

## **Annex 1 – Overview of Housing and Community Safety Services**

### **BUILDING SERVICES**

#### **OVERVIEW OF SERVICE**

1. Building Services is responsible for repairs and planned maintenance services to CYC residents and a number of external clients (predominantly schools and public buildings).
2. The team consists of 101 employees; with 68 trades' employees, 23 in support roles and 15 managerial / supervisor roles. The team is based at the Eco Depot at Hazel Court although the majority are mobile workers; travelling from home to their first appointment.
3. Work is delivered using a combination of directly employed labour and sub-contractors.
4. The service is split into two areas, each headed by a Service Manager.

#### **Repairs and Voids**

5. The Repairs and Voids team is responsible for:
  - Responsive repairs for council stock
  - Voids Maintenance
  - Repairs Contact Centre
  - Repairs planning and scheduling
6. In 2018/19 the team completed:
  - 1800 minor adaptation to properties
  - 30296 responsive repairs
  - Work to 461 void properties; of which 183 were classified as 'major voids'

#### **Planned and Cyclical Maintenance**

7. The Planned and Cyclical Team are responsible for:

- Capital stock investment – including ‘Tenants’ Choice’ and the ‘Standing water’ programme
  - External painting programme
  - Gas servicing and heating maintenance
  - Fire Safety management
  - Electrical testing
8. Over the next 5 years the level of capital investment in the stock is £46 million.
9. In 2018/19 the team completed:
- 521 heating installations
  - 7797 gas serving jobs
  - 8031 heating repairs

### **ACHIEVEMENTS IN THE LAST TWELVE MONTHS**

- We have successfully completed the tendering process for new contracts for Tenants’ Choice, Standing Water, External Painting and Heating Installations. Nearing completion on process for Remedial work following fire assessments and Asbestos surveying & removal
- Huge improvement in compliance on commercial heating (a result from the restructure of the department bringing all gas work under one duty holder)
- Successful completion of Gas Safe and NICEIC accreditation reviews
- Void performance much improved – still more to do – but all in right direction
- Development of Electrical Certification on Total Mobile to ensure we are fully utilising our mobile technology
- Implemented changes to systems to provide area split of data – will give much better understanding of performance & better enable us to drive improvement where required
- Annual Tenant Satisfaction survey: The core question relating to ‘repairs and maintenance’ improved by 1.1% compared to last year’s survey (79.9% of respondents said they were satisfied). The Housemark national benchmark for this indicator in 2017/18 was 79%
- New Planned & Cyclical Maintenance Manager in place
- Stock Condition Survey in progress – going well – first since 2005

- Completion of phase 1 FRA programme – bringing all stock into compliance – now on business as usual
- This year we have had a big focus on training – particularly contract management and project management. Courses on both subjects sourced from external providers to ensure improved performance in this area
- H&S action plan progressing well as a result of Service Level Agreement with NYCC – key focus on trades people and ensuring full compliance. Programme of Tool Box Talks developed and Phase 1 completed
- New Managed Stores contract in place working well – anticipate increased savings due to increased throughput by bringing in planned materials and other CYC teams and University of York
- Latest HouseMark report mixed but positives – top quartile performance on repair response time and 2nd quartile on cost per property for repairs & voids
- Structure bedding in

## **KEY ISSUES GOING FORWARD IN THE NEXT TWELVE MONTHS**

- Ensuring the new improved contracts for planned works are up and running; well managed and deliver excellent customer service and value for money
- Improved contract management
- Completed H&S compliance action plan
- Improved IT re total mobile – area data
- Improved business info
- Re-procurement of fleet commences
- Better financial controls in place
- Tool box talks continue to improve trades person knowledge & skills
- Apprentice Policy developed & implemented to ensure succession planning in place for an ageing workforce
- Improved management skills for team leaders & managers
- Deliver the Planned Capital Improvements to our homes with a total value of nearly £9m – this includes:
  - a) 101 homes - Tenants' Choice work completed (kitchen, bathrooms and electrical systems)
  - b) 60 homes - comprehensive works to address Standing Water and other damp issues
  - c) 580 homes -new heating systems installed

