

# **BUILDING SERVICES**

## **OVERVIEW OF SERVICE**

Building Services is responsible for repairs and planned maintenance services to CYC residents and a number of external clients (predominantly schools and public buildings).

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.

Work is delivered using a combination of directly employed labour and sub-contractors.

The service split into two areas, each headed by a Service Manager.

### **Repairs and Voids**

The Repairs and Voids team is responsible for:

- Responsive repairs for council stock
- Voids Maintenance
- Repairs Contact Centre
- Repairs planning and scheduling

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**

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

Over the next 5 years the level of capital investment in the stock is £46 million

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 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:
  1. 101 homes - Tenants’ Choice work completed (kitchen, bathrooms and electrical systems)
  2. 60 homes - comprehensive works to address Standing Water and other damp issues
  3. 580 homes -new heating systems installed

4. 176 homes - new windows fitted
  5. 44 properties – replacement roofs
  6. Major refurbishments to Changing Lives properties at St Marys and Melbourne Street
  7. 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**

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*

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.

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*

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*

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.

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*

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*

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.

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.

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*

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**

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.

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.

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.

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.

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**

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.

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.

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.

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**

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.

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.

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.

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 TWELVE MONTHS**

- 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**

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

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 TWELVE MONTHS**

- 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 TWELVE 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**

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.



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.

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

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.

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.

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.

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## **HOUSING SERVICES**

### **HOUSING STANDARDS AND ADAPTATIONS SERVICE**

#### **OVERVIEW OF SERVICE**

There are now 28 people working in the team which predominately focuses on supporting and regulating the private sector

- Prevention Services – Falls Prevention service, handyman and minor adaptation service aimed at providing low cost quick interventions to enable residents to live in their own home, Prevention, reduction and delay to NHS and ASC services.
- Adaptations – Capital Programmes (HRA funded for council tenants and the Disabled Facilities Grant programme for homeowners and private tenants) aimed at helping residents across all tenures live in homes or supported to move to homes which are more easily adapted.
- Fuel poverty and energy efficiency – Home Energy Project Manager employed by York working on behalf of the 4 North Yorkshire Councils who form part of the combined authority. Accessing funding to help residents live in warm and safe homes.
- Regulating the Private Rented Sector – including the extension of HMO licensing and investigation of complaints from tenants who live in single private rented homes.
- Healthy Homes – bringing back in to use empty homes and also working with homeowners who live in filthy and verminous properties (clearing them out) and then either using loan funding to carry out repairs etc.
- Obtaining warrants to gain access to council homes where tenants are not allowing access to carry out the necessary health and safety checks (CP12 checks).

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

- Extension of the falls prevention service to five wards in the City.
- Bringing in-house the Handyperson service from Yorkshire Housing.
- Adaptations – 28% increase in the number of DFGs completed within 274 grants compared to 222 grants
- Completion of a £673K programme for energy efficiency works aimed at tackling fuel poverty across the four councils – Better Homes Programme
- Successful bid to Warm Homes funding for more money to support resident's access to first time central heating across the four councils.
- Implementation of the extension of the HMO licensing scheme to smaller HMOs – nearly 1000 HMOs are now licensed
- Working with a range of partners led by the Police to tackle Modern Slavery in the city (nominated for a regional award).
- Use of civil penalty notices as an alternative to prosecution.
- Successful bid to MHCLG for Rogue Landlord funding – enabled a range of leaflets to produce to tackle modern slavery in a range of businesses and also funding for Officer training to provide them with the necessary knowledge /skills and confidence to tackle criminals in the PRS

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

- Review of the three services (falls/handyperson and minor). Aim is to provide a holistic “one stop shop” service.
- Review the need for better support to council tenants who require adaptations either in existing or new build - New OT post and growth of Council adaptation Capital programme. National DFG review – review of assistance policy /focus on technology solutions.
- Continuing to implement mandatory HMO Licensing but with a focus on taking enforcement action on those not complying in line with our enforcement policy. Preparation of the case to extend HMO licensing to smaller HMOs/Review the enforcement service looking at the need for an intelligence led approach.
- Implementation of a range of other legislation aimed at raising standards in PRS – Esp Minimum Energy Efficiency Standards (MEES).
- Tackling fuel poverty and energy efficiency – limited funding pots available/often time limited.

