

## Notice of meeting of

### Executive Member for Housing & Adult Social Services Advisory Panel

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

**Date:** Monday, 8 September 2008

**Time:** 4.00 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 5 September 2008**, if an item is called in *before* a decision is taken, *or*

**4:00 pm on Wednesday 10 September 2008**, if an item is called in *after* a decision has been taken.

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

### 1. **Declarations of Interest**

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

**2. Minutes (Pages 1 - 4)**

To approve and sign the minutes of the meeting held on Monday 14 July 2008.

**3. Public Participation**

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Panel's remit can do so. Anyone who wishes to register or requires further information is requested to contact the Democracy Officer on the contact details listed at the foot of this agenda. The deadline for registering is Friday 5 September at 5:00pm.

**ITEMS FOR DECISION**

**4. 2008/9 Service Plans and Budget 1st Monitor report (Pages 5 - 46)**

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 first quarter results

**5. Housing and Adult Social Services Capital Programme Monitor 1 (Pages 47 - 54)**

This report presents the first quarter review of the 2008/09 Housing and Social Services Capital Programmes and the resources available to support them. The report also recommends that the Executive Members approve the variations.

**6. Review of the Housing Revenue Account Estate Improvement Grant Process (Pages 55 - 60)**

This report requests Members to consider proposals to revise the way suggestions are sought and decisions are made on the priorities for estate improvement grants each year.

**7. North Yorkshire and York Safeguarding Adults Partnership Board (former Adult Protection Committee) Annual Report 2007/8 (Pages 61 - 90)**

This report informs the Executive Member of the work of the Safeguarding Adults Board for City of York and North Yorkshire as set out in its annual report and the key issues relating to Safeguarding and informs Members of the decision by the Board to move to separate arrangements for York and North Yorkshire from October 2008.

**8. Learning Disability Partnership Arrangements (Pages 91 - 96)**

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

**ITEMS FOR INFORMATION**

**9. In House Home Care - Revised delivery model (Pages 97 - 108)**

This report informs the Executive Member of the detailed proposals for achieving the required efficiencies and budget savings within the City Of York Home in-house home care services in the period 2008/11. It outlines the consultation and change management process that will be put in place before finalisation of the proposals and seeks the Executive Member and Advisory Panel's views on those proposals as part of the consultation process.

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

Democracy Officers:

Name: Catherine Clarke and Louise Cook (job share)

Contact Details:

- Telephone – (01904) 552030
- E-mail – [catherine.clarke@york.gov.uk](mailto:catherine.clarke@york.gov.uk) and [louise.cook@york.gov.uk](mailto:louise.cook@york.gov.uk)

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

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

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

Contact details are set out above.

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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

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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.

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### **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;
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City of York Council

Committee Minutes

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MEETING	EXECUTIVE MEMBER FOR HOUSING & ADULT SOCIAL SERVICES ADVISORY PANEL
DATE	14 JULY 2008
PRESENT	COUNCILLORS SUNDERLAND (CHAIR), BOWGETT (VICE-CHAIR), HORTON, MORLEY, SIMPSON-LAING, TAYLOR, WISEMAN AND REID (EXECUTIVE MEMBER SUBSTITUTING FOR CLLR GALLOWAY)
APOLOGIES	COUNCILLOR SUE GALLOWAY (EXECUTIVE MEMBER)

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**12. 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. None were declared.

**13. MINUTES**

RESOLVED: That the minutes of the meeting held on 2 June 2008 be approved and signed by the Chair and Executive Member as a correct record.

**14. PUBLIC PARTICIPATION**

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

**15. EMPTY HOMES POLICY**

Members considered a report that updated them on the number of long term empty homes in York and of the work undertaken to bring properties back into use and briefed Members on the use of Empty Property Dwelling Management Orders (EDMO's), including the resources implications in using these measures.

Officers gave a verbal update and informed Members that the key messages from the survey were that:

- 761 homes were identified as being empty for more than six months
  - 229 (30.1%) of the properties were occupied;
  - 181 (23.8%) were actively being marketed for sale or for rent;
  - and

20 (2.6%) properties were closed /brick up or in a derelict state.

<b>Total number of properties</b>	<b>761</b>	
Total Occupied	229	30.1%
Unsure	79	10.4%
<b>Total empty</b>	<b>453</b>	<b>59.5%</b>

Of the 453 empty properties:

Empty for sale /rent	181	39.95%
Empty - other	146	32.22%
Empty - repairs	106	23.39%
Empty - derelict	15	3.31%
Empty - closed / brick up	5	1.10%

- Each dwelling was visited at least once and information about the property was recorded using a standard survey form to ensure a consistent approach to recording the findings.
- When the 453 empty properties were assessed against the current eligibility criteria for empty homes grants, 214 properties were identified as being eligible.

Members had a detailed discussion and raised a number of issues and in answer to some of Members' questions, Officers confirmed that:

- The recovery of the capital costs could not be extended beyond seven years as the law currently states but could be recovered at a later date through a charge on the property.
- The area's currently covered in the City could be expanded following government guidelines.
- 13 properties had not been located and the addresses would be circulated to the relevant Ward Councillors to locate them.
- They would not be revisiting the 17 flats they could not gain access to due to resource implications.
- They had liaised with Norwich and Lewisham Councils.

Some Members suggested Officers join the EDMO Homes Agency Group and it was agreed they would register on the online discussion group.

Members considered and had a detailed discussion on the three options available:

- **Option One** - To maintain the current level of empty homes work and the resources attached to it.



- **Option Two** - Increase the level of dedicated resources to empty homes through the employment of an Empty Property Officer with responsibility to lead on all of the initiatives and raise the profile of empty homes work in the city.
- **Option Three** - Increase the level of resources to empty homes work through the Employment of a temporary officer on a fixed term, (as and when required) to release other staff within the team to take on the more proactive role in pursuing an EDMO as and when the need arises.

Members considered the financial implications of each option and applying for a growth bid was suggested. Some Members commented that the current resources had brought 24 homes back into use with no additional capital needing to be spent.

Members voted on option one, which resulted in a split vote and the Chair took the casting vote and option one was carried.

Members thanked all Officers involved in this report and commended the team on the 300 hours they had already spent on empty homes work.

#### Advice of the Advisory Panel

That the Executive Member be advised to approve Option One - to maintain the current level of empty homes work and the resources attached to it.

#### Decision of the Executive Member

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

REASON: With the low level of empty homes within the City, the current approach provides value for money.

## **16. SOCIAL CARE COMPLAINTS REPORT - APRIL 2007-MARCH 2008**

Members considered a report that informed them of the number of complaints, compliments, comments and requests made about social care services between April 2007 and March 2008 and provided information about the lessons learnt as a result of complaints received and the service improvements made.

Members noted that the complaints received last year had been reduced and that no stage three complaints took place. Members thanked officers and commended them on this result.

#### Advice of the Advisory Panel

That the Executive Member be advised to note and accept the information in this report and the annual social care complaints and representations report 2007/08.

Decision of the Executive Member

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

REASON: To comply with the council's responsibilities to provide a publicly available report on complaints relating to its social care services.

CLLR REID  
EXECUTIVE MEMBER FOR NEIGHBOURHOOD SERVICES

CLLR SUNDERLAND,  
Chair of Advisory Panel  
[The meeting started at 5.03 pm and finished at 6.00 pm].



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## **Executive Member for Housing and Adult Social Services and Advisory Panel**

**8<sup>th</sup> September 2008**

Report of the Director of Housing and Adult Social Services

### **2008/9 Service Plans and Budget 1<sup>st</sup> Monitor report**

#### **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 first quarter results.

#### **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 terms of reducing rent arrears and the time taken for both urgent and non-urgent repairs. The already excellent performance on turn round times on empty homes also continues to improve. The planning applications for the redevelopment of the Discus Bungalow sites have been submitted.
5. In relation to housing general fund activities, the new Arc Light building opened in August and the replacement for the Peasholme building is due to be completed in January 2009. The Homelessness Strategy 2008-13 has been published and highlights the serious situation facing the city despite excellent work on preventing homelessness. Key areas are the numbers of

people still in temporary accommodation (higher than the target now included in York's Local Area Agreement); the high numbers of homelessness presentations by young people and the need to put in place alternative accommodation and support arrangements; the outcome of the sub-regional review of housing demands for travellers and the implications for York. Pressure on demands for housing adaptations continues and it is proposed to review funding in this area to enable any backlogs to be reduced during this year.

6. The impact of the "credit crunch" on new house building is a matter of great concern given that the affordable homes programme is so closely linked to new developments. Despite this 47 homes have been secured so far this year and there are some interesting new developments nearing completion – such as the 'Passiv' houses in the Monkton Road area that showcase high insulation and low heating requirements.
7. In terms of Corporate Services levels of sickness absence continue to reduce with the aim of bringing the days lost per full time employee into single figures within the next 2 years. 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. The second phase of the Framework implementation – covering financial processes for residential care – has gone 'live'.
8. In terms of adult social services the day centre at Huntington Road closed at the end of May and customers who used to attend Yearsley Bridge Day Centre are now accessing community based activities. A small base will continue on the site (call "New Bridge") until the new hydrotherapy pool is completed at Oaklands. Another 'changing place' was opened at "New Horizons" in Walmgate with others agreed for the new public toilets in the city centre and at Burton Stone Lane Community Centre.
9. A lot of progress has been made in relation to Carers with the launch of the emergency card in May; the re-launch of the Carer's Centre and its move to new premises in Priory Street; work to establish a new Carers Forum in York; increased take-up the flexible carer support scheme and the removal of the backlog of carers' assessments. Performance data on carers assessments, reviews and advice are being re-checked for completeness, as they currently do not reflect this positive picture.
10. Not all the performance indicators are reported on a quarterly basis but two are highlighted for members' attention in this report. There has been a continued increase in the number of customers using self-directed support (e.g. direct payments or individual budgets) and the related issue of Personalisation will be a major theme for adult social services in the coming year. More needs to be done in relation to take-up by some groups e.g. people with mental health problems and older people. There are concerns about the performance in terms of the completion of assessments for new customers. This is a newly defined indicator and is determined by performance in high volume areas such as occupational therapy, Intake (the team that deals with new social care referrals in the community) and the Hospital based team. A detailed action plan has been drawn up to further analyse the data and to improve performance in the remainder of the year.

11. The report on the inspection of some services by the Commission for Social Care Inspection in June is elsewhere in this agenda. The overall, annual performance assessment of adult social care for 2007/8 (the 'star rating') will be carried out as a separate exercise by the CSCI and published on the 27<sup>th</sup> November.

### Financial overview

12. 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 £7,431k. 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 £51k which, together with the budgeted balance of £7,431k, now gives a total estimated balance on the HRA of £7,482k.
13. 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 £1,402k. This review indicates a forecast underspend of £72k compared to the approved budget of £1.4m, a reduction of 5%.
14. 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 overspend of £21k compared to the approved budget of £38.0m, an increase of less than 0.1%.
15. The table below sets out the overall departmental General Fund position, which is a projected net general fund underspend of £48k.

	Exp Budget £'000	Income Budget £'000	Net Budget £'000	Net Forecast £'000	Variation £'000	Variation %
Housing General Fund	11,252	9,850	1,402	1,330	-72	-5.14
Adult Social Services	60,140	22,107	38,033	38,057	+21	+0.06

16. 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.

17. 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.
18. 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. The anticipated continuing health care funding is reflected in the first budget monitor.
19. 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 £892k, an increase of £358k, which more than offsets the income and savings targets described earlier and brings the service back within budget.
20. 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).
21. 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 is currently being sought with regard to the council's liability in this matter and the outcome will be reported to the Executive as soon as the outcome is known
22. 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.	Increase in Revenue Contribution to the Capital Programme	
	a) Increase in Revenue Contribution	+149
	b) Decrease in the HRA working balance	-149
	<u>HOUSING GENERAL FUND</u>	
2.	Virements within HASS to reflect spending pressures across the department	+62
3.	Allocation of 07/08 carry forwards to various housing budgets	+18
	<u>ADULT SOCIAL SERVICES</u>	
4.	Virements within HASS to reflect spending pressures across the department	
	• Corporate Services	-193
	• Learning disabilities	+84
	• Mental Health	-2
	• Older People & Physical Disabilities	+49
5.	Allocation of 07/08 carry forwards to various social services budgets	+284
6.	Other minor virements	-9

### Consultation

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

### Options

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

### Corporate Priorities

25. 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 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**

26. These are set out in paragraphs 12 to 21 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.

27. **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

28. 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

29. That the Executive Member
- notes and comments on the content of this report and
  - agrees the virements between £100k and £250k outlined in paragraph 21

Reason: So that the Executive Member is briefed on the projected performance and financial outturns for Housing & Adult Social Services based on the first quarter of 2008/9.

