomes rather than by significant variations in energy efficiency • Delivery of Affordable housing (NI 155) - See affordable housing above

Section 4: Balanced Scorecard of outcomes and measures

Customer based improvements

Customer Measures				
Measure	Current 2008/9	2009/10 Target	2010/11 Target	2011/12 Target
Number of Households in York assisted into home ownership via the Golden Triangle Homebuy Scheme in partnership with Northern Counties Housing	<i>18 (PLS)</i>	12	12	TBA year end
Number of households living in temporary accommodation NPI 156	150	121	110	TBA year end
Number of Affordable Homes Delivered (gross) NPI 155	<i>PLS?</i>	In development tbc in year (to link to LAA)		
Average length of time to complete a HAL	New (RA)	In development tbc in year		
% of external calls answered in 20 seconds (Housing Services)	96.3%	100%	100%	100%

Customer Actions	
Improvement action	Deadline
Develop a strategy and implement an action plan to meet Gypsy and Traveler Housing Needs, utilising information from the 2007 survey of needs in North Yorkshire	2009/10
Complete relocation of Peasholme Resettlement Unit and ensure smooth transfer of service for existing residents and staff	August 2009
Develop and implement, in partnership, a sub regional Housing Strategy for North Yorkshire, including an action plan for York	2009/10
Deliver support worker service for tenants with mental health issues ((Funded by PCT post recruited to)	January 2009
Examine options for resettlement services for young people as part of the development of the Homelessness Strategy	February 2009
Recruit Housing Support Access Post to provide a single access point for Homelessness, Young People and specialist housing support services.	April 2009
Work with Corporate Services to address the implications for access to General Fund Housing Services following transfer of Advice and Information to Easy@york programme	Ongoing 2009
Sub regional research into the housing needs of BME and migrant workers – potentially encompassing housing support needs	September 2008 onwards
Consider future options for the refurbishment or re development of Ordnance Lane	2009/10

Process based improvements

Process Measures				
Measure	Current 2008/9	2009/10 Target	2010/11 Target	2011/12 Target
Number of households presenting as homeless where casework resolved (old LAA SSC15.4)	414	220	240	TBA end of year
Number of Private rented sector homes made decent old LAA SSC 15.3	35	35	35	TBA end of year
Private Dwellings returned to use	23	24	25	TBA end of year
% Private sector homes vacant > 6 months	1.12%	1.12%	1.12%	TBA end of year
Rolling average (3 year) annual number of affordable dwelling completions	200*	200	200	TBA end of year

*Baseline from 2008/09

Process Actions	
Improvement action	Deadline
Affordable Housing	
Establish a forum for new approaches to release of public land through the LDF strategic land assembly process (DIP9) To monitor and evaluate additional land being brought forward for affordable housing.	2009/10
Monitor impact of 50% affordable homes target	Ongoing
Continue involvement in contributing to the emerging LDF	Ongoing- 2009
Maximise the proportion of affordable housing achieved from the development of the York North West Growth Point	Ongoing until 2009 and finalisation of LDF
Delivery of affordable homes on former Discus Bungalow Sites Completion of first phase at St Anne's site	2009/10
Develop a Performance Management framework for Housing including mapping	June 2009
Private Sector Housing	
Deliver Home Appreciation loans scheme in partnership with other local authorities in the sub region	To 2011
Homelessness	
Implement the revised Homelessness Strategy	June 2008
Strategic Role and Overarching Issues	
Assess and develop potential of extra care models with RSLs, including housing options for people with learning disabilities and non building based support methods	During 2008/9
Review and develop the Housing Partnership agreement to encompass landlord issues and joint protocols and map links between housing partnership bodies in York	2009/10
Lead, develop and implement a sub regional Choice Based Lettings scheme across North Yorkshire	2009/10
Consider options for roll out of Mobile working to improve service delivery in General Fund services informed by pilot in housing operations	2009/10
Develop a Revised Housing Strategy for York 2009-12	Business Case and Outline Project plan to be signed off by September 2008