- d) 176 homes - new windows fitted
- e) 44 properties – replacement roofs
- f) Major refurbishments to Changing Lives properties at St Marys and Melbourne Street
- g) 515 new external doors

- Ensuring that the new Housing ICT system meets the requirements of the service area and the team are fully engaged in the process.
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## **COMMUNITY SAFETY**

### **OVERVIEW OF SERVICE**

10. Safer York Partnership is the statutory community safety partnership for the City of York. The partnership is made up of senior representation from City of York Council, North Yorkshire Police, Probation, Fire and Rescue, Public Health the Clinical Commissioning Group, Make It York, York BID and the Office of the Police Fire and Crime Commissioner. In order to fulfil its statutory duty, the partnership produces a three year Community Safety Strategy which is refreshed annually to reflect the changing nature of crime and anti-social behaviour in the city. The 2017-20 has recently been refreshed and the strategic priorities for the partnership are as follows:

- Keeping the City Centre Safe
- Counter Terrorism – Protect, Prepare and Prevent
- Protecting People from harm
- Improving Quality of Life through a Multi-agency Approach
- Tackling Serious Organised Crime
- Reducing Re-offending
- Tackling Substance Misuse

#### *Keeping the City Centre Safe*

11. Led by North Yorkshire Police, this priority is supported by three initiatives: A city centre hot spot task group which oversees all city centre crime and anti-social behaviour issues from alcohol related anti-social behaviour to begging and anti-social busking; Operation Erase which tackles alcohol anti-social behaviour associated with large groups visiting the city at weekends and Operation Safari

which tackles crime and anti-social behaviour linked to the night time economy.

12. York Business against Crime (YBAC) is a stand-alone organisation comprised of members of the retail and business community which acts as a conduit to pass information and intelligence about active criminals between the business community and the police. It is supported by a digital radio system which is also used by door staff to pass information between licensed premises at night.

#### *Counter Terrorism*

13. A multi-agency Counter Terrorism Task Group was established in September 2017. The group is overseeing the implementation of a programme of enhanced physical security measures aimed at Hostile Vehicle Mitigation and an ongoing programme of awareness raising, training and support for partners and local business across the city.

#### *Protecting People From Harm*

14. A new York and North Yorkshire Domestic Abuse Strategy was launched in March. Delivery is overseen by the Joint Coordination Group with services provided under a new Commissioning Structure for both victims and perpetrators.
15. A multi-agency Local Prevent Delivery Group oversees delivery of the City's response to the Government Contest Counter Terrorism Strategy in relation to the prevention of individuals being drawn into radicalisation. This is supported by a monthly Channel Panel where referrals are assessed by the police and an action plan produced to reduce risk of any individuals being radicalised.

#### *Improving Quality of Life Through A Multi-agency Approach*

16. A joint Community Safety Hub bringing together anti-social behaviour enforcement by City of York Council and North Yorkshire Police was established in 2014. The Hub includes Neighbourhood Enforcement Officers, tackling environmental crime, Anti-Social Behaviour Officers and Police Officers tackling the highest risk and vulnerability linked to Anti-Social Behaviour. The Hub is supported by a weekly intelligence meeting, hot spot meetings looking in depth at key locations and a monthly Complex Case Action Group that looks at the most challenging cases of anti-social behaviour.

### *Serious Organised Crime*

17. The police lead on this area of work with governance from a Serious Organised Crime Board and Disruption Panel working across the police force area to disrupt serious organised crime groups. At a local level, there has been a significant increase in County Lines activity which has involved the Community Safety Hub.
18. The Violence and Vulnerability Unit of the Home Office recently undertook a locality review on County Lines in York. This involved a series of focus groups to assess the multi-agency response to county lines in the city and make recommendations to support local delivery.
19. A Modern Slavery Partnership has been established for York and North Yorkshire which oversees partner's involvement in tackling modern slavery at a local level.

### *Tackling Substance Misuse*

20. The Community Safety Hub works closely with the Public Health team and service providers to ensure that support is available to those who are vulnerable to substance misuse.