- ICT project 90% of services are outside of the CAPITA solution – work with Housing ICT/ Central ICT team to provide another solution.

## **HOUSING OPTIONS AND SUPPORT TEAM**

### **OVERVIEW OF SERVICE**

- Homeless Strategy lead organisation.
- Housing Options (including homeless presentations).
- Housing Registrations (Administration of the housing register and North Yorkshire Home Choice choice based lettings policy).
- Resettlement Services (generally single homeless people often those who have been rough sleeping or at risk of this, often lacking independent living skills) e.g. Peaseholme Hostel and Howe Hill for young people.
- Temporary Accommodation (for families and individuals) e.g. Ordnance Lane, Crombie House, Holgate Rd and dispersed.
- Management of Traveller sites (3).
- Syrian Housing and Support Project.
- YORHOME (Council owned lettings agency includes management of some Housing Association homes).

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

- Launch of refreshed 5 year homeless strategy and action plan.
- Embedded Homeless Reduction Act 2017 and its additional burdens.
- Significant reduction in rough sleeping 29 to 9 on official count.
- Provision of emergency beds (29 plus up to 11 more when needed from Oct – March over winter period including provision staffed by volunteers).
- Near completion of James House (temporary accommodation re-provision).
- Secured additional funds from MHCLG to tackle rough sleeping from 3 separate funding streams resulting in more tailored support for people rough sleeping.
- Continued successful use of the York version of Housing First.
- Increase in the use of private rented accommodation. (18 single homeless people in particular).
- Commissioned by another authority to audit offer around homelessness.

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

- Embed additional resources required in Housing Options Team to more effectively manage HRA going forward (secured).
- Opening of James House Temporary accommodation 57 units.
- Embed additional resources to tackle rough sleeping (Navigators). Restructure of current accommodation provisions used as temporary accommodation once James House is up and running.
- Continuing to tackle rough sleeping in a multi agency way and also involving the wider community in helping people out of 'street culture'.

## **HOUSING EQUALITIES AND ENGAGEMENT**

### **OVERVIEW OF SERVICE**

Tenant engagement methods range from information, such as Streets Ahead magazine and facebook to methods which aim to actively involve tenants and Leaseholders in the development of the housing service.

They include:

The Tenant Scrutiny Panel meets monthly to examine and challenge policy and planning of housing services. They make suggestions for improvements and monitor agreed changes.

The Service Inspectors meet monthly to monitor satisfaction levels, and examine Housing Services at the point of delivery. They work closely with Officers to improve the service delivered to tenants.

Every Leaseholder is invited to be involved through the Leasehold Forum which meets twice yearly, the agenda determined by the Leasehold Scrutiny panel

The Leasehold Scrutiny Panel meets monthly to examine and challenge policy and procedure from a Leasehold perspective.

The new Tenant Equalities Panel has been formed following a request from a tenant. This Panel currently meets every 6 weeks and is examining Housing policies and procedures to ensure all tenants have the same opportunities

An emerging Performance Panel will meet four times each year and will receive reports from Officers in respect of identified services. It is anticipated that they will work with officers to agree action plans which they will then monitor closely.

Established resident associations are supported in a variety of ways, including providing training and support with governance and finance issues. Grants are also provided for constituted residents associations (with Council properties within their area of benefit) to support the running of the association.

Focus Groups are held to gather feedback in respect of specific service areas to ensure improvements take tenants concerns into account and build on good service. Specifically New Tenant Focus Groups are held every two months, every new tenant is invited to a focus group within four months of moving into their new home.

The Tenant Complaints Panel is a 'designated person' registered with the Ombudsman. They meet every 6 weeks to ensure they are up to date with new policies and procedures, meeting more regularly when a tenant takes their complaint to them.

Views of tenants are collected through the Annual Tenant Satisfaction survey. This provides data which is used for service planning and benchmarking. The data is shared with all tenants and Leaseholders through the Tenant and Leaseholder Annual Report

The Housing Environment Improvement Programme relies on tenants, the Ward team, Community Involvement Officers and the Housing Management Officer working together to identify appropriate solutions to address local issues.