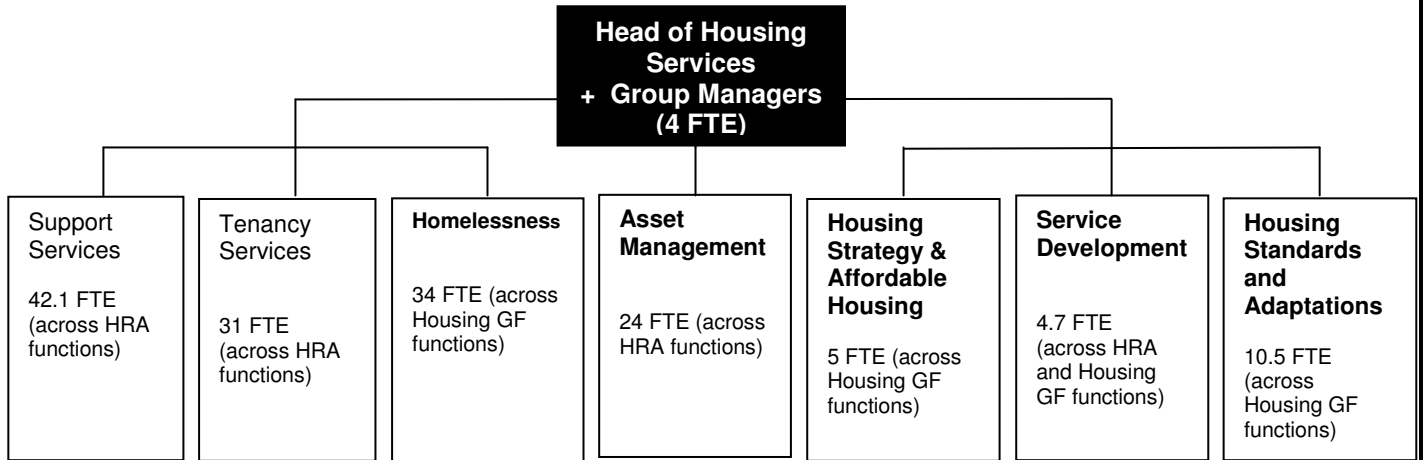
Resource management improvements

Resource Measures				
Measure	Current 2008/09	2009/10 Target	2010/11 Target	2011/12 Target
Take up of HALs <i>(RA pls can we have this as a fig rather than %)</i>	100%	6	10	10
Private sector take up of energy efficiency schemes and grants LAA HCO902 <i>(RA- can we now change this to NI187 pls)</i>	800	800	800	800

Resource Management Actions	
Improvement action	Deadline
Implement actions arising from Value for Money (vfm) Self Assessment and develop a VfM Strategy/Statement	2009/10
Monitor the SLA with the Home Improvement Agency (HIA)	April 2009
Work with RSLs to ensure value for money in the delivery of Disabled Facilities Grants	Ongoing 2009/10
Approve and implement a training plan for housing staff.	July 2009
Consider options to enable co-ordinated approach to staff training	During 2008/9
Hold annual conferences for all Housing Services staff.	During September 2009, 2010, 2011
Hold a conference for all Housing Services staff.	During Autumn of 2009 onwards
Group and Service Managers in Housing to complete IDEA Future leadership course	2009

Section 5: Resources

Please provide details of your resources:



Budget – budget figures are not yet available and therefore this section will be completed in due course



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

Service Plan for: Housing Revenue Account

Directorate: Housing and Adult Social Services

Service Plan Holder: Steve Waddington

Workplans: Housing Service Improvement Plan

Director: Bill Hodson

Signed off
Date:

EMAP : Housing

Signed off
Date:

Section 1: Our Service

The Housing Revenue Account is the council's housing landlord service, managing 8035 tenancies and 428 leasehold properties.