### **ACHIEVEMENTS IN THE LAST TWELVE MONTHS**

21. The Neighbourhood Enforcement Team launched the #Binit Campaign aimed at tackling dog fouling and litter. The campaign aims to encourage residents to 'bin' litter and dog waste and to provide witness statements to the team which detail hot spot times and locations to enable officers to take enforcement action. In Westfield Ward, the team have been able to contribute to work undertaken by the Good Gym to highlight areas where dog fouling has been taking place. This has facilitated leaflet drops to the residents.
22. Work is ongoing through the Crime Not To Care campaign to educate residents of the requirement to ensure that anyone they use to remove waste on their behalf has a licence to do so. A fixed penalty notice for this offence has been introduced.
23. Joint work under Operation Eyeball between North Yorkshire Police, partner organisations and local authorities across North Yorkshire

and East Riding targets fly tipping. Co-ordinated stop and search operations have taken place which have resulted in 23 vehicles being stopped and checked and 17 notices served requiring evidence of authority to carry waste. Seven notices were served in November 2018 with further operations planned throughout 2019.

24. The Neighbourhood Enforcement team has worked with the Youth Offending Team to develop a proportionate and escalating approach to tackling anti-social behaviour with encouragement for increased early intervention and information action in the form of Acceptable Behaviour Contracts. This utilises the Youth Offending Team's triage and diversion system prior to consideration of more formal enforcement action.
25. The Hub is working on taking enforcement action in relation to those properties associated with county lines activity. This has involved close collaborative working with North Yorkshire Police. The hub continues to deal with a complex case load of high risk and vulnerability anti-social behaviour, working with partners to safeguard those at risk whilst taking enforcement action against offenders.

## **KEY ISSUES FOR THE FUTURE**

26. County Lines continues to be a significant issue within the city and close collaborative working with the police will continue to ensure that the Community Safety hub is able to take action against those involved. Following the report from the locality review, a multi-agency action plan will be developed and a task group established to ensure that a co-ordinated approach is being taken to addressing this issue.
27. The full extent of Modern Slavery and Exploitation in the city is not fully known. Further work will continue to raise awareness amongst partners of the behaviour and signs that individuals may be being exploited with joint work to ensure that referrals are being made to safeguard those individuals.
28. Joint work is being established with Childrens Social Care and a range of partners to look in depth at those children and young people who are most at risk of exploitation, whether that be sexual exploitation, slavery or county lines. This will support wider community safety work around those key priorities.

29. The Community Safety Hub will continue to engage more closely with communities in emerging hot spot areas, to increase community confidence to report incidents and provide witness statements to support enforcement action.
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## **OLDER PERSONS ACCOMMODATION PROGRAMME**

### **OVERVIEW OF SERVICE**

30. The Older Person's Accommodation Programme sits within Housing and Community Safety. The purpose of the programme is to provide, and ensure the provision of, a range of accommodation to address the housing (and care) needs of the city's older residents.
31. The size of York's older persons' population (aged 75+) is growing and by 2030 it will have risen to 25,800 (up 50% compared to 2014 numbers). The number of people in the city with dementia is also rising at a rapid rate and is expected to have increased by 59% by 2030. York must ensure that suitable accommodation, including accommodation with care, is available to meet the needs of its population. The current accommodation with care mix in the city will not meet future needs or expectations: York's supply of Extra Care accommodation is under-utilised and, as the population grows, there is not enough of it and not enough of the different tenures required; provision of registered residential accommodation with care could be further developed to meet changing needs, particularly the needs of people with dementia; York needs more homes that are suitable for older people so that they can be encouraged to "downsize" and continue to live independently in their own home. 81% of York's residents aged 75+ are home owners, but there is limited provision of older person's accommodation to serve this sector.
32. The social care system is under pressure from increasing demand in numbers of people with social care needs and the complexity of these needs. In order to continue to improve health and well-being of residents we need to find new ways to support people to live well independently for longer including improved use of technology in services and accommodation.
33. We must also ensure that the accommodation being delivered responds to the specific needs of the people of York. Over the coming year we will explore the views of residents in order to

ensure that the accommodation provided meets their, and their family's expectations.