This is a four year programme (2019 – 2023) with a budget of £680,000 allocated across all wards relative to the number of council properties.

### **ACHIEVEMENTS OVER THE LAST TWELVE MONTHS**

The following policies were reviewed/amended/produced through discussion with the different panels:

- Repairs policy
- Delivery of front line services policy
- Fly tipping policy
- Domestic violence policy
- Pet policy
- CCTV policy

The 2017/18 Annual Leasehold & Tenant Report was produced in September 2018

Change to how gardening and electricity charges are calculated for Leaseholders. This is now much more transparent and consistent and has saved some Leaseholders £100's annual, the increase for others is a maximum of £10 per annum. The cost of producing the annual service charge bills has reduced significantly.

The HEIP has supported the delivery of:

- 100 individual, external storage containers for tenants in flats
- Improvements to 19 bins stores to reduce antisocial behaviour and flytipping
- 490m fencing to improve security and improve the outlook for tenants
- Landscaping improvements to 2 areas
- 60+ car parking spaces to address parking issues

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

- Monitoring of the Standing Water and Tenants Choice contracts through focus groups once work begins with the new contractors.
- Develop the performance panel.
- Review the engagement strategy and action plan, incorporating new initiatives driven by the new administration.

## **HOUSING MANAGEMENT**

### **OVERVIEW OF SERVICE**

The housing management service manages all Housing Revenue Account owned and leasehold properties. Our team of housing management officers work with tenants from the point of viewing a property through to the point where they move out, managing and supporting customers to maintain their tenancy through work on rent arrears and tenancy conduct, including working with other agencies to access bespoke support for tenants where needed. Our rent account monitors support this work through early intervention with any missed rent payments to prevent tenants from ending up in housing debt. We also have an asset management team who deliver the right to buy and leasehold service. In addition we have an active communities officer (post vacant) to work with elderly and vulnerable people and to encourage volunteering opportunities.

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

- Over the past 12 months the HMS has been embedding our new structure, and are working to consolidate the new locality based approach to working with customers.
- We have successfully re-located tenants from Lincoln Court in order to safely undertake modernisation and extension work. Tenants will have the choice to move back in or stay at their new addresses following the work.
- We have worked to improve the way that we charge leaseholders so that this accurately reflects the work undertaken by CYC. This ensures a more transparent and accountable service, which is fairer to both leaseholders and tenants.
- We have started a review of our Independent Living Community (ILC) extra care provision to identify the best way forward to deliver a high quality and cost effective service.
- We have worked proactively with tenants to support them with universal credit, and have managed to stabilise rent arrears following the full roll out of universal credit. This ensures the income for the department as well as preventing financial hardship or homelessness.
- We have worked proactively with colleagues from other departments, for example in hosting carers events in our ILC schemes.

- We have been actively involved in the development of the local area teams and in local area coordination as well as supporting the move to asset based community development.

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

- We will be looking to introduce customer care visits (profiled home visits to all customers including property inspection and help with health and wellbeing amongst other things), which will help us to work in a more preventative way with our tenants to identify issues early and address them before they reach a crisis point.
- We are introducing a new IT system to ensure that we are able to work in a more effective and joined up way making use of remote working technology.
- We will implement any recommendations identified through the ILC extra care review.
- We will work across the department and with building services colleagues to improve our performance on void (period between tenants) times.
- We will also continue to support people affected by welfare reform by working with partners.
- We will develop our staff to be able to provide advice and make low level interventions on behalf of other council services with confidence.
- Working with corporate IT to implement a Internet of Things network which will help us gather a range of data to help us manage the stock and the environment more effectively.

## **HOUSING POLICY AND STRATEGY TEAM**

### **OVERVIEW OF SERVICE**

The Housing Policy and Strategy team sits within the Housing and Community Safety Directorate. Following the recent restructure, the team will be responsible for:

- HRA asset management and regeneration
- Affordable housing policy and strategy
- Partnerships with housing associations

In recent years the focus of the team shifted to the delivery of the HRA council house building programme with a reduced focus on asset management. The creation of the new Housing Delivery team means that a renewed priority and focus can be given to ensure that the council manages and develops its current housing assets in the best and most structured and sustainable way possible.