### Author:

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

### Chief Officer Responsible for the report:

Bill Hodson  
Director

Report Approved  Date 21/8/08

Bill Hodson  
Director

Report Approved  Date 21/8/08

### 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: None

### Annexes:

- Annex 1 - Housing Revenue Account (HRA) Service Plan – Monitor 1 update 2008-9
- Annex 2 - Housing General Fund Service Plan – Monitor 1 update 2008-9
- Annex 3 - Corporate Services
- Annex 4 - Older Peoples' & Physical Disability/Sensory Impairment services
- Annex 5 - Mental Health Services
- Annex 6 - Learning Disability services

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## **Housing Revenue Account (HRA) Service Plan – Monitor 1 update 2008-9**

### **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 one targets for both rent collection and rent arrears have been met (see table *Resource measures*) below.
- Work has commenced on a self-assessment against the Audit Commission's 'Key Lines of Enquiry' for Income Management.

##### **▪ Void Management**

- Average relet times continue to reduce. In the first quarter of 2008-9 the average re-let time was 17.5 days, against a target of 18. This also represents continuous improvement from the average for 2007-8 of 19.37 days.
- A new void process was introduced May 2008 with following a systems review of void management; weekly monitoring meetings took place during the early stages of implementation. An analysis of the impact of the changes will commence after three months of operation.
- 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 regular 'new homes questionnaire' sent to all council tenants when they move into a new home.
- Rent loss from void properties at the end of the first quarter was on target at 0.27%

##### **▪ Responsive repairs**

- The service has been the subject of an end-to-end review using a 'systems thinking' approach in order to improve outcomes for customers.
- Key staff have been consulted and training sessions held to ensure changes to priorities, job codes and appointment systems can be successfully executed once phased implementation commences
- A focus group was held earlier this year and to discuss the proposed recommendations and during the remainder of the project a further customer consultation will take place to form part of the evaluation process. Tenants will also be updated via an article in Streets Ahead in September and an update to the York Federation in September. Following a review of the pilot further consultation with tenants and members will be carried out. The pilot implementation of these

changes following the end to end review of the has been delayed due to I.T. interface problems which have extended the date for commencement of the pilot until the 3<sup>rd</sup> September 2008.

- **Tackling Anti Social Behaviour**
  - A new IT module has been developed which will enable improved recording and monitoring of anti-social behaviour and nuisance issues.
  - Discussions have been held 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, and potentially purchasing services from the CYC housing Tenancy Enforcement Team. This could assist in reducing anti-social behaviour on multi-tenure estates.

### **3. Consolidate our approach to customer service**

- Clear standards have been developed for staff to follow in dealing with customers and colleagues.
- A staff group has been established to monitor and develop the standards, and the information has been embedded into the induction process for new staff

## **Other Achievements**

### **Service Improvements**

- Piloting of mobile working using mini-laptop computers has commenced in Housing Operations and Asset Management teams however connection speeds are not sufficiently fast, and this is being taken up with the telecom company.
- A project aiming to capture customer profiling of council tenants has commenced. Work has been carried out on designing a questionnaire a process for keeping information regularly updated. Completion was due by June 2008 however a number of I.T. issues need to be addressed and the target date for despatch of the questionnaires is now autumn 2008.

### **Staff and Management**

- Work has begun on planning housing staff conferences, which will take place over 3 days in October 2008.
- All senior managers in Housing are involved in the IDEA Future Leadership training with a view to developing a joint learning and development programme once everyone has been through the training. To date 3 Service & Group Managers in housing have completed the course, a further 5 are part way thorough the course and 3 managers are booked to start the course later this year.

### Estate Management

- A revised process for Estate Improvement Grants has been developed, details of this are in a report elsewhere on this agenda.
- Housing have contributed to a multi agency project focussing on the Westfield area which has been highlighted as an area with high indices of multiple deprivation. In particular we are focussing on income maximisation and dealing with debt.

### Homelessness & Access to Housing

- The new **Peasholme Centre** building at Fishergate is due for completion in January 2009, and a multi agency plan is being developed for the Resettlement Service.
- A partnership has been established to develop a **choice based lettings scheme (CBL)** for the North Yorkshire sub-region. Recruitment for a Project Manager is underway, once the partners have examined the options for how this might work in practice a report will be brought to EMAP with recommendations for the way forward.
- Implement systems for monitoring outcomes of **nominations to RSLs (Registered Social Landlords)** in order to maximise level of need met through nominations have been implemented and are being monitored on a quarterly basis both by the RSL landlord group, and at individual meetings with RSLs. The implications of Choice Based Lettings will need to be considered as the project progresses.

### Emerging Issues

Integration of housing customer contact into the [easy@york](mailto:easy@york) programme was originally timetabled to commence in August 2008. The programme timetable has now changed and preparatory work will not commence until 2009.

### Areas for Improvement

There has been delay in the development and delivery of customer panels in housing due to delays in the recruitment process for a Panel Co-ordinator – a revised project plan is in place with work commencing in detail in October 2008.

Progress has been made against some actions towards meeting the governments 'RESPECT' standard for housing management, including reviewing estate walkabouts and the joint work with RSL landlords referred to above, however actions relating to improving multi agency working at a corporate level have not progressed.

Work on consultation with leaseholders about revisions to the service charging process has been delayed and the original dates will be subject to revision.

## 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	+352	+7.25
Projects – repair costs for “high performance” windows higher than expected	904	+24	+2.65
General Management			
Housing Operations – savings mainly due to lower than forecast payments for the golden goodbye scheme	2,534	-10	-0.39
Asset Management- mainly due to staff vacancies	527	-55	-10.44
Sheltered Housing – underspends on staffing and equipment offset by increased expenditure on utilities	742	-29	-3.91
Temporary Accommodation – mainly due to staff vacancy	663	-28	-4.22
Discus Bungalows – expenditure on discus project to be reimbursed from sale receipt	48	+76	+158.33
Caretaking – saving due to vacancy	229	-18	-7.86
Provision for Bad Debt – lower than forecast provision for rents bad debt, mainly for current tenant arrears.	96	-30	-31.25

	<b>Approved Budget £'000</b>	<b>Projected Variation £'000</b>	<b>Variation %</b>
Housing Subsidy Payment – increase in subsidy receivable due to higher than forecast interest rate	5,349	-12	-0.22
- partly offset by increase in loan interest payable	1,171	+9	+0.77
Dwelling Rents	-25,032	-67	-0.27
Reduction in forecast RTB sales and lower than estimated void loss			
Non – dwelling rents	-554	-29	-5.23
Lower than forecast void rates for shops and garages			
Fees and Charges			
Cooker rental – lower number of cookers rented than forecast	-98	+19	+19.39
Supporting People – reduction in income lower than forecast	-869	-31	-3.57
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.	1,295	-20	-1.54
Other Minor Variations	1,011	-2	-0.20
<b>Net change in working balance</b>	<b>-7,431</b>	<b>-51</b>	<b>-0.69</b>

## Performance Measures

<b>Customer Measures</b>			
<b>Description</b>	<b>2007/8 Outturn</b>	<b>2008/9</b>	
		<b>Annual Target</b>	<b>Current Performance</b>
Urgent repairs completed within government time limits	90%	99%	91.9%
Average time taken to complete non-urgent repairs	7.97 days	8 days	6.96 days
Repairs partnership end to end measure	New	Measure in development	Measure in development
Local Authority Tenant satisfaction with opportunities for participation	64%	78%	Annual
% of external calls answered in 20 seconds (Housing Services)	96%	97%	96.15%

<b>Process Measures</b>			
<b>Description</b>	<b>2007/8 Outturn</b>	<b>2008/9</b>	
		<b>Annual Target</b>	<b>Current Performance</b>
Average relet times for Local Authority Dwellings	19.37 days	18 days	17.5 days
% Planned services of council dwellings with gas fittings which have been completed	New	100% (Quarter 1 target 95%)	68%
% Of minor council adaptations completed within 20 days (target subject to change to reflect new NIs)	77.6%	85%	Not available
% Of major council adaptations completed within 60 days* (target subject to change to reflect new NIs)	25.9%	50%	Not available



<b>Resource Measures</b>			
<b>Description</b>	<b>2007/8 Outturn</b>	<b>2008/9</b>	
		<b>Annual Target</b>	<b>Current Performance</b>
Percentage of rent collected	97.9%	98.2% (Quarter 1 target 88%)	88.1%
Rent arrears as a proportion of the rent roll	2.27%	1.92% (Quarter 1 target 2.77%)	2.74%
Rent lost through voids (all properties)	1.07%	1.09% (Quarter 1 target 0.27%)	0.27%
Rent lost through voids (excluding discus bungalows awaiting demolition)	0.6%	0.5% (Quarter 1 target 0.12%)	0.12%
Repairs partnership under/overspend	New	On budget	£352,000 (Projected at year end)

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## **Housing General Fund Service Plan – Monitor 1 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**

47 homes have been completed up to the end of June 2008:

- 31 homes for rent by Home Housing Association at the Forum (former gas works site at Heworth Green)
- 2 homes for rent at Thanet Road (Tees Valley)
- 4 homes at Northfield School site (3 rent and 1 discounted sale) Tees Valley
- 2 discounted sale homes at Dixon's yard (Yorkshire Housing)
- 8 Housing corporation funded 'Homebuy' loans enabling purchase on the open market

#### **2. Analyse results of the Private Sector Stock Condition Survey**

This information is being used to inform the development of the Private Sector Renewal Strategy, this is currently at the stage of consultation with representative organisations and individuals with completion date of Autumn 2008

#### **3. Development and Delivery of a new homelessness strategy**

The 200Homeless Strategy is now completed and has been submitted to Government Office by the end of July. 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.

### **Other Achievements**

#### **Housing Strategy**

- Housing issues included in the **LAA** (Local Area Agreement) affordable homes delivered, number of households in temporary accommodation and fuel poverty – all targets have been agreed
- A draft timetable and project plan for the **2009-12 Housing Strategy** for York has been prepared
- An assessment of **Gypsy and Traveller Accommodation needs** in North Yorkshire has been completed and presented to the North Yorkshire Strategic Housing Board. An action plan is being developed for a strategic approach to developing services across York and North Yorkshire and bids submitted to CLG for refurbishment and upgrade of sites in North Yorkshire.

## Access to Housing

- A partnership has been established to develop a **choice based lettings scheme (CBL)** for the North Yorkshire sub-region. Recruitment for a Project Manager is underway, once the partners have examined the options for how this might work in practice a report will be brought to EMAP with recommendations for the way forward.
- Implement systems for monitoring outcomes of **nominations to RSLs (Registered Social Landlords)** in order to maximise level of need met through nominations have been implemented and are being monitored on a quarterly basis both by the RSL landlord group, and at individual meetings with RSLs. The implications of Choice Based Lettings will need to be considered as the project progresses
- Work is underway on refining our approach to **Housing Advice** and setting up a dedicated team.

## Homelessness

- The new **Peasholme Centre** building at Fishergate is due for completion in January 2009, and a multi agency plan is being developed for the Resettlement Service.
- The new **Arc Light** centre is due for completion by August. Work has been ongoing to ensure that the new service complements work of other projects to maximise the success of the resettlement process
- **RSLs** in York are developing **action plans** setting out their contribution to tackling homelessness in York, these are monitored via a quarterly meeting between RSL landlords with stock in York, and the Council's housing service.
- An options appraisal is being developed for the future of the **Ordnance Lane** site. This will include consideration of proposals for a young persons foyer type scheme. This work will be concluded in January 2009

## Staff and Management

- Clear standards have been developed for staff to follow in dealing with customers and colleagues. A staff group has been established to monitor and develop the standards, and the information has been embedded into the induction process for new staff
- Work has begun on planning housing staff conferences, which will take place over 3 days in October 2008
- All senior managers in Housing are involved in the IDEA Future Leadership training with a view to developing a joint learning and development programme once everyone has been through the training.

To date 3 Service & Group Managers in housing have completed the course, a further 5 are part way through the course and 3 managers are booked to start the course later this year

### **Housing Standards**

- Following changes to the administration of the **Disabled Facilities Grant** (DFG) from government which have been reported to Members in June a further report in October will seek approval for policy changes
- Options for the future contracting of **Home Improvement Agency** (HIA) services are being appraised.
- Work to complete **process mapping of all elements of the Housing Standards and Adaptations service** and identify IT solutions within the FLARE system to enable paperless working and service improvements has progressed but is dependent on additional resources
- Work continues to market the option of **Home Appreciation Loans (HALs)** for owner-occupiers and we have progressed 1 application to conclusion, four have been submitted to date

### **Housing Development**

- Eight meetings with private developers held in June 2008. These will contribute to an evaluation and review of the **50% affordable housing target**
- The York **Rural Housing Enabler** post has been integrated into the Housing Development team and a workplan agreed. The immediate priority includes 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 has not been approved by Government; the implications of this will need to be assessed for the future development
- The planning applications for the **Discus Bungalows** sites have been submitted and will hopefully be approved by November. Different management models for extra care housing for older people are being examined for potential development on the St Anne's Court site.

### **Emerging Issues**

#### **Housing market conditions**

The "credit crunch" has become the catch-all phrase to describe the problems afflicting the economy including falling house prices, a marked slowdown in housebuilding, rising inflation and the withdrawal of affordable credit. 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 with timetable for delivery of affordable housing that has already been negotiated for these 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.