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

Service objectives

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

Section 2: The Drivers

Driver	How might this affect our service
External	
CLG requirement that all housing stock meets the Decent Homes Standard by 2010	A programme of work in place detailed in business plan
CLG requirement to reduce the use of temporary accommodation by 50% by 2010, and the LAA target to reduce by 60% by 2011	Delivery of action plan in place containing measures to reduce the numbers in temporary accommodation. Achieving targets to increase affordable housing supply should also have an impact.
Choice Based Letting scheme to be introduced by 2010	A sub regional scheme for North Yorkshire is expected to be implemented during 2009/10
Government encourages councils to identify land for affordable housing from their own stock (Housing Green Paper 2007)	Links to house building targets arising from the Housing Green Paper. Government requirement for L.As to look at existing assets, including development potential of existing L.A land and housing stock. Need for CYC to conduct a strategic asset management review.
Housing Options- promoting choice and independence	Improved service delivery planned through provision of a comprehensive and holistic options service, building on the current provision.
Governments empowerment and engagement agenda 'Communities in control: real people, real power' (July 2008)	Relates to passing power to communities and giving real control and influence to more people, including maximising opportunities for customer engagement; opportunities arising from the emerging role of the Tenant Services Authority (TSA); Housing Services to develop and implement a Customer Engagement Strategy
Challenges of the national economic downturn	Impact on strategic housing and development role including homelessness, debt, fuel poverty and worklessness
Need to eradicate fuel poverty by 2015	Effective partnership working needed with stakeholders and the voluntary sector to deliver a co-ordinated response and reduce the number of people in Fuel poverty
New Audit Commission Short Notice Inspection Regime	The new regime introduced for Local Authorities is expected to be implemented early 2009. Housing Services have not been inspected since 2002 and should anticipate and prepare for an inspection.
Corporate	
Move from LAA to CAA	Need to ensure continued strong emphasis on housing as a result of changes arising from move from LAA to CAA
Carbon Management Programme	Need to accurately map the carbon footprint of the HRA stock and activities employed to manage it, including a feasibility business plan to invest in. Need to maximise the reduction of this whilst also achieving service priorities.
Administration Accommodation Project	Need to prepare culturally, technologically and physically for an increasingly flexible working environment to benefit the service/customers and staff; mobile working solutions to be rolled out across Income Management and maintenance Surveying Functions, links to easy@york
Easy@york office of the future	To be confirmed at Easy@york meeting during Jan 2009
Corporate Debt Strategy	Explore setting up joint debt protocol with Revenues
Corporate DMS	Implement new DMS system across housing
Directorate	
Long Term Business Change	Long Term Business planning for the HRA – subject to HRA subsidy review, expected during Spring 2009

Preventative Strategy-Supporting People	Need to effectively manage the anticipated reduction in funding for the next Comprehensive Spending Review period (2011/14). The existing housing support program would leave a projected deficit of £1.6m, if continued on the same revenue level, and there is a year on year grant reduction of 5% until 2013/14. A planned approach is required to maintain a stable third sector and to honor the security of three-year contacts.
Quality and Excellence	Key areas of performance improvement needed to a) increase tenant satisfaction b) produce savings to balance HRA: <ul style="list-style-type: none"> ◆ Income Management ◆ Responsive repairs ◆ Void Management ◆ Increase financial efficiencies- production of a Value for Money Strategy ◆ Development and implementation of a Service Improvement Strategy for the service to drive forward service improvements
Enhancing the Skills and competencies of Managers and Staff	Develop Housing Training Plan linked to HASS version Leadership development support and training for team leaders to be developed following completion of Future Leadership course by Group and Service Managers
Housing Service Drivers	
An excellent Repairs Service	External benchmarking of the Housing Repairs Partnership by consultants and review and recommendations for the way forward to provide a high quality affordable service.
Tenant Satisfaction with the housing service	Need to develop and deliver new and improved strategic responses to service improvement and customer engagement and embed across the service, using a strategic approach
Achieving Value for Money	Need to embed value for money (vfm) across Housing Services through development of a VFM Strategy
Review and enhance partnership working arrangements	Need to further develop effective partnerships across the city, sub region and region to drive forward common agendas
Staff engagement	Need to further develop effective communications with all staff through mechanisms including the service improvement strategy and staff conferences

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
Remaining on target to meet the Decent Homes Standard by 2010	It is paramount that the service seek to meet the Decent Homes Standard by 2010, as is required by Government and subject to stock remaining in local authority management/ownership
Improved performance across the Housing Service functions	To improve customer satisfaction and to ensure Housing Services deliver excellent services, including improving performance in: <ul style="list-style-type: none"> • Income Management • Void Management • Responsive Repairs • Tackling anti-social behaviour • Satisfaction with the council as a landlord particularly among younger age groups
Consolidate our approach to Customer Services through developing both Service Improvement and Customer Engagement Strategies and further embedding the Customer Care Standards	<ul style="list-style-type: none"> • Drive to improve customer satisfaction across the service and reduce complaints. • To achieve a standardised quality of customer service across housing • To improve customer satisfaction with opportunities for participation