With the support of £265k funding from government received in 2017, ideas for a housing-led regeneration of the Groves estate have been worked up alongside local extensive engagement with residents and stakeholders. A proposed community masterplan for the area is nearing completion. This initial project has given impetus to explore the opportunity



for other areas of the city that would also benefit from a similar approach that brings together asset management, new homes and wider regeneration ambitions and opportunities.

The team leads on the negotiation of planning gain affordable housing contributions on private housing developments. This includes agreeing the number, type, tenure and location of affordable housing and maximising this delivery by having robust policies and a consistent approach to negotiations. Affordable housing secured under planning gain policies makes a crucial contribution to meeting housing needs; delivering over 1200 homes since 1996 and due to deliver up to 4,000 affordable homes through the council's Local Plan allocated sites. Housing associations are instrumental in purchasing and managing most planning gain affordable housing and the team is the key link to our partnership with those associations.

## **YORK'S HOUSING MARKET**

There is a pressing need to maximise the provision of affordable housing within the City of York; the 2016 Strategic Housing Market Assessment identifies an annual need of 573 additional affordable homes.

Median house prices have increased 34% over the past 6 years to £234,000, with a housing affordability ratio now standing at 8.83: the most unaffordable level in the Yorkshire region measured by the ratio of median house prices to median local earnings. Lower quartile house price to median income ratios are higher still at 9.36 illustrating the acute problems for first time buyers and key workers accessing home ownership.

Median private rents are also the highest in the region, at £745/month in the Valuation Office Agency's most recent reported figures (September 2018).

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

- Commenced the conversion of James House to 57 self-contained one, two and three bedroom apartments for temporary homeless accommodation. The scheme also includes a public reception, staff office, meeting and interview rooms and a training kitchen.
- Launched the council's shared ownership programme that will provide 65 homes by March 2021. A unique aspect of the scheme is that most homes will be chosen directly by customers on the second hand market. To date 13 purchases have been completed and 46 households are at various stages of applying/being approved for the scheme.
- Commenced construction of 5 bungalows on a former garage court Newbury Avenue for social rent.
- Worked with local residents, community groups, businesses and other stakeholders across the Groves to bring together ambitious ideas for the regeneration of the estate. Ideas include infilling areas of the estate with new homes, traffic calming, enhancing community facilities, private and public spaces, and building links to health and well-being initiatives. A community masterplan is due to be completed by September.
- Purchased 4 ex council houses for social rent that had previously been sold under the Right to Buy. We get first refusal in certain cases and have member agreed funds to buy back.

- Negotiated affordable housing contributions at York Central, the former Nestle factory, the former Del Monte site at Skelton, the former British Sugar site and at Redeness Street York.
- Negotiated affordable housing contributions on a new application for part of the Terry's (Chocolate Works) site.
- Received £496,646 affordable housing commuted sums (in lieu of on-site affordable housing).
- Negotiated a further £4m of affordable housing commuted sums that will be paid over the coming 2-3 years.
- Supported Yorkshire Housing in a successful application for a 69 home development of affordable housing at Windmill Lane, York.

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

- Working up a costed the business case to take forward proposals arising from the Groves Regeneration Project.
- Completing the conversion of James House homeless accommodation.
- Updating the Housing Revenue Account Business Plan to reflect the significant changes in priorities and opportunities for the HRA housing delivery programme, asset management and regeneration.
- Writing a new Asset Management Strategy and Plan with a major focus on environmental sustainability of existing homes and a programme of new asset management/regeneration proposals.
- Identifying and pursuing all potential sources of funding and other initiatives for affordable housing/regeneration that can supplement HRA investment resources.
- Researching best practice examples from other local authorities and housing associations working in similar high value/high demand areas.
- Producing the council's Affordable Housing Supplementary Planning Document for the Local Plan (including consultation with stakeholders and partners).
- Reinvigorating the council's partnership with housing associations so that we and they are best prepared to maximise affordable housing that will be delivered under an adopted local plan.
- Negotiating with private developers to maximise the delivery of affordable housing contributions on qualifying private developments.
- Ensuring the council has up to date information on housing need across the local authority area and that this is included within assessments of the housing market across the region and sub-region.