A difficult private 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.

Other emerging effects of the credit crunch are an increased level of possession orders on mortgaged homes. In response, the Golden Triangle Partnership is working to launch a mortgage rescue scheme in the autumn 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.

## Areas for Improvement

Sub regional research into the housing needs of Black & Minority Ethnic (BME) and migrant workers is being commissioned. At present Scarborough Council are looking into procurement issues prior to the selection of consultants. It is estimated this has delayed conclusion of study to February 2009, from the original target date of September 2008.

## Financial Summary

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

		Budget £'000	Variance £'000	Variance %
a)	<u>Private Sector Grant Fee Income</u>			
	Increased income due to providing a higher number of grants than forecast	-93	-16	-17.20

		Budget £'000	Variance £'000	Variance %
b)	<u>Howe Hill Hostel</u>			
	Saving due to employee vacancies (-£35k) and lower repair costs (-£17k) offset by increased expenditure on utilities and equipment (+£11k)	335	-41	-12.24
		<u>-257</u>	<u>-49</u>	-19.07
	Increased rental income due to higher occupancy than forecast	78	-90	
c)	<u>Removals and Storage</u>			
	Higher levels of belongings in storage relating to corresponding high occupancy levels in temporary accommodation	38	+13	+34.21
d)	<u>Homeless Advice Team</u>			
	Mainly due to staff vacancy	427	-22	-5.15
e)	<u>Travellers Sites</u>			
	Mainly due to increased repair and utility costs	213	+31	+14.55
f)	<u>Other Minor Variations</u>	952	+12	+1.26
	Total Housing General Fund	1,402	-72	-5.14

### Performance Measures

<b>Customer Measures</b>			
<b>Description</b>	<b>2007/8 Outturn</b>	<b>2008/9</b>	
		<b>Annual Target</b>	<b>Current Performance</b>
Number of Households in York assisted into home ownership via the Golden Triangle Homebuy Scheme in partnership with Northern Counties Housing	11	11	1 Apr-June 2008(4 in pipeline for next quarter)
Number of households living in temporary accommodation NI 156	209	170 (Quarter 1 target 205)	204
Number of Affordable Homes Delivered (gross) NI 155	51	165	47
Average length of time to complete a HAL	New	New not set	1 to date
% Of external calls answered in 20 seconds (Housing Services)	96%	97%	96.15%

<b>Process Measures</b>			
<b>Description</b>	<b>2007/8 Outturn</b>	<b>2008/9</b>	
		<b>Annual Target</b>	<b>Current Performance</b>
Number of households presenting as homeless where casework resolved * Note there was a change of definition in 2008-9	278	305	33

<b>Resource Measures</b>			
<b>Description</b>	<b>2007/8 Outturn</b>	<b>2008/9</b>	
		<b>Annual Target</b>	<b>Current Performance</b>
Take up of HALs	None	6	1



## Service Plan Monitor First Quarter 2008/09

### Corporate Services

#### Achievements

- Continued downward trend in absence levels in HASS supported by HASS HR team. Training delivered to Managers on use of the Council's Attendance Management Policy, and the work of the HSE Stress Management Standards Project.
- First stage of the Frameworki Phase 2 covering financial processes for residential care has gone 'live'.
- Training sessions for Staff and Managers on Information Security and Information Sharing Protocols been delivered with supporting guidance and information packs.
- Increased recycling within 10-12 George Hudson Street office and reduced electricity usage.
- [Easy@York](#) and Advise & Information Service Project underway with the current baseline (As is Phase) due at the next Project Board meeting.

#### Areas for Improvement

- Delays in progress on producing a Workforce Development Strategy for HASS. Now awaiting an October 2008, Department of Health Workforce Strategy to guide and inform our Workforce Plan.

#### Critical Success Factors

The following are the CSF's identified in the Service Plan;

- Completion of replacement of Social Care Recording System – see above the update on Frameworki. Now planning for Phase 3 of the project. Delay in start of implementing IT training strategy whilst training. Focussed on Fi, go live on Finance.
- White Paper Implementation and Modernisation of Services – Consultation on long term needs and challenges reported to June 2008 EMAP meeting. Prevention agenda being progressed via the joint project with NYY PCT.
- Delivery of [Easy@York](#) Phase 2 in the Advice and Information Service – see update above. Some slippage in final end date for the completion of the project now expected April to June 2009. Project and Executive Boards well established to oversee this complex project and monitor progress.

#### Significant Organisational Issues

- Notification and launch of Job Evaluation Pay Model to all HASS staff been delivered. Considerable management and HASS HR time

required to inform and support staff and the appeals process currently and will increase over the remainder of this financial year.

### Prospects for the Next Period

The change agenda across HASS is being managed within the Portfolio Management Board and via our project structures/toolkit. Corporate Services are continuing to support the change agenda within tight capacity constraints requiring on-going prioritising of key actions but further progress in line with the Service Plan is promising.

### Budget

The table below sets out the major variations from the approved budget

CORPORATE SERVICES	Budget £'000	Projected Variation £'000	Variation %
Finance – underspend on staffing due to vacant posts dealing with Housing finance issues – saving will be passed onto HRA (see below).	378	-20	-5.3
Staff Advertising – small underspend as staff recruitment less than budgeted for.	93	-19	-20.4
Other budgets	2,436	0	0
<b>Total Corporate Services</b>	<b>2,907</b>	<b>-39</b>	<b>-1.34</b>
<b>Savings to be passed onto HRA</b>		<b>+20</b>	
<b>Total Corporate Services after HRA saving passed on</b>	<b>2,907</b>	<b>-19</b>	<b>-0.6</b>

### Customer Services

The total number of complaints responded to on time is 85% over the quarter and 100% of all LGO enquiries were responded to on time.

Customer based improvements	08/09 Q1	07/08 outturn	2008/9 Target	2009/10 Target	2010/1 1 Target
All: % of visitors seen by an officers within 10 minutes	90%	89%	95%	95%	
% of visitors referred to the correct officer within a further 10 minutes	90%	90%	95%	95%	
(All) answer external calls in 20 seconds or less	98%	97.7%	97%	97%	
(Complaints) Increased number of customer complaints dealt with within time	85%	80.73%	95%	95%	
(SP) Service users who are supported to establish and maintain independent living	98.39%	97.58%	98%	98%	

(SP) Service users who have moved on in a planned way from temporary living arrangements	71.93% Returns for one temp accomm service not included in this quarter's figures *	59.08%	68.5%	70%	
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## Service Plan monitor First Quarter 2008/09

### Older Peoples' & Physical Disability/Sensory Impairment services

#### Achievements

In addition to the progress with the critical success factors listed below, the following has been achieved within the service during the first quarter.

- Preparation for and completion of the CSCI inspection. This took considerable time and resource during the period.
- Discharge delays remain low.
- Planning for the home care changes required following the budget proposals has been an inclusive and measured project coordinated through a Project Board.
- The delivery of equipment for daily living has remained within the highest national quartile.
- Direct payments have increased, predominantly through the inclusion and expansion of the carers flexible break scheme and through the choices made by some service users on closure of HRDC.
- There has been a significant increase in safeguarding investigations during the quarter.
- A regional conference on Outcome based planning was hosted by York, facilitated by a leading exponent and author of the methodology

#### Areas for Improvement

There are a number of areas for improvement that have been identified during the quarter, in addition to those that will be recommended through the CSCI inspection report.

- **Support to people who are self-funding**

The national annual report by the Commission for Social care has highlighted the position of people who are likely to need to fund their own care as a result of means tested discretionary charging systems. Local authorities are urged to ensure that they fulfil their statutory responsibilities with the assessment and support of such individuals to help them make appropriate choices. Whilst all people in York do receive some support regardless of their income, further work is required to identify any improvements that could be made.

- **Direct Payments and Individual budgets.** Whilst more older people and people with a disability have joined the Direct payment scheme there will need to be more emphasis within the assessment process on ensuring people do have the information to make an informed choice on whether to take up an individualised payment scheme.
- **Key performance Indicators.** The performance indicators in respect of support to carers and timeliness of assessments are currently showing a very low performance. Action plans are in place to improve these by the end of the year. The main risk area is that of the assessment timeliness where some changes will require additional capacity and changes to the recording processes with implications for budgets and for IT support.

## **Critical Success factors**

### **ESCR- electronic record keeping**

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. This will be going live during the next quarter and staff training and data transfer has now been completed successfully.

The decline in performance due to technical difficulties in relation to documentation and working practices, is being addressed through specific action plans being developed and implemented. Where possible catch up activity will be undertaken. The performance indicator relating to timeliness of assessments will continue to be problematic until sufficient capacity and focus has been allocated to complete the work necessary to revise the process and the structure of documentation within the system.

### **Planning for modernization of Disability day services & development of strategy for Long-term conditions**

The Huntington road day centre closed as expected at the end of May, with all previous customers being supported into alternative day services. A small day service team was set up from the staff group at HRDC and this staff group offers support to the ex-users of the centre. Transport is arranged when necessary.

Consultation on the Physical Disability and Sensory Impairment Strategy continued in the first quarter with an early draft of the strategy being presented to members in June. Further consultation is now planned on the sensory impairment component of the strategy and agencies and individuals are shortly to be approached to establish a partnership board for PSI. Discussion have also been held and a project plan developed for the development of a User led organisation and the subsequent development of a Centre for Independent Living ahead of the 2010 deadline.

### **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 telecare**
- **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 first quarter there has been an increase in the numbers using the warden and the telecare services. The links with colleagues from the Community safety steering group and in relation to the community guardian system are also being developed.

The revised national carers strategy was launched during May and work is now underway to revise the local strategy through local carers partnership arrangements. Progress within the local carers strategy has included:

- implementation of the emergency carer contingency card in May, initially operating through warden call and with the coordination soon to be transferred to the carers centre
- the carers centre has moved to Priory Street and, with CVS support will be managed by an independent charitable organisation.
- The flexible breaks scheme remains very popular with considerable pressure on the budget and clearer criteria and allocations now being developed.
- The carers Forum has developed into a very successful and active network supported by the Carers strategy manager. This Forum is now contributing significantly to the service and strategy development.
- All Carer Support Workers are in place and all assessment activity is up to date. Low performance is associated with recording systems in the new database and this is currently being rectified.
- Additional resources have also been made available to extend the capacity of the Carer Strategy Manager to support the development and implementation of the revised carer strategy

### **Implementation of Mental Capacity Act**

Whilst the Mental Capacity Act was initially implemented in October 2007, amendments are to be implemented from April 2009. National guidance has recently become available. A partnership structure for planning the changes has been put in place across York and North Yorkshire. Proposals will be brought to Members in October for responding to the revisions in the Act and use of the additional grant that will be made available.

### **Joint commissioning and delivery with PCT (PBc):**

- **Primary prevention**
- **Older people with mental health problems**
- **Rehab/intermediate care**
- **Long-term conditions (inc. telecare)**

Work with the Primary care Trust has taken forward the following in relation to the four areas of work:

#### **Prevention**

##### Data review for population needs assessment covering:

- areas of multiple deprivation
- Information on Attendance allowance claims compared to census information on Life Limiting Illness
- Information from Housing Market analysis on need for support services

##### Service mapping

- Local services
- Lessons from prevention schemes from other areas.

- Lessons from Nottinghamshire's and Leeds to build on the collaboration between organisations

#### Investment plan for new services

- Handypersons agreed with Supporting People- this is currently out to tender
- Case finding agreed in principle to be funded from the Social Care Reform Grant.

The Joint commissioning is now mapping priorities for late August, to help guide investment proposals for 2009/10.

### **Older People's Mental Health**

- Early Diagnosis and support with three workshops held and consultation with Memory Group and carers.
- Dementia Strategy consultation which suggests:
  - The development of Memory Assessment service,
  - A care navigator role for people with confirmed diagnosis
- Local proposal to develop Primary Care mental health workers for organic conditions.
- Further work to identify the additional supports that will be needed if more people are diagnosed

### **Intermediate tier**

Work between the PCT, York Health Group, York Hospital and CYC has involved

- mapping current provision with a view to developing an integrated approach to "Care outside hospital" that incorporates – a single point of access, a co-ordinated approach to service delivery and the simplification of the existing system in order to develop a clear and easily accessible patient pathway.
- Open access to GP beds within the existing system.
- Care navigators for people who may need to fund their own care.