Section 4: Scorecard of improvement measures and outcomes

Customer based improvements

Customer Measures				
Measure	Current 2008/9	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of Decent Council Homes NPI 158	7.12%	5.61%	(0.00% at 31/12/10)	0%
Local Authority tenants' satisfaction with landlord services NPI 160	85%	93%	94%	<i>Avail end of yr</i>
SAP ratings of Local Authority Dwellings SAP 2005 rating	65%	67%	68%	<i>Chris D</i>
Urgent repairs completed within government time limits	93.5%	99%	99%	<i>Avail end of yr</i>
Average time taken to complete non-urgent repairs	7 days	7 days	7 days	<i>Avail end of yr</i>
Repairs partnership end to end measure	<i>(In development tbc in year)</i>			
Local Authority Tenant satisfaction with opportunities for participation	61%	79%	80%	<i>Avail end of yr</i>
% of external calls answered in 20 seconds (Housing Services)	96.3%	97%	97%	100%

Customer Actions	
Improvement action	Deadline
Via development of an Asset Management Strategy explore how HRA stock can be better utilised to optimise meeting housing needs, including assessing potential of extra care models and including housing options for people with learning disabilities	2008-2010
Implement recommendations from responsive repairs review regarding new repairs priorities and the appointment system	April 2009
Work with easy@york team to develop single customer contact point for tenants	May 2009 onwards
Continue work with the Residents Group to ensure suitable housing options for tenants of the Discus Bungalows	2010 (Ongoing until redevelopment complete)
Deliver actions in support of the Housing Customer Involvement Compact 2007-10, including: <ul style="list-style-type: none"> Establish mechanisms for involving customers in monitoring the repairs Partnership Develop customer expert panels Develop methods of monitoring customer impact in service improvement Develop programme of mystery shopping and tenant inspection linked to the customer panels Develop customer involvement in the adaptations service 	2010
Develop a Customer Engagement Strategy in partnership with the Neighbourhood Management Unit and customers	June 2009
Complete relocation of Peasholme Resettlement Unit and ensure smooth transfer of service for existing residents and staff	August 2009
Develop profile of housing customers relating to ethnicity, needs, communication including making links to easy@york	May 2009 onwards
Establish an Equality and Diversity Standard for Housing	Timescale to be confirmed when new member of staff in post
Consult with leaseholders over revisions to the service charging process Revise leaseholder handbook and customer standards in consultation with customers	September 2009
Develop an Anti Social Behaviour Strategy	September 2009

Process based improvements

Process Measures				
Measure	Current 2008/09	2009/10 Target	2010/11 Target	2011/12 Target
Average relet times for Local Authority Dwellings	21.77 days	18 days	15 days	14.5 days? End of yr
% dwellings with gas supply having gas service within the financial yr	92.5%	100%	100%	100%
% of minor council adaptations completed within 20 days (target subject to change to reflect new NIs)	90	80	85	85

% of major council adaptations completed within 60 days (target subject to change to reflect new NIs)	34	20	50	50
% Take up of nomination rights to housing association properties	New –no data	100%	100%	100%

Process Actions	
Improvement action	Deadline
Lead, develop and implement a sub regional Choice Based Lettings scheme across North Yorkshire	2009/10
Develop a Service Improvement Strategy to deliver excellence	June 2009
Develop a Performance Management framework for Housing including mapping	June 2009
Develop an Asset Management Strategy For Housing HRA stock	June 2009
Continue to implement improvements to gas servicing processes (ongoing)	2009/10
Implement changes following end to end review of responsive repairs process	April 2009
Develop a Anti Social Behaviour Strategy for Housing	September 2009
Undertake research to establish the level and extent of under occupation in HRA stock	September 2008
Apply research to develop actions to maximize the use of existing HRA stock	April 2009
Assess pattern and impact of mutual exchange activity	September 2008
Explore wider use of mobile technology, following evaluation of mobile working Pilot with frontline staff	2008/9 onwards
Review the process for setting leaseholder service charges	September 2009