## **ACHIEVEMENTS OVER THE LAST 12 MONTHS INCLUDED**

- Starting work on site to deliver 33 new properties at Marjorie Waite Court. This includes 29 new extra care apartments, 4 bungalows, a new community hall space and small scale refurbishment of the existing building for continuity throughout the scheme. This project is due for completion in November 2020.
- Starting on site for the extension and major refurbishment of Lincoln Court independent living scheme. This project required the building to be vacant before asbestos removal, rewiring and replacement of all pipe work could be carried out. All tenants have now moved to alternative properties. They were all given assistance to move and support with new carpets and blinds etc. This project will create 15 new wheelchair accessible apartments, 20 fully refurbished apartments and new communal facilities. The project is due for completion in June 2020.
- After extended contract negotiations work has started on site to deliver an 80 bed care home on the Burnholme Campus site. This home is due for completion late in 2020. When complete the Council will have the right to fill 25 of the beds at the Council's "Actual cost of care rate" for 10 years (with an option to extend for a further 5 years).
- Work at the Burnholme Campus has continued with a contractor on site refurbishing the sports centre. This work will be completed in November 19 and following completion the centre will be included in the leisure management contract operated by GLL.
- We are currently out to tender to procure a care home developer to build a care home on the Lowfield-green site. The contract will be awarded on the same basis as that at Burnholme with the Council having the rights to 25 beds for 10 years. The work to develop the care home will be timed to fit in with the housing development on the site.
- Officers have continued to work with partners across the city to develop a mix of accommodation for our older residents. The

new care home on the former Fordlands care home site, being built by Octopus Health care is well under way and is due for completion mid 2020. JRHT are on schedule to open the first phase of New Lodge over the summer this will include a modern care home and extra care apartments. The apartments will be a mix of social rented and shared ownership properties. The outline planning approval for the York Central development included a requirement for an independent living housing scheme on the site. The team have had a number of contacts from retirement living developers interested in developing Independent living with care schemes in the city.

- Work is progressing to ensure the safe transfer and transformation of Haxby Hall care home to an external care home operator. In summer 2018 the council advertised for a care home operator to transform and extend Haxby Hall into a larger, modern care home. Many of the current rooms are not en-suite and the building is aged. The procurement required that existing residents and staff would transfer to the operator who will carry out the development while the home is still in operation. We are now working with a preferred bidder to agree a route forward for the scheme.

### **KEY ISSUES IN THE NEXT TWELVE MONTHS**

- Continue work on the projects to extent Marjorie Waite Court and Lincoln Court.
- Bring forward proposals to agree a route forward for the Haxby Hall care home.
- Carry out resident engagement to establish what is important to residents about how and where they live in their later years. We have previously been using national benchmarks for accommodation numbers to drive the programme. However these do not factor in any local issues such as the high rate of home ownership, geographical and community boundaries or the pressure on domiciliary care provision in the city. This work will be used to shape future projects in the programme.
- Bring forward proposals for the future of the Oakhaven site in Acomb.

- Work with colleagues in the housing development team to ensure that the need for age appropriate accommodation and specialist housing are reflected in the housing mix in their schemes.
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## **HOUSING DELIVERY**

### **OVERVIEW OF SERVICE**

34. After significant research, discussion with other Local Authorities and legal advice, Executive approved the scope and aspirations for the Housing Delivery Programme in July 2018. This approval included a scope of over 600 new homes across 8 council owned sites in the city with at least 40% of the new homes to be affordable housing. The method of delivery approved was through the HRA with the option of creating and utilising a separate council owned Development Company a potential future option. The capital investment will be in excess of £150million and is the largest house building programme the council has embarked on for many decades.
35. The approval included a budget to deliver the scheme at Lowfield which received planning permission for 165 new homes, a care home, and village green in August. A development partner has been procured and housing will start being built on this site this summer.

### **ACHIEVEMENTS OVER THE LAST 12 MONTHS HAVE BEEN**

- Procuring Turner and Townsend as our new project management and cost consultancy service provider.
- Procuring a new multi-disciplinary design team to lead on the design and planning work for the next set of sites at Askham Bar, Burnholme and Duncombe Barracks.
- Agreeing the purchase of the Duncombe Barracks site.
- Completing an internal restructure in order to enable the creation of a larger and specialised development team supported by a strategy and policy team.
- Securing grant funding from Homes England to support enabling works at Lowfield such as site clearance, off street

car parking spaces, sewer diversion, and a new access road off Tudor Road.