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

### **Long Term Conditions**

Joint commissioning in respect of people with Long-term conditions has focussed on:

- Case management with the Primary Care and Trust commissioners appointing a number of additional case managers and community matrons.
- Falls assessment and prevention with recruitment underway for 4 WTE posts in the first phase



- Telehealthcare with the most likely starting point for patients with complex needs in respect of COPD and heart failure.
- COPD / Heart Failure with this as a priority for York Health Group for development and Changes in diagnostic services are being finalised in order to promote increased diagnosis of heart failure and hence more active management

### Implement action plan resulting from the Commission for Social care Inspection

The outcome of the CSCI inspection are being reported separately and an improvement plan will be presented to Members at the October EMAP

### 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.	1,193	+421	+35.2
In House Home Care – currently savings are being achieved over and above those identified as part of the budget process.	<u>3,919</u> 5,112	<u>-272</u> +149	-6.9 +2.9
Direct payments – continued increase in the number of customers opting to take a direct payment.	831	+93	+11.2
Intake and North Social Work team - use of agency staff in Intake team to assist with safeguarding adults' work.	577	+138	+23.9
Elderly Persons Homes –overspending on pay (£149k) due to levels of sickness plus continued pressure of staffing to minimum CSCI standards. This is offset by overachievement of income (£300k).	2,603	-151	-5.8
EPH repairs and maintenance – continued overspend from previous year.	256	+100	+39.1
Other minor variations	13,490	0	0.0
<b>Total Older people &amp; Physical Disability</b>	<b>22,929</b>	<b>+329</b>	<b>+1.4</b>

## Section 5: Scorecard of improvement measures & actions (3 pages max)

### Customer based improvements

<b>Customer Measures</b>				
How will you check whether you are improving from a <b>customer</b> 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	2008/09 Target	2009/10 Target	2010/11 Target
NI 125 Achieving independence for Older people through rehabilitation/intermediate care	Baseline to establish	N/A	N/A	N/A
NI127 Self-reported experience of social care users	Methodology to establish	N/A	N/A	N/A
NI 128 User reported measure of respect and dignity in their treatment	Methodology to establish (CASSR)	N/A	N/A	N/A
NI 130 Social care clients receiving self-directed support (Direct payments and Individual budgets	60	49	68	82
NI 131 Delayed transfers of care from hospitals	0.5	2	2	2
NI 135 Carers receiving assessments or review and a specific carers service or advice and information.	5.94	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+	1370	1441	1525	1602
NI 138 Satisfaction of people over 65 with both home and neighbourhood	Baseline to establish	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	N/A	N/A	N/A
<b>HCOP8.3</b> Older People aged 65 or over with supported admissions on a permanent basis in the year to residential or nursing care per 10,000 of the population aged 65	70	70	TBC	TBC
<b>HCOP8.6</b> Number of new users aged 65 and over who have 1 or more items of telecare equipment	224	520	630	TBC

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### Process based improvements

<b>Process Measures</b>				
How will you check whether you are improving from a <b>process</b> 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	2008/09 Target	2009/10 Target	2010/11 Target
NI 132 Timeliness of social care assessments	45.69	76.5	77	77
NI 133 Timeliness of Social care packages to older people	Not available	92	93	93
BV56 – D54 (PAF) % items of equipment and adaptations delivered with 7 working days	95.74	95	95	95
BV58 (PAF D39) %age of people receiving a statement of their need and how they will be met (all customer groups)	90	93	94	94
%age of adult users assessed and/or reviewed in the year that had ethnic origin missing or not stated	18	Less than 10%	Less than 10%	Less than 10%
New or revised local policies and protocols required by Mental Capacity Act amendment	On target	October 2008		



**Service Plan Quarter one monitor 2008/09****Mental Health Services**

The Healthcare Commission has recently published results of a national review of Acute Mental Health In-patient care, based on information gathered during the first half of 2007. The report identified a need for significant improvements in acute in-patient care in North Yorkshire and York PCT. The NYYPCT Mental Health Service, in consultation with the Healthcare Commission, has developed an action plan to address the areas of concern. The Primary care Trust Assistant Director responsible for the mental health service reports that the Healthcare Commission has been pleased with the progress made so far.

Key to change is the Acute Care Forum which is developing a new Care Pathway for Acute Care. The Acute Care Forum is also involved in the review of Crisis Resolution and Home Treatment Services which play a key role in diverting people from hospital care.

**Achievements**

- The Healthcare Commission has also published results of the National Service User Survey, which has been undertaken more recently, which shows the NYYPCT Mental Health Service scoring above the national average on most indicators.
- NYYPCT has just produced a draft Service User Involvement Strategy on which we will be consulting widely, particularly with service users. The draft is attached for information.
- Work is underway to improve access to Psychological Therapies. A business case has been developed and funding is being explored.
- The continuing care and health needs of people within a specific establishment have now been agreed and the financial risks clarified. These risks are to the authority an additional 55k p.a. which can be absorbed within current budgets.

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

This strategy has now been finalised to be signed off by the Primary Care Trust/City of York Mental Health Partnership Board at its next meeting. The strategy is one that cuts across all ages and sectors. Specific workplans will be developed for each sector.

**Prepare for the impending Mental Health Act 2007 and workforce planning in terms of Approved Social Workers (ASWs) and Approved Mental Health professionals (AMHPs)**

The planning for the development of the Approved Mental Health professional role is underway through the joint arrangements with the Primary care Trust. Conversion training is currently planned for current ASW's in September and full training for new AMHP's will

be available in 2009. Whilst it is anticipated that there are will be sufficient Approved Social workers to meet current statutory demands, there are requirements within the amendment of the act that will necessitate AMHP's to undertake Best Interest assessments on a scale that may present risks to this service. Scoping work has yet to fully identify this risk and proposals will be brought forward to Members in October.

### **Prepare for the implementation of Deprivation of Liberty Safeguards (DoLS) from April 2009**

The Local Mental capacity Act Implementation network is now planning for the implementation of amendments that cover Deprivation of Liberty. This will potentially have an impact on all registered care homes and NHS hospitals. Scoping work is underway to identify the extent of this impact; the systems that will need to be in place and the utilisation of the grant funding available to develop the resources required to support implementation. These will be subject of the report and proposals to members in October as described above.

### **ESCR- electronic record keeping**

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. This will be going live during the next quarter and staff training and data transfer has now been completed successfully.

The decline in performance due to technical difficulties in relation to documentation and working practices, is being addressed through specific action plans being developed and implemented. Where possible catch up activity will be undertaken. The performance indicator relating to timeliness of assessments will continue to be problematic until sufficient capacity and focus has been allocated to complete the work necessary to revise the process and the structure of documentation within the system.

### **Budget**

The table below sets out the major variations from the approved budget

<b>MENTAL HEALTH</b>	<b>Budget £'000</b>	<b>Projected Variation £'000</b>	<b>Variation %</b>
Residential & Nursing – underspend based on current customer levels remaining constant.	1,196	-76	-6.4
Social Work Team – posts remain vacant as difficulty in recruiting staff within certain teams	426	-56	-13.1
22 The Avenue – a potential shortfall in income from the PCT. Discussions with the PCT are ongoing, so the maximum shortfall is shown here until the outcome of the discussion is known.	145	+64	+44.1
Drug and Alcohol Rehabilitation – no one is currently in rehabilitation and no one waiting to go in so on this basis full year's saving shown.	18	-18	-100.0
Other budgets	604	0	0.0
<b>Total Mental Health</b>	<b>2,389</b>	<b>-86</b>	<b>-3.6</b>

**Customer based improvements**

<b>Customer Measures</b>				
How will you check whether you are improving from a <b>customer</b> 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	2008/09 Target	2009/10 Target	2010/11 Target
NI127 Self-reported experience of social care users	Methodology to establish	N/A	N/A	N/A
NI 128 User reported measure of respect and dignity in their treatment	Methodology to establish (CASSR)	N/A	N/A	N/A
NI 130 Social care clients receiving self-directed support (Direct payments and Individual budgets	0	2	3	5
NI 135 Carers receiving assessments or review and a specific carers service or advice and information. Figures relate to all adults. Specific figures to MH will be added for the next quarter	1. 5.94	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 1,000 adults aged 18+. Figures relate to all adults. Specific figures to MH will be added for the next quarter	1370	1370	1441	1525
NI 149 Adults in contact with secondary mental health services in settled accommodation	Methodology to establish-	N/A	N/A	N/A
NI 150 Adults in contact with secondary mental health services in employment	Methodology to establish-	N/A	N/A	N/A

**Process based improvements**

<b>Process Measures</b>				
How will you check whether you are improving from a <b>process</b> 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	2008/09 Target	2009/10 Target	2010/11 Target
NI 132 Timeliness of social care assessments Figures relate to all adults. Specific figures to MH will be added for the next quarter	45.69	76.5	77	77
NI 133 Timeliness of Social care packages to younger adults Figures relate to all adults. Specific figures to MH will be added for the next quarter	Not available	92	93	93
BV58 (PAF D39) %age of people receiving a statement of their need and how they will be met (all customer groups). Figures relate to all adults. Specific figures to MH will be added for the next quarter	90	93	94	94
%age of adult users assessed and/or reviewed in the year that had ethnic origin missing or not stated. Figures relate to all adults. Specific figures to MH will be added for the next quarter	18	Less than 10%	Less than 10%	Less than 10%
New or revised local policies and protocols required by Mental Health Act	On target	October 2008		
New systems, policies and protocols required by Deprivation of Liberty Safeguards	On target	April 2009		



**Service Plan monitor First Quarter 2008/09**

**Learning Disability services**

**Achievements**

The following areas should be noted:

Income from Continuing Health Care and Independent Living Fund has continued to increase through the post dedicated to this role and from the collaborative working arrangements within the team and PCT colleagues.

Yearsely Bridge day centre has closed. Further work is now underway to look at the re-provision of the remaining unit "Newbridge", once the Yearsely site closes next year. We have received a number of positive stories from customers now accessing more community based facilities.

The Social Care Manager specifically recruited to review and support carers of people with learning disabilities continues to have a positive impact on the number of carers assessments and support being offered.

The refurbishment of Oak Rise Assessment and Treatment centre for people with learning disabilities and mental health needs begins this month. This will support the development of 2 challenging behaviour assessment beds by early 2009.

The number of people with learning disabilities helped to live at home continues to rise steadily. (see figures below)

**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.

Robust plans have been developed for all individuals and we have discharged 2 people already with firm commitments for discharge of a further 3 by the end of this year, and further plans in place for the final people next year.

**Increase the number of people using individualized budgets or direct payments**

This number within the service continues to rise. Some customers who were part of the Yearsely Bridge re-provision were offered and took individual service funds for their day support element.

**Areas for Improvement**

- Continued management of the budgetary pressures relating to:
  - People in the transition customer group
  - People with learning disability who have dementia

## Annex 6

- To continue to increase the number of direct payments and individualized budgets year on year.
- Continue to improve the number of carers assessments that are offered through the team
- To finalise work on the housing strategy for the learning disability service to take into account new developments in legislation and market forces and to respond to the personalization agenda.
- To review and improve the way in which employment for people with leaning disabilities is supported by the department

Customer Measures		
Measure	Current	2008/09 Target
Number of learning disabled people helped to live at home	3.24	2.7
Number of people with a learning disability with a direct payment or individualised budget	73	50

### Budget

The table below sets out the major variations from the approved budget

LEARNING DISABILITIES	Budget £'000	Variation £'000	Variation %
Community Support – increased Continuing Health Care funding, a virement from Residential and Nursing budgets and a high cost package of care ending has resulted in this budget being brought back in line.	294	0	0.0
Residential & Nursing – mainly due to increased Continuing Health Care funding.	4,338	-303	-7.0
Complex Cases - £400k growth approved as part of the budget shows here. Approximately £200k of transitional and complex cases to come through yet. The £200k underspend is offset by the overspend on Direct Payments (see below).	500	-199	-39.8
Direct Payments – £400k growth was earmarked for transitional and complex cases and the budget was placed in the Complex Cases budget above. However, some of the customers earmarked as being funded from this growth have chosen a Direct Payment instead, hence an overspend in this budget.	157	+203	+129.3

## Annex 6

Contracted Services – small underspend of £40k forecast due to delays in starting a contracted service.	1,590	-40	-2.5
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.	218	+146	+67.0
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.	38	-10	-26.3
Other budgets	2,675	0	0
<b>Total Learning Disabilities</b>	<b>9,810</b>	<b>-203</b>	<b>-2.1</b>

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

8<sup>th</sup> September 2008

Report of the Director of Housing and Adult Services

### **Housing and Adult Social Services Capital Programme 2008/09 Monitor 1**

#### **Summary**

1. This report presents the first quarter review of the 2008/09 Housing and Social Services Capital Programmes and the resources available to support them. The report also recommends that the Executive Members approve the variations.

#### **Background**

2. The approved Housing Capital Programme for 2008/09 is £8,953k with £4,934k funded through the MRA and the approved Social Services Capital Programme for 2008/09 is £281k. Annexes 1 and 2 set out the relevant detailed cost centres.
3. Staff have reviewed the programme of investment projects during the first quarter of the year and the resources needed to fund them. Any minor variations have been agreed within delegated powers.

#### **Consultation**

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

#### **Options**

5. There are no options included in this report.

#### **Analysis – Housing Capital Programme**

6. This report would usually take members through the individual elements of the Housing Capital Programme by cost centre and report any variances however at this early stage of the financial year there are currently no projects that are suggesting variations due to increased project costs.