Resource management improvements

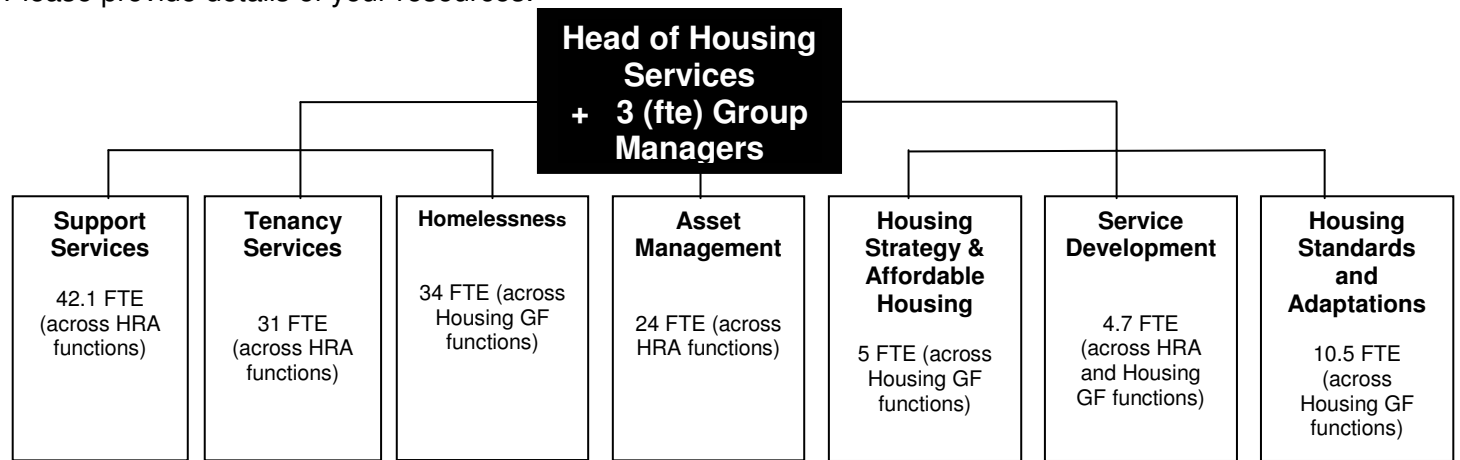
Resource Measures				
Measure	Current 2008/09	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of rent collected	98.17%	98.37%	98.58%	98.58%
Rent arrears as a proportion of the rent roll	2.32%	1.91%	1.65%	1.65%
Rent lost through voids	0.90%	0.85%	0.80%	0.80%
Repairs partnership under/overspend	On budget	On budget	On budget	On budget
% of planned to responsive housing repairs funded from revenue expenditure	28%	30%	32%	32%

Resources Actions	
Improvement action	Deadline

Implement actions arising from Value for Money (vfm) Self Assessment and develop a VfM Strategy/Statement	June 2009
Assess potential efficiency savings from the Housing Repairs Partnership through modelling varied service delivery and structural options	March-July 2009
Analyse long term financial options for HRA	2009-2011
Approve and implement a training plan for housing staff.	July 2009
Develop joint protocols to manage collection from customers with multiple corporate debts	March 2009
Hold annual conferences for all Housing Services staff.	During September 2009, 2010, 2011
Group and Service Managers in Housing to complete IDEA Future leadership course	2009

Section 6: Resources

Please provide details of your resources:



Budget

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

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

This page is intentionally left blank



Meeting of the Executive Member for Housing and Adult Social Services and Advisory Panel**16 March 2009**

Report of the Director of Housing and Adult Social Services

**External Painting and Associated Repairs Contract
April 2009-October 2011****Summary**

1. This report seeks approval to appoint 4 Contractors to the External Painting and Associated Repairs Contract for a 3-year period with the option to extend for a further 2.

Background

2. The Council undertakes to carry out external painting and associated repairs to its housing stock every 7 years. The previous External Painting and Repairs contract expired in October 2008. The Asset Management Group in conjunction with the Councils Procurement Team have recently completed a tendering exercise to determine suitably sized, qualified and competent contractors capable of carrying out the works to the standard required by the Council. The projected value of the works for the 3-year period is estimated to be £2.25 million.
3. The tendering exercise measured the contractors applying 40% to the pricing and 60% to quality standards. The exercise incorporated the Most Economically Advantageous Tender (MEAT) process rather than the cheapest bidder being appointed. Approval to use the MEAT process, in accordance with CYC Procurement Policy was confirmed on the 28 October 2008 by Cllr. Sue Galloway, Executive Member for Housing.
4. The tender took the form of a document providing the contractors with a series of costs that were considered appropriate to the described works. The contractor was then requested to apply a discount or a premium to those costs. The results ranged from -5% to +15% against the costs.
5. From the initial Pre Qualification Questionnaires (PQQ'S) 15 contractors were selected to tender. Of those contractors 8 were successful in being invited to interview from which 4 have been selected for appointment. J.S. Seddon, Bagnalls, Anderson Marriott and Bell Group. (See Annex A for Ranking)