## **KEY ISSUES OVER THE NEXT 12 MONTHS**

- Developing a new public consultation strategy which builds on the success of the 'My...' consultations.
- Bringing plans forward for the sites at Duncombe Barracks, Burnholme and Askham Bar.
- Housing construction commencing at Lowfield.
- Sales launch for the open market and shared ownership homes at Lowfield.
- Approval for a budget to deliver the next sites within the programme.
- Bringing forward opportunities to increase the scope of the programme such as land acquisition opportunities.
- Linking up with the Older Persons Accommodation Programme to ensure the housing needs of our ageing residents are met.

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## **HOUSING ICT PROGRAMME**

### **OVERVIEW OF SERVICE**

36. The Housing ICT Programme is a major ICT enabled business transformation and culture change programme which will deliver a new operating model and systems for Housing and Building Services, based on customer centric, holistic services to be delivered with first point of contact resolution at a place, time and manner that suits the customer.
37. The programme team was set up in September 2017 to replace approximately 27 existing legacy ICT systems across housing and building services with a new single ICT solution. With a c. £2.1M investment across the 3 years of the programme, alongside the replacement of the ICT systems, the programme was also set-up to deliver culture and business change objectives and support the roll out of increased staff empowerment and engagement.

38. The programme will deliver a number of projects and work streams which will transform the way Housing and Building Services operate and interface with tenants and customers, to ensure they receive excellent services which are efficient and effective and meet their needs. The programme will implement new technologies, re-engineer business processes, introduce new ways of working and make the best use of people, to provide greater use of more cost-effective customer access channels and improve the efficiency and effectiveness of service delivery.
39. It will facilitate simple and convenient access to services, designed around the needs of customers and provide the technology to enable greater personalisation and choice around the services they consume. Duplication and administration will be reduced through the empowerment of staff to respond to customer needs at the first point of contact and increased sharing of information.
40. It will open up new channels of customer communication and engagement, transforming service delivery through enhanced functionality, including workflow and task management, and streamlined, simplified processes, facilitate joined up services and partnership working whilst reducing administration costs and overheads and increasing revenue.
41. The current housing ICT programme is made up of 4 people (Housing ICT Programme Manager, Business Change Manager, Technical Project Manager and Housing ICT Support Officer) and will grow over the next few months with more technical and business change colleagues being recruited internally to join the programme. Over the next few months the programme will grow to a full complement of 14 staff to successfully deliver an agreed implementation plan with the new supplier.

## **ACHIEVEMENTS IN THE LAST TWELVE MONTHS**

- Programme established, work streams formed and all programme planning completed.
- Completion of soft-market testing and early market engagement to make sure we receive the appropriate bids to our procurement.

- Over 450 business and technical system requirements agreed and signed off and a full Invitation to Tender (ITT) issued to the IT supplier market.
- Procurement process successfully completed full internal evaluation and contract signed with a new supplier (Capita PLC) to deliver the new housing solution.
- A full set of Business Change workshops completed across housing and building services resulting in complete 'as-is' and 'to-be' process maps and a full business change assessment and gap analysis.

### **KEY ISSUES GOING FORWARD IN THE NEXT TWELVE MONTHS**

- Signing off the full implementation plan and starting to implement the new solution.
- Recruitment and resourcing up all additional agreed roles within the programme team.
- Managing the contractual relationship with the new supplier and all stakeholders to the programme.
- Understanding, planning and processing the migration of all data from existing systems and data sources such as spreadsheets into the new system.
- Maintaining progress and avoiding change fatigue within the business and the programme team as we continue to configure the new systems.
- Locking down systems and holding firm to the agreed system and business change-freezes.

#### Abbreviations

CYC- City of York Council  
 FRA- Fire Risk Assessment  
 GLL- Greenwich Leisure Ltd  
 H&S- Health and Safety  
 HRA- Housing Revenue Account  
 ICT- Information and Communications Technology  
 ITT- Invitation To Tender

JRHT- Joseph Rowntree Housing Trust  
NICEIC- The National Inspection council for Electrical Installation  
Contracting  
NYCC- North Yorkshire County Council  
PLC- Public Limited Company  
YBAC- Yorkshire Business against Crime