7. In January 2008 officers reported on a tender exercise to procure new materials for the housing capital programme which would result in reduced costs to the programme, to focus on the outturn figures the reductions in 2008/09 budgets were not reported in the 2007/08 outturn report.
8. Capital element savings are to be appreciated in the capital programme in reduced costs of kitchen units and central heating materials with savings on revenue on doors. The potential savings on electrical items will not be realised as due to the release of the new 17<sup>th</sup> Edition Electrical Regulations the financial implications for rewiring a home increases and offsets these savings.
9. The table below shows a condensed version of where these materials savings will be found resulting in a net saving of £78k on Capital and £58k on MRA.

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

10. For information whilst F760 Adaptations for the Disabled is on target to remain within budget that is due to a waiting list for applications being held. Also a waiting list is now being held for the E702 Mandatory Disabled Facilities Grants (DFG's) for the first time in recent history.

### **Analysis – Social Services Capital Programme**

11. There are currently no projected variations within the Social Services Capital Programme.

### **Corporate Objectives**

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

## **Implications**

### **Financial**

13. The approved Housing capital programme for 2008/09 is £8,953k. As a result of the variations outlined in the report the revised programme now stands at £8,817k with £4,876k funded through the MRA. The Social Services capital programme remains at £332k gross offset by £51k capital grant to leave a net programme of £281k.
14. The resources available to fund the capital programme have also been reviewed and at the time of writing there have been no Right to Buy sales. The original estimate was for 30 sales at an average sale price of £80k, generating a usable capital receipt of £600k. This estimate has been revised down to just 6 sales at £80k which would result in a useable capital receipt of £120k, leaving a shortfall in resources of £480k.
15. This shortfall has been partly addressed by increasing the Revenue Contribution from the HRA by £149k and a reduction in expenditure of £136k through the savings outlined in paragraph 9. As the HRA programme already had a small surplus of £40k, this leaves the HRA programme in overall balance.
16. The reduction in resources remains a problem for the General Fund programme and this will be dealt with corporately in the overall report to the Executive in October.

**Human Resources (HR)** none

**Equalities** none

**Legal** none

**Crime and Disorder** none

**Information Technology (IT)** none

**Property** none

**Other** none

### **Risk Management**

17. This reports follows the due process and presents the projected outturn position and does not request decisions from a number of options hence does not contain risk.

## Recommendations

18. To inform the Executive Members who are requested to

- Note the progress on schemes
- approve variations in table 1

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

## Contact Details

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Debbie Mitchell  
Head of HASS Finance  
Tel: 554161

**Chief Officer Responsible for the report:**

Steve Waddington  
Head of Housing Services

**Report Approved**  **Date**

Steve Waddington  
Head of Housing Services

**Report Approved**  **Date**

## Specialist Implications Officer(s)

*Financial*  
*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**

## Annexes

*Annex 1 – Housing Capital Programme 2008/09*  
*Annex 2 – Social Services Capital Programme 2008/09*



## HOUSING CAPITAL PROGRAMME 2008/09 TO 2010/2011

Annex 1

	COST CENTRE	START YEAR	RO	TOTAL UNITS	IN YEAR UNITS	REVISED IN YEAR UNITS	TOTAL	PROFILED			COMMITMENTS 24/07/08 £'000	TOTAL SPEND £'000	BAL OF ESTIMATE £'000	LATEST	LATEST	LATEST
							SCHEME COST £'000	EXP TO 31/03/08 £'000	EXPENDITURE 24/07/08 £'000	EXP TO 24/07/08 £'000				ESTIMATE 2008/2009 £'000	ESTIMATE 2009/2010 £'000	ESTIMATE 2010/2011 £'000
CAPITAL SCHEME DETAILS																
A MODERNISATION OF LOCAL AUTHORITY HOMES																
1 Safety and Security																
a) Communal Entrance Security Doors	F777	04/05	MH	117	35		148	61	8	6	15	21	4	25	33	29
b) Burglar Alarms	F704	05/06	MH	146	43		67	9	3	2	0	2	16	18	19	21
c) Sheds & Garages	F786	04/05	MH	141	30		108	25	11	4	9	13	10	23	27	33
d) Digital TV aerials	F706	08/09	MH				386	0	0	0	0	190	190	190	196	0
e) Scooter Stores at Sheltered Schemes	F702	05/06	MH				60	40	0	-7	10	3	17	20	0	0
							769	135	22	5	34	39	237	276	275	83
B REPAIRS TO LOCAL AUTHORITY PROPERTIES																
2 Structural works																
F701	07/08	MH	33	11			210	0	23	0	0	0	68	68	70	72
3 Installation and Replacement of Heating Systems																
F772	RP	MH					6,724	2,662	509	493	1	494	834	1,328	1,344	1,390
4 Insulation																
F734	07/08	MH	186	62			111	26	9	12	0	12	16	28	28	29
5 Communal Access Flooring																
F782	04/05	MH	575	134			361	72	25	12	58	70	28	98	80	111
6 Internal Communal Security Lighting																
F787	04/05	MH	578	134			299	74	31	-2	0	-2	85	83	64	78
7 External Communal Areas																
F727	06/07	MH					167	40	23	10	0	10	36	46	38	43
8 Stairlifts																
F716	07/08	CP	5	5			31	11	7	-3	1	-2	22	20	0	0
9 Re-rendering																
TBA	09/10	MH	110	50			480	0	0	0	0	0	0	0	214	266
10 Non Trads Feasibility																
F739	08/09	MH					15	0	0	0	0	0	15	15	0	0
							8,398	2,885	627	522	60	582	1,104	1,686	1,838	1,989
C ASSISTANCE TO OLDER & DISABLED PEOPLE																
11 Adaptations for the Disabled																
Council Adaptions																
F760	RP	RA					1,017	267	77	58	114	172	78	250	250	
12 Discus Bungalows																
F761	06/07	RA					44	17	9	0	0	0	27	27	0	
13 Occupational Therapy Capitalised Salaries - Community Services																
F736	RP	AT					295	70	24	22	0	22	51	73	75	
							1,356	354	110	80	114	194	156	350	325	
D HOUSING GRANTS & ASSOCIATED INVESTMENT																
14 Grants																
a) Mandatory DFG	E702	RP	RA			110	2,492	617	100	242	0	242	383	625	625	
b) York Repair Grant	E720	RP	RA			140	2,084	578	0	195	0	195	279	474	502	
c) Landlords Housing Grant	E713	RP	RA			4	230	20	0	0	20	20	50	70	70	
d) Decent Homes Grants	E707	04/05	RA			60	308	68	0	7	41	48	32	80	80	80
e) Capitalised Salaries - Community Services	E714	RP	RA				354	78	30	23	0	23	67	90	92	94
f) Energy Efficiency Grant	E701	06/07	RA			150	524	104	0	19	1	20	100	120	140	160
g) Security Grant	E712	07/08	RA			40	137	17	0	10	19	29	11	40	40	40
							6,129	1,482	130	496	81	577	922	1,499	1,549	1,599
E MISCELLANEOUS																
15 Homeless Hostel																
E730	04/05	MH					328	198	87	2	76	78	52	130	0	0
							328	198	87	2	76	78	52	130	0	0
HOUSING CAPITAL PROGRAMME							16,980	5,054	976	1,105	365	1,470	2,471	3,941	3,987	3,998
MAJOR REPAIRS ALLOWANCE SCHEMES																

**HOUSING CAPITAL PROGRAMME 2008/09 TO 2010/2011**

**Annex 1**

	COST CENTRE	START YEAR	RO	TOTAL UNITS	IN YEAR UNITS	REVISED IN YEAR UNITS	TOTAL	PROFILED			COMMITMENTS	TOTAL	BAL OF ESTIMATE	LATEST	LATEST	LATEST	
							SCHEME COST	EXP TO	EXPENDITURE	EXP TO		SPEND		ESTIMATE	ESTIMATE	ESTIMATE	
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>A MODERNISATION OF LOCAL AUTHORITY HOMES</b>																	
<b>1 Tenants Choice Modernisation</b>																	
a) Miscellaneous Backfills	F700	RP	MH	139	40		2,439	1,375	127	-178	1	-177	549	372	355	337	
b) Capitalised Salaries - Housing	F793	RP	MH				1,297	300	108	79	0	79	245	324	332	341	
c) Tang Hall	F765	RP	MH	346	243		6,135	2,026	988	459	2	461	2,458	2,919	1,190	0	
d) Electrical Upgrades	F707	08/09	MH	250	83		194	0	21	0	0	0	62	62	65	67	
e) Horsman Avenue	F708	08/09	MH	24	24		327	0	331	195	0	195	132	327	0	0	
f) Lowfield	TBA	10/11	MH	150	0		1,889	0	0	0	0	0	0	0	222	1,667	
g) Miscellaneous	TBA	09/10	MH	49	0		551	0	0	0	0	0	0	0	551	0	
h) Villages	TBA	09/10	MH	38	0		459	0	0	0	0	0	0	0	459	0	
i) Clementhorpe	TBA	09/10	MH	43	0		475	0	0	0	0	0	0	0	475	0	
j) Holgate	TBA	09/10	MH	24	0		248	0	0	0	0	0	0	0	248	0	
k) Rowntree Avenue	TBA	10/11	MH	59	0		778	0	0	0	0	0	0	0	0	778	
l) Acomb	TBA	09/10	MH	46	0		613	0	0	0	0	0	0	0	0	613	
m) City	TBA	10/11	MH	26	0		396	0	0	0	0	0	0	0	0	396	
							<b>15,801</b>	<b>3,701</b>	<b>1,575</b>	<b>555</b>	<b>3</b>	<b>558</b>	<b>3,446</b>	<b>4,004</b>	<b>3,897</b>	<b>4,199</b>	
<b>2 Other Modernisation</b>																	
a) Kitchens	F769	04/05	MH	15	5		76	24	14	3	0	3	14	17	17	18	
b) Re-roofing Works inc Chimneys	F771	RP	MH	367	92		1,791	186	107	227	147	374	277	651	550	404	
c) Windows - Foxwood	F709	08/09	MH	84	84		204	0	204	0	0	0	204	204	0	0	
							<b>2,071</b>	<b>210</b>	<b>325</b>	<b>230</b>	<b>147</b>	<b>377</b>	<b>495</b>	<b>872</b>	<b>567</b>	<b>422</b>	
<b>TOTAL MAJOR REPAIRS ALLOWANCE SCHEMES</b>							<b>17,872</b>	<b>3,911</b>	<b>1,900</b>	<b>785</b>	<b>150</b>	<b>935</b>	<b>3,941</b>	<b>4,876</b>	<b>4,464</b>		
<b>GRAND TOTAL CAPITAL &amp; MRA</b>							<b>34,852</b>	<b>8,965</b>	<b>2,876</b>	<b>1,890</b>	<b>515</b>	<b>2,405</b>	<b>6,412</b>	<b>8,817</b>	<b>8,451</b>		

**SOCIAL SERVICES CAPITAL PROGRAMME 2008/09 - 2010/11**

**Annex 2**

CAPITAL SCHEME DETAILS		COST CENTRE	START YEAR	RESP. OFFICER	REVISED IN YEAR UNITS	TOTAL	EXP TO	PROFILED EXP	TOTAL EXP	COMMITMENTS	TOTAL	BALANCE	2008/09 £'000	2009/10 £'000	2010/11 £'000
						SCHEME COST £'000	31/03/08 £'000	24/07/2008 £'000	24/07/2008 £'000	24/07/2008 £'000	SPEND OF ESTIMATE £'000				
1	Community Equipment Loan Service (committed)	W746													
a)	Purchase of Equipment		RP	SL	35	365	95	30	19	0	19	71	90	90	90
b)	Capitalised Salaries					60	15	5	4	0	4	11	15	15	15
	Total cost of scheme					<u>425</u>	<u>110</u>	<u>35</u>	<u>23</u>	<u>0</u>	<u>23</u>	<u>82</u>	<u>105</u>	<u>105</u>	<u>105</u>
2 a)	Disability Support Programme	W761	RP	RA	130	402	102	32	26	38	64	36	100	100	100
	Total cost of scheme					<u>402</u>	<u>102</u>	<u>32</u>	<u>26</u>	<u>38</u>	<u>64</u>	<u>36</u>	<u>100</u>	<u>100</u>	<u>100</u>
3	Telecare Equipment	W771	08/09	HB		225	0	20	0		0	50	50	100	75
	Total cost of scheme					<u>225</u>	<u>0</u>	<u>20</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>50</u>	<u>50</u>	<u>100</u>	<u>75</u>
4	Information Management Improvements	W760	05/06	PW											
a)	Personal Computers					158	107	0	3	0	3	48	51	0	0
	Less Resources (Capital Grant)					-158	-107	0	0	0	0	-51	-51	0	0
	Total cost of scheme					<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>3</u>	<u>-3</u>	<u>0</u>	<u>0</u>	<u>0</u>
5	22 The Avenue Improvements	W770	07/08	MH		94	68	26	26	0	26	0	26	0	0
						<u>94</u>	<u>68</u>	<u>26</u>	<u>26</u>	<u>0</u>	<u>26</u>	<u>0</u>	<u>26</u>	<u>0</u>	<u>0</u>
TOTAL SOCIAL SERVICES CAPITAL PROGRAMME						<u>1,146</u>	<u>280</u>	<u>113</u>	<u>78</u>	<u>38</u>	<u>116</u>	<u>165</u>	<u>281</u>	<u>305</u>	
TOTAL SOCIAL SERVICES CAPITAL PROGRAMME: GROSS EXPENDITURE						1,304	387	113	78	38	116	216	332	305	
: INCOME						-158	-107	0	0	0	0	-51	-51	0	
: NET (AS ABOVE)						<u>1,146</u>	<u>280</u>	<u>113</u>	<u>78</u>	<u>38</u>	<u>116</u>	<u>165</u>	<u>281</u>	<u>305</u>	

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

8<sup>th</sup> September 2008

Report of the Director for Housing and Adult Social Services

## Review of the Housing Revenue Account (HRA) Estate Improvement Grant (EIG) Process

### Summary

1. To consider proposals to revise the way suggestions are sought and decisions are made on the priorities for estate improvement grants each year.

### Background

2. Each year the department goes through a process determining how £170,000 should be spent in various traditionally council housing areas around the city. The decisions on how the budget for each Resident Association (RA) area is prioritised, has historically been taken in consultation with RA's and individual tenants. Over the years the estate improvement system has been successful in introducing significant improvements to tenants lives. Schemes have been identified by the local community and in some cases they have been adopted by the council and mainstreamed within its housing capital and revenue programme, for example, door entry systems, smoke alarm and handypersons.
3. Over its history the way priorities have been determined has been adapted, recently there have been a number of new initiatives that have started to effect neighbourhoods and the way improvements are prioritised. York pride initiatives have lead to a number of significant improvements in communal areas, in many cases these would have been potentially covered by the estate improvement grant process, Neighbourhood Action Plans (NAPS) are also starting to shift the focus in areas to improvements that are based on empirical evidence.
4. Amongst Resident Association (RA) and York Federation members, officers and councillors there has also been a significant and growing level of concern with the EIG in its present format. Specifically they have identified the following issues.
  - a) **Timing** - RA's and the York Federation have raised concerns that each stage in the process was happening too late in the year, thus making implementation of schemes within the financial year problematic.

- b) **The way in which scheme suggestions are requested** - The format used for a number of years for inviting scheme suggestions is by asking for suggestions from residents without clarity about what the priorities are for the area. As a consequence many of the suggestions are ineligible within the EIG criteria, and to a large degree do not address known priority issues for tenants in the estate or neighbourhood concerned.
- c) **How many people take part** – Over the years due to the changes and in particular the problems identified in a) and b), the scheme attracts the direct involvement of fewer and fewer tenants.
- d) **Voting** - At present schemes are selected simply on the number of votes, rather than on any substantive merit. The difficulty in generating worthwhile or innovative suggestions in turn means that the voting response is poor. Consequently very few people are contributing to the scheme selection process.

When voting on schemes as part of RA Annual General Meetings was dispensed with, in favour of voting cards going to individual tenants, one outcome was that RA ownership of the process was significantly depleted, (It doesn't follow that this is a case for returning to the previous arrangements, which had their own problems; but nonetheless RA buy-in is a significant issue).

- e) **Officer time and commitment** - The amount of time required to process and then implement relatively small schemes, when set against other priorities, is disproportionate. There is a need to make the process more relevant to the wider needs of the area.
- f) **Criteria for schemes** – The main eligibility criteria for the estate improvements is clear in that it should be spent on improvements that benefit local tenants and they should not be targeted to benefit individuals except when part of a wider scheme. The criteria is still seen as open ended and needs to be more clearly defined.
- g) **Information and feedback to public** - The quality and visibility of feedback to the public about schemes prioritised and implemented needs further promotion to raise the profile of the process and encourage future involvement.
- h) **Information/feedback to RA's** – Resident associations report that during the year they would like more up to date progress of the improvements.

## Consultation

- 5. There has been extensive consultation both with residents through individual RAs and discussions at the Federation. In addition there have been discussions with staff and other stakeholders such as Street Scene and Street environment officers. There is general agreement that the existing process

needs reviewing. Residents and officers would like priorities to be determined in a way that gives greater consideration to what the needs are for an area based on evidence. At the Federation meeting in August there was a significant majority the voted for Option 4.

## Options

6. **Option One** - Abolish EIG scheme and take budget back into mainstream Housing budgets. Officers to determine improvement schemes. Decisions on priorities would involve discussions with other stakeholders.
7. **Option Two** - No change from pre 07-08 process, i.e. Individual tenants asked to propose possible schemes in December/Jan; List of proposed schemes for each RA area collated and mailed to tenants to vote priorities in Feb/March; Schemes then implemented according to votes received
8. **Option Three** - RA's and stakeholders in the area (ward planning teams) take part in estate walkabout which draws up long-list of schemes. Schemes are then implemented according to agreed priority, up to total budget. Details would be published to tenants, with an option to suggest or comment on priorities for the following year.
9. **Option Four** - Estate walkabout to draw up long-list of schemes (as in option 3) followed by public meeting for tenants run by RA, before which RA publishes its recommended shortlist of schemes. Tenants then vote for preferred schemes for funding, either at the public meeting or by postal vote. These schemes are then implemented, up to the agreed budget.
10. **Option Five** - As with Option 4, but with the added dimension of ensuring that there is greater connection made between the EIG budget, and Ward Committee, York Pride and other budgets, to ensure a sustainable approach and better solutions at community level.

## Analysis

11. There are some areas of the city where the resident association has folded in those areas it is proposed that the annual estate improvement process should continue following the same lines of which ever option is adopted, but officers/stakeholders via the estate walkabouts with members of the ward planning team, will determine the short listed priorities. There are also small neighbourhoods that are not, and have never been represented by resident associations, in these areas it is proposed to adopt the same approach were housing officers and other stakeholders will determine the priority.
12. **Option one** –This would be the simplest system and would significantly reduce office time however it is not recommended as it would not involve the local community and would significantly reduce tenant engagement in decision making about things that impact on their neighbourhood.

13. **Option two** – The current process is not seen as serving anyone particularly well, for a number of reasons:
  - The process is seen to stretch too far into the year and as a result ends up with rushed schemes producing poor results;
  - The quality of suggestions from tenants is often poor and often ineligible;
  - The response level from tenants is poor;
  - It doesn't help to identify or address priority issues for estates;
  - The time commitment for officers is disproportionate to the benefits, and this option has the most significant time commitment of any outlined;
  - Schemes are not proposed or considered on the basis of any criteria benefiting estate or neighbourhood as such.
14. **Option three** – This option is simpler, shorter and quicker, leaving maximum time in the year for implementation of schemes. It will also help to focus on the main issues for each estate and result in having more thought-out schemes. Involvement of all stakeholders at an early stage via a walkabout will help to ensure that schemes are more considered, and offer better value for money.
15. However, this option doesn't involve significant participation from tenants in the proposal of schemes; individual tenants only get to influence the long-list for the following year, in the light of the schemes decided for the current year. It also doesn't encourage tenants and residents to be involved in their RA or area.
16. **Option four** – As option 3, but will result in RA's having a greater opportunity to be accountable to tenants. Tenants will have a say in priorities, though not in suggesting individual schemes, these will be via the estate walkabouts. As a result of the schemes been identified via the estate walkabouts tenants are asked to think about local issues, rather than focusing on personal benefit relating to their own property.
17. This option also gives an opportunity to have a wider debate about needs of the community and could develop into a mechanism that would support the government aims around the respect standard. As with option 3 it would result in better value for money, however it would require significant time commitment from officers.
18. **Option five** – This option has similar advantages and disadvantages to option 4 has the added advantage that it may offer greater flexibility in funding schemes with a social and neighbourhood content (ie not capital/equipment schemes only). However one would expect that some co-ordination of community needs would be established as a result of the joint estate walkabouts proposed in options 3 & 4.



## Corporate Priorities

19. The estate improvement grant is intended to be spent on environmental improvement in predominantly council housing areas. By creating a more transparent process that involves the community and the various stakeholders the priorities will ensure that the funding contributes to the corporate priority: ***To improve the actual and perceived condition and appearance of the city's street, housing estates and publicly accessible spaces.***
20. Many of the potential schemes have a community safety aspect to them whether it be by improving door entry system or fitting security devices, the schemes will meet the safer city priority to: ***Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on the people of York.***

## Implications

21. The implications arising from this report are:
  - **Financial** – To ensure that those areas that currently have no resident association representation receive the same level of funding as areas where there are resident associations, £19,000 has been allocated for these neighbourhoods. The proposals can be delivered within the existing budgets.
  - **Equalities**– Option 3, 4 and 5 ensure that the community have the opportunity to be consulted about the priorities for the area.
  - **Crime and Disorder** – The proposal in option 3, 4 and 5 are supported by the Police and Safer York Partnership. Equally by taking a more coordinated approach to environmental improvements this proposal will meet standards set out in the government Respect agenda.
  - There are no **Human Resources, Legal, Information Technology, Property or Other** implications arising from this report.

## Risk Management

22. The risks involved in adopting any of the options are seen as insignificant and have been scored at less than 5 within the council's risk matrix. Monitoring of the risk will be periodic at officer level

## Recommendations

23. Given the overwhelming majority of the resident and tenant federation have voted for option 4 the Executive Member is asked approve option 4.

Reason: To improve the way that the EIG budget is used ensuring that the suggested schemes meet identified local needs, create greater tenant and

stakeholder involvement in setting out priorities and consulting with the local community. The process will become more transparent, the priorities will have more strategic relevance and Resident Associations will have a more significant involvement

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**Chief Officer Responsible for the report:**

Steve Waddington  
Head of Housing Services

**Report Approved**

**Date** 14<sup>th</sup> August 2008

**Report Approved**

**Date** *Insert Date*

**Specialist Implications Officer(s)**

Financial:  
Debbie Mitchell  
Head of HASS Finance.

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

**All**

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



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

8<sup>th</sup> September 2008

Report of the Director of Housing and Adult Social Services

### North Yorkshire and York Safeguarding Adults Partnership Board (former Adult Protection Committee) Annual Report 2007/8

#### Purpose of Report

- 1 To inform the Executive Member of the work of the Safeguarding Adults Board for City of York and North Yorkshire as set out in its annual report and the key issues relating to Safeguarding.
- 2 To inform the Executive Member of the decision by the Board to move to separate arrangements for York and North Yorkshire from October 2008.

#### Background

- 3 An Adult Protection Committee was set up in 2003 to respond to the requirements of Department of Health guidance on developing and implementing multi-agency policy and procedures for the protection of vulnerable adults against abuse. The title given for this initiative was "No Secrets". The initiative arose from growing awareness of the need to have clear and immediate action across social services, the NHS and the Police to tackle incidents of abuse against adults and older people to match those required for the protection of children. However, Adult protection arrangements differ from those to protect children and there is still no statutory requirement to have a committee.
- 4 From the outset it was agreed that City of York and North Yorkshire County Council would collaborate to set up the same policies and procedures so that there could be seamless working with the NHS and the Police across local authority boundaries. Thus the committee covered the whole of both local authority areas and has one co-ordinator to support its work. In addition, in each PCT area there is a Local Group, which is responsible for the more detailed implementation, monitoring and development and for maintaining and improving local networks to tackle abuse.
- 5 In October 2005 the Association of Directors of Adult Social Services published a National Framework of Good Practice in **Safeguarding Adults**. This set out standards for adult protection (specifically seen from a local authority point of view) that ought to be in place and the

partnership arrangements needed to achieve that. The term "Safeguarding Adults" mirrors the term now used to describe what used to be referred to as child protection (Safeguarding Children) and signals a change in the focus to improving prevention and strengthening strategic partnerships (e.g. covering wider crime and disorder issues) as well as ensuring excellent adult protection procedures and training for staff.

- 6 From January 2008 the Adult Protection Committee agreed to reconstitute itself as the Safeguarding Adults Partnership Board and established an Executive Group (comprising senior representatives from the two local authorities, North Yorkshire Police and North Yorkshire and York Primary Care Trust) to be responsible for leadership and strategic development.
- 7 Adult protection procedures apply to any vulnerable person over the age of 18 who may be unable to look after him or herself and/or be unable to protect him or herself against significant harm or exploitation. It therefore includes people who:
  - are elderly;
  - are physically or mentally frail;
  - suffer from a mental illness including dementia;
  - have a physical or sensory disability;
  - have learning disabilities;
  - have a severe physical illness
- 8 "Abuse" is defined in the widest sense of the word so that it includes:
  - **physical abuse**, including hitting, slapping, pushing, kicking, misuse of medication, restraint or inappropriate sanctions;
  - **sexual abuse**, including rape and sexual assault or sexual acts to which the vulnerable person has not consented, or could not consent, or was pressurised into consenting;
  - **psychological abuse**, including emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, isolation or withdrawal from services or supportive networks;
  - **financial or material abuse**, including theft, fraud, exploitation, pressure in connection with wills, property or inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits;
  - **neglect and acts of omission**, including ignoring medical or physical care needs, failure to provide access to appropriate health, social care or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating; and
  - **discriminatory abuse**, including racist, sexist, that based on a person's disability and other forms of harassment, slurs or similar treatment.

- 9 In September 2007 the Association of Directors of Adult Social Services presented government with a 7-point plan for strengthening the law to help protect adults from abuse. In particular there was a clear message that in supporting moves to give individuals greater freedom to spend their own care budgets there needed to be far greater legal protections for people against the possibilities of abuse.
- 10 Elsewhere on this agenda is a report from the Commission for Social Care Inspection on safeguarding arrangements in York. This is part of a national programme highlighting the importance now being placed on this issue.

### **Consultation**

- 11 Comments have been received from members of the multi-agency board in the preparation of the report

### **Options**

- 12 Members can provide comments on the annual report or simply note its contents.

### **Analysis**

#### **Key Issues in the Annual Report**

- 13 Comments are invited on the whole report but the following issues are highlighted for noting:
  - There is an improved range of data available on the number and type of abuse cases reported for investigation and further improvements are in place for 2008/9. There is a need to strengthen the performance framework in terms of the effectiveness of the safeguarding system so that it can be subject to proper scrutiny (e.g. how quickly cases are allocated). This will form part of the improvement plan arising from the recent inspection.
  - The number of cases investigated rose again from 70 in 2006/7 to 88 in 2007/8 – this means there has been a 51% increase since 2005/6 when 58 cases were investigated. First quarter figures for 2008/9 show that this trend is continuing. This is a matter of real concern in terms of community safety but is positive in terms of growing awareness of abuse issues and more cases coming forward for investigation.
  - The pattern of abuse is broadly similar to previous years with physical abuse occurring in 36% of cases (as in 2006/7) but with financial abuse continuing to rise (occurring in 33% of cases compared 25% in 2006/7). Most cases of abuse occur in the person's own home but a significant number take place in residential and nursing homes.

- 68% of cases affect older people aged 65 and over (similar to 2006/7 ) but there has been a marked decrease in the proportion of people with learning disabilities (13% compared to 23% in 2006/7) but with an increase in cases affecting people with physical disabilities (13% compared to 6% in 2006/7). From 2008/9 data will not be age specific and some of these variations may be accounted for because of uncertainty about how best to categorise people.
- Training and awareness remain a focal point of the work on adult protection. A multi-agency training strategy has been adopted by the Board in which requires all partners to sign up to a level of training for their staff (which differs depending on their role).
- A major piece of work has been carried out to revise and update the multi-agency policy and procedures for safeguarding. There has been extensive consultation on this and the Board approved the changes at their meeting on 25<sup>th</sup> July 2008.

### Future Governance arrangements for Safeguarding

- 14 There were very strong reasons why it made sense to set up a Board covering York and North Yorkshire. The main reason was to ensure that common policies and procedures for protection and investigation were in place for colleagues in the NHS and the Police whose staff operate in both local authority areas. York has benefited from sharing resources with north Yorkshire County Council in this way.
- 15 However, the times seems right to focus on the next phase of work which means the Board taking a more proactive role in ensuring that strategic decisions are put into effect, improvements are achieved and activity scrutinised. This feels like a natural progression and one which is not dissimilar to the progression made by the Safeguarding Children's Board.
- 16 At it's meeting on 25<sup>th</sup> July the North Yorkshire and York Safeguarding Board unanimously agreed to stand down in favour of separate arrangements. The proposal for York is to also stand down the Local Safeguarding Action Group (which covered York and Selby) and to form a new Safeguarding Board for York. This would have membership from the same key statutory agencies (local authority, PCT, Police) but would bring in representatives who are more focussed on York. It would also make it easier to enlist other key local partners and involve users and carer representatives. It is also proposed to strengthen the governance by inviting the Executive Member for Housing and Adult Social Services to join the Board.
- 17 The intention is for the Board to be established in time to have its first meeting in October. An interim report on safeguarding activity on the first six month's of the year will be prepared and the next annual report will focus solely on York.

### Strengthening the resources to protect vulnerable adults

- 18 The number of referrals for adult protection are increasing (a trend that has accelerated in the first quarter of 08/9) and as already covered in this report there is a need to strengthen the response and put in place a rigorous performance management system and governance framework.
- 19 Some local authorities have a dedicated team to deal with safeguarding but that is a decision that would need to be taken in the light of a fuller analysis of referral pathways in adult services. However, there is a need to put in place additional service manager capacity to take responsibility for safeguarding issues, to add to the care manager resource to respond to referrals and to provide some dedicated admin support (e.g. for minuting case conferences).
- 20 Given the importance of safeguarding it is proposed to recruit to these posts as quickly as possible. The financial implications are considered below.

### Corporate Priorities

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

### Implications

22

#### **Financial**

In order to establish a new Board for York it will be necessary to end the current, jointly funded arrangements for support to the Board and set up a dedicated system within York.

A growth bid of £78,000 was made as part of the budget process for 08/9 to strengthen the care management of safeguarding. This was not approved as it was deemed to be unaffordable at that time. Separating out the resources currently shared with North Yorkshire County Council will free up some money to contribute to the cost but in setting up the additional staffing arrangements set out in paragraph 19 there will be an additional, net, full year cost of £86k to the Council - which is similar to the growth bid made as part of the last budget process.

This agenda also covers the first quarter review. Following an analysis of the expected position over the rest of the financial year officers consider that these additional costs can be covered from across the budgets in adult social services. Clearly, the costs in 08/9 will be part year and depend on speed of recruitment.

**Human Resources** – in addition to the recruitment issues covered above there will be staffing implications related to the change to Board arrangements but not to an employee of the council.

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

**Legal** – none arising directly from this report.

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

**Information technology** – no implications arising from this report

**Property** – no implications arising from this report

**Other** – not applicable

## **Risk Management**

- 23 The partnership with other agencies is not one that involves joint assets or significant expenditure and therefore the risks attached are relatively low. The risks associated with the recommendations of this report are assessed at a net level below 16.

## **Recommendation**

- 24 That the Executive Member and Advisory Panel comment on the work of the Safeguarding Adults Board and the issues highlighted in this report and, in particular, the move to a new Safeguarding Adults Board for York.
- 25 That the Executive Member become a member of the Safeguarding Adults Board for York
- 26 That the Executive Member endorses the recruitment of additional staff to strengthen safeguarding arrangements in York.

### ***Reason:***

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



**Author:**

**Bill Hodson**

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**Housing and Adult Social**

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554000.

**Chief Officer Responsible for the report:**

**Bill Hodson**

*Director*

Report Approved

Date 21/8/08

**Bill Hodson**

*Director*

Report Approved

Date 21/8/08

**Specialist Implications Officer(s)**

N/A

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

All

For further information please contact the author of the report

**Background Papers:**

**Annexes**

1. North Yorkshire and York Safeguarding Adults Partnership Board  
Annual Report 2007/8

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**SAFEGUARDING ADULTS  
PARTNERSHIP BOARD  
(NORTH YORKSHIRE & YORK)**

**Annual Report  
2007-2008**

## SAFEGUARDING ADULTS PARTNERSHIP BOARD (NORTH YORKSHIRE AND YORK)

### ANNUAL REPORT 2007-2008

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## **Message from the Chair**

**This is the fifth Annual Report on the work of the Safeguarding Adults Partnership Board (formerly the Adult Protection Committee). Looking back over the messages from the previous years one constant theme has been there from the start – the need to ensure that the protection of vulnerable adults has the same status and priority in our society as the protection of children.**

**It's now clear that public awareness and concerns have risen and as a consequence adult protection issues have become much more prominent. Sadly, this is partly due to some very serious incidents in other areas of the country, which have caused people to question why arrangements to protect vulnerable adults are not stronger.**

**At the same time, local authorities have been encouraged by government to improve their procedures for safeguarding adults and to ensure that effective partnerships are in place to achieve this. To reinforce this message a programme of inspections is underway across England with Safeguarding as the principal focus. The main aim of these inspections is to foster good practice and raise standards.**

**Local authorities, through the Association of Directors of Adult Social Services have advised government of the need to introduce a stronger legislative framework to support safeguarding work.**

**As a consequence, I feel that the commitment to improving adult protection arrangements is stronger than ever before and it is the task of the Safeguarding Board to lead this process in our area.**

**This will be my final message as Chair of the North Yorkshire and York Safeguarding Board. At the meeting in July 2008 the Board unanimously agreed that it was now timely to set up separate Board structures in York and North Yorkshire to strengthen the local focus on improvement. It's been a privilege to work with so many dedicated people and I know we will benefit from the solid foundations and joint policies and procedures we will carry forward into the new Boards.**

**Finally, I would like to thank Sally Anderson for all her work hard work as Safeguarding Adults Co-ordinator. She has given tireless support to ensure that effective systems and local groups are in place and must take a lot of the credit for what has been achieved so far.**

**Bill Hodson  
Director of Housing and Adult Social Services, City of York Council  
Chair of the North Yorkshire and York Safeguarding Adults Partnership  
Board**

## **Safeguarding Adults Partnership Board – Progress in 2007/8**

### **Key Achievements**

#### **Partnership/ Partner organisations (Standards 1&2)**

- Development of Executive Group with lead managers from City of York Council, North Yorkshire County Council, North Yorkshire Police and North Yorkshire and York Primary Care Trust
- Executive Group to oversee the strategic development of the safeguarding adults work in North Yorkshire and York, through the Safeguarding Adults Partnership Board.
- Working with the North Yorkshire Strategic Partnership (NYSP) under the Local Area Agreement 2007-2010 (LAA) to deliver improved protection of vulnerable adults from abuse.

#### **Training and Awareness (Standard 5)**

- Multi-agency awareness events attended by 90 delegates in York – May 2007, 30 delegates in Hambleton – October 2007.
- Practice workshop for Selby and York (February 2008) to develop Local Safeguarding Adults Group work plan.
- Training for Chairs of Strategy Meetings delivered Autumn 2007.
- Multi-agency Training Strategy adopted Autumn 2007
- Additional training delivered; includes cascade training for trainers, targeted training for managers and investment in training resources materials.
- Half-time training officer appointed as part of LAA delivery plan to support Safeguarding Adults Co-ordinator.
- Development of in house learning solutions for Level 2 Referrers and Level 1 Trainers, to be delivered from June 2008.
- Purchase of e-learning package (Kwango) for partnership use as part of blended learning approach to alerter training.

#### **Effective procedures (Standard 9)**

- Consultation on revised multi-agency procedures based on Safeguarding Adults Guidance
- Testing of procedures with groups of operational staff
- Independent audit of processes within CYC as part of preparation for Independence, Well Being and Choice inspection.
- Appointment of half time performance and quality support officer to support delivery of NY LAA target (started April 2008) supporting work of Safeguarding Adults Co-ordinator.

#### **Engaging Citizens (Standard 11)**

- Development of process to measure outcomes from safeguarding adults' process as part of the LAA delivery.

ADOPTED 25 JULY 2008

## Safeguarding Adults Partnership Board

From 30 April 2007, the City of York and North Yorkshire Adult Protection Committee (APC) changed its title to the Safeguarding Adults Partnership Board (North Yorkshire and York)

This change was the result of a review of the purpose and business of the APC, following the publication of the Association of Directors of Social Services guidance on Safeguarding Adults.

### **The Safeguarding Adults Partnership Board aims to**

- **Co-ordinate local work to safeguard and promote welfare of adults, by**
  - Developing policies and procedures for safeguarding and promoting the welfare of adults
  - Participating in the planning of services
  - Communicating the need to safeguard and promote the welfare of adults
  - Focussing on the core protection agenda of 'working together on the prevention, identification, investigation and treatment of the abuse of vulnerable adults'
  
- **Ensure effectiveness of that work, by**
  - Monitoring effectiveness of what is done to safeguard and promote the welfare of adults

### **The Safeguarding Adults Partnership Board agrees to**

- Carry out its work in such a way as to improve the outcomes agreed in the White Paper (Our Health, Our Care, Our Say), particularly
  - Outcome 5: Freedom from discrimination and harassment: equal access to services without hindrance from discrimination or prejudice; they feel safe and are safeguarded from harm
  - Outcome 7: Personal Dignity and Respect: not being subject to abuse. Keeping clean and comfortable. Enjoying a clean and orderly environment. Availability of appropriate personal care
- Support the principles in the 'Multi-agency policy for North Yorkshire and York' –
- Work toward meeting the standards in Safeguarding Adults (ADASS guidance 2005)
- Implement recommendations in 'No Secrets' (DOH 2000)
- Develop an outcomes framework based on these principles

The existing membership was strengthened and a new Executive Group set up with senior officers from North Yorkshire County Council, City of York Council, North Yorkshire and York Primary Care Trust and North Yorkshire Police. This group oversees the strategic development of the safeguarding adults work and aims to: -

- ❖ Review performance on safeguarding adults and make recommendations about changes that need to be made within partner agencies
- ❖ Make recommendations about the future of safeguarding adults services
- ❖ Ensure that effective links are made to Local Strategic Partnerships and the Crime and Disorder Reduction Partnerships
- ❖ Give guidance and direction to the local groups
- ❖ Champion good practice

ADOPTED 25 JULY 2008

## Safeguarding Adults Partnership Board – Progress in 2007-8

<b>The Partnership/ Partner organisations (Standards 1&amp;2)</b>		
➤ Develop programme for Safeguarding Adults Partnership Executive	2007-8	Key priorities identified for Executive
➤ Review the vision and objectives of the Adult Protection Committee	2006-7	Safeguarding Adults Partnership Board launched April 2007
➤ Review partnership effectiveness and working arrangements	2006-7	Achieved – as above
➤ Review partnership membership and identify which local partnerships the APC and LAPGs need to have links with	2006-7	Achieved - as above
➤ Conduct an audit of partner agencies capacity for adult protection to inform future strategy ➤ Develop action plan derived from the audit of partner agencies	2007-9	Work conducted within individual agencies – particularly, CYC conducting internal audit in preparation for CSCI inspection and NYCC conducting self-audit to ensure fitness for purpose. PCT identified need for Safeguarding Co-ordinator. Executive to develop joint action plan.
➤ Review performance on safeguarding adults and make recommendations about changes that need to be made within partner agencies	2007-9	As above – emphasis on responsibilities of lead authorities
➤ Respond to national reporting requirements	ongoing	Responded to new CSCI requirements as appropriate. Awaiting outcome of pilot of national reporting requirements
➤ Develop a 'serious case review' protocol	2007-8	Executive agreed to adopt recommended SCR protocol October 2007.
<b>Training and Awareness (Standard 5)</b>		
➤ Support local multi-agency awareness raising events	ongoing	Events in 2007-8; Selby and York – May 2007 and Feb 2008; Hambleton/Richmondshire October 2007.
➤ Commission and deliver training for chairs of strategy meetings	2006-7	2007/8 - 3 sessions delivered. 2008/9 - 3 sessions commissioned. Now ongoing – built into regular base commissioning.
➤ Develop multi-agency training for managers and lead officers	2007-8	Some delivered in local events (see above) – Level 2 training agreed as part of training strategy – plan to roll out from July.
➤ Develop and implement Safeguarding Adults Training Strategy	2007-8	Training Strategy signed off Nov 2007.
➤ Ensure that the training strategy is appropriately resourced	2007-9	Some resources identified – more work to do on Training Needs Analysis



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<b>Effective procedures (Standard 9)</b>		
➤ Review and publish revised multi-agency safeguarding adults procedures	2007-8	Draft procedures consultation Autumn 2007. Practitioner workshops March /April 2008. Signed off by Partnership Board July 2008.
➤ Develop information sharing protocol	2007-8	Consultation as part of procedures above.
<b>Engaging Citizens(Standard 11)</b>		
➤ Develop information for the public and service users.	2007-9	Public information on websites being updated. Each LD Partnership Board included safeguarding in workshops and anti-bullying work. Freedom from discrimination and harassment is included in Equal Lives strategy (PSI) Improved training materials will enable staff to communicate key information to users and carers.
➤ Consider ways to involve service users and carers in all aspects of the work	2007-9	Membership of Local Safeguarding Adults Groups includes user and carer representative groups e.g. advocacy and carers centres Consultation being carried out as part of Equalities Impact Assessment

Not started		In progress		Completed	
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## TRAINING AND AWARENESS

### Achievements/Progress in 2007-2008

#### Awareness Raising

- **Multi-agency awareness events** attended by 90 delegates in York – May 2007 and 30 delegates in Richmondshire – October 2007.
- **Skills for Care training** delivered for social care staff on older people, LDAF and mental health skills for care. Includes module on recognising and responding to abuse and neglect
- Half-time **training officer** appointed as part of LAA delivery plan to support Safeguarding Adults Co-ordinator.
- **Alerter training** delivered to over 300 care staff from independent sector.
- Adult Protection Officer developed **presentations** and supported a number of **information sessions** to private providers, supporting people, voluntary organisations, registered managers and Learning Disability Partnership Boards.
- Delivered **Training for Managers** in Selby
- A variety of **learning resources** were purchased to support training and development. Agreement to lend to 'trainers' through libraries.
- Purchase of **e-learning package** (Kwango) for partnership use as part of blended learning approach to alerter training.

#### Specialist

- **Training for investigators** training was delivered to both City of York and North Yorkshire care management staff, by the Ann Craft Trust. Further courses will be delivered on a rolling programme as necessary.
- Two sessions of **training for chairs of strategy meetings** were delivered by the Ann Craft Trust in September 2007. Further sessions are planned for 2008/9.
- Five sessions on **Training the Trainer** were delivered by Action on Elder Abuse, offering up to 80 places, with priority given to staff from provider organisations, resulting in more than 500 people receiving training by Level 1 Trainers.
- A consultant worked with the Board to deliver a new **training strategy**, adopted November 2007 and develop training for Level 2 managers and a train the trainer programme for Level 1. This is being rolled out from June 2008.

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## Multi-agency Training Strategy

This strategy was adopted by Safeguarding Adults Partnership Board (North Yorkshire and York) in November 2007. It comprises 10 key components that form the task areas within an implementation plan. The multi-agency training group was established in February and will monitor progress of the implementation plan.

<b>Component:</b>		<b>Year of implementation Year 1(2007- 8)</b>
1	3 year phased implementation schedule	1
2	A multi-agency training group with a clear role and remit	1
3	A multi-agency 'pool' of trainers	1/2
4	5 levels of training which allow for progression and flexible combinations to meet training needs	1
5	Mandatory awareness training (Level 1 – <i>Recognising &amp; Reporting</i> ) delivered 'in-house' by each partner agency/organisation	1-3
6	Training delivery targets relating to priority staff/professional groups	1-3
7	Training for trainers programme and support network	1-3
8	Multi-agency endorsement option for Level 1 training	1-3
9	Benchmarking framework for existing and new courses	2
10	Accreditation of courses (addressing course content, learning objectives & delivery methods)	2/3

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## Activity 2007-8

**During the year 2007-2008** the records show that there have been a total of 298 cases investigated in North Yorkshire and 88 in York. In the majority of cases the investigation included a multi-agency strategy meeting or case conference. Of these cases, it was shown that 94% were completed during the year in North Yorkshire and 80% in York.

This shows a significant increase since March 2007. (York increase from 70 to 88 and North Yorkshire increase from 187 to 298)

Increased reporting is due to increased awareness of the issues and procedures through;

- Increased delivery of alerter training particularly for independent registered care staff (additional care staff trained, NY – 500, Y - 300) and training on Mental Capacity Act.
- Increased understanding of best practice in inter-agency working through review of procedures and multi-agency partnership awareness and practice events.
- Continued emphasis on specialist training and awareness of good practice has increased skills and confidence in assessing adult protection concerns.
- Increased emphasis on performance and quality arrangements and resources for practitioners.

In North Yorkshire

- Delivery of action plan for LAA stretch target supported by dedicated training capacity and systems to improve quality assurance of response to abuse.

In York,

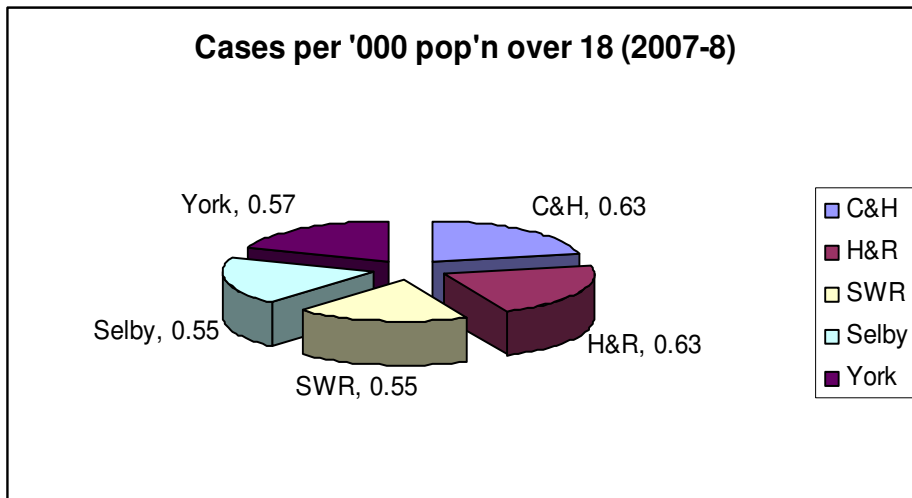
- Implementation of Framework1 and targeted focus on data quality and recording of cases in preparation for CSCI inspection has encouraged more systematic recording of referrals.

The following charts give a summary of the following information

- Number of Cases
- Type of abuse
- Client type
- Outcome of cases
- Location of abuse

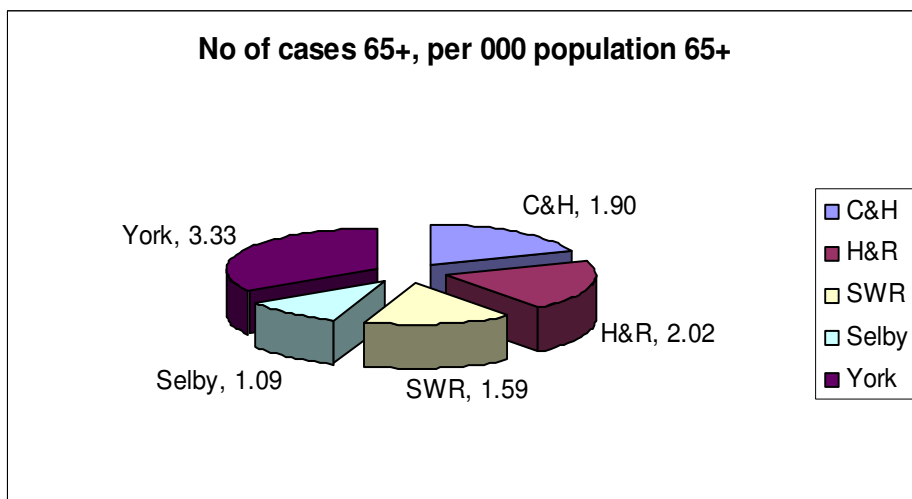
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**NUMBER OF CASES**



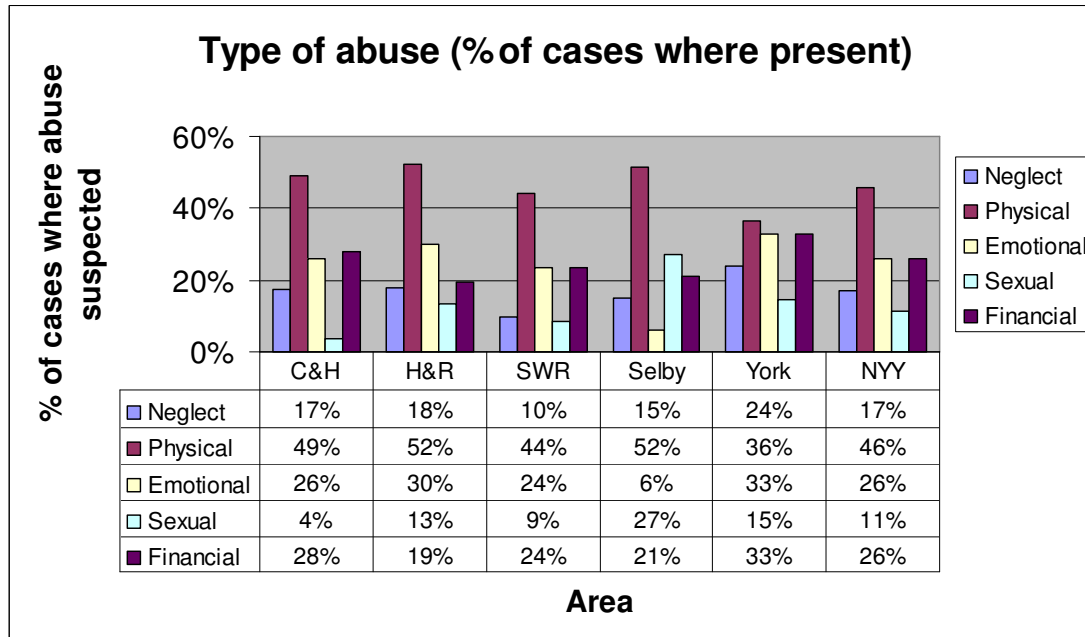
The chart above shows that the number of cases per '000 population over 18 in each Local Safeguarding Adults Group area varies from 0.55 in Selby and Scarborough, Whitby, Ryedale to 0.63 in Craven and Harrogate and Hambleton/Richmondshire.

**NUMBER OF CASES – OLDER PEOPLE**



There is more variation in the number of cases involving older people. The chart above shows that the number of cases per '000 population over 65 in each Local Safeguarding Adults Group area varies from 1.09 in Selby to 3.33 in York.

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**TYPE OF ABUSE**