Consultation

6. Through consultation with the authorities Procurement Team the full OJEU European Procurement process has been followed.
7. Following an initial assessment of the PQQ the following process was followed:
 - ITT's were issued to the 8 successful Contractors.
 - A Pre-Tender briefing was held with the contractors to fully illustrate the implications and requirements of the contract.
 - Formal tender documents were sent to the invited Contractors.
 - Formal tenders returned.
 - Formal interviews of the Contractors.

Options

8. Option 1, To appoint the 4 highest ranked contractors under MEAT.
9. Option 2, To appoint the 4 cheapest bidders.

Analysis

10. The implications of Option 1 appointing the contractors listed in point 5 above are as follows;
 - Through a thoroughly auditable tendering process each contractor has been recommended as having the most suitable blend of quality and pricing to offer value for money over the lifetime of the contract.
 - Each Contractor is fully aligned with the Authorities commitment to providing a customer focused service, providing high quality works with the aim of reducing future maintenance costs.
 - Each contractor has a bona fide and recognised environmental and waste management plan in place, which recognises the need to reduce its carbon footprint and the impact on the environment.
 - Each contractor, because of its location, does provide the opportunity for employment of local resources including retail trade and labour in the York area.
 - Through choosing the highest ranking contractors the Authority recognises the value of quality workmanship and organisation in a contract, which is specifically aimed at achieving a full lifecycle for the timber doors and windows in its stock.

11. The implications agreeing option 2 and appointing the cheapest bidders are as follows;
- The contractors have not been ranked as the most suitable blend of quality and price but simply the cheapest indeed two of the lowest priced contractors were ranked as the least acceptable in terms of quality assessment.
 - A lesser awareness of the Authority's commitment, or aim, to provide a customer focused service achieving high levels of customer satisfaction, providing high quality work and reducing future maintenance costs.
 - Two of the cheapest bidders failed to provide evidence of a working environmental and waste management plan.
 - One cheapest bidder couldn't provide assurance that they were able to quickly and suitably resource the contract in terms of labour.
12. The cyclical painting and repair programme supports many of the council objectives and priorities, and many of the actions related to council objectives and initiatives. Specific links can be made to the following:

“Outward facing”

- Improve the actual and perceived condition and appearance of city's streets, housing estates and publicly accessible spaces
- Improve the quality and availability of decent affordable homes in the city
- Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest.”

“Improving our organisational effectiveness”

- Improve our focus on the needs of customers and residents in designing and providing services

Implications

13. **Financial** – If option 1 is approved the work can be delivered within the budget available. Selecting option 2 and the 4 cheapest tenders will cost £64k less than option 1. However, given the potential quality issues associated with this option outlined earlier in this report, it is likely that some or all of this would be required to cover the increased cost associated with reduced quality.
14. There are no Human Resources (HR), Equalities, Legal, Crime and Disorder, Information Technology (IT) or Property implications.

Risk Management

15. There are no identified existing or potential risks associated with this report.

Recommendations

16. That the Advisory Panel advise the Executive Member to approve Option 1 “to appoint the 4 highest ranked contractors under the Most Economically Advantageous Tender (MEAT) process.

Reason: In order to provide quality workmanship and organisation in a contract which is specifically aimed at achieving a full lifecycle for the timber doors and windows in its stock.

Contact Details

Author:

Maurice Howard
Capital Programme Manager
Asset Management Group
Tel No.3701

Chief Officer Responsible for the report:

Steve Waddington
Head of Housing Service

Report Approved

Date

11th Feb 09

Report Approved

Date

Insert Date

Specialist Implications Officer(s)

Finance: Jayne Close, Housing Accountant, HASS Finance, Tel 554175

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

All

For further information please contact the author of the report

Background Papers:

Annexes

Annex A – Evaluation Model (Confidential)

Document is Restricted

This page is intentionally left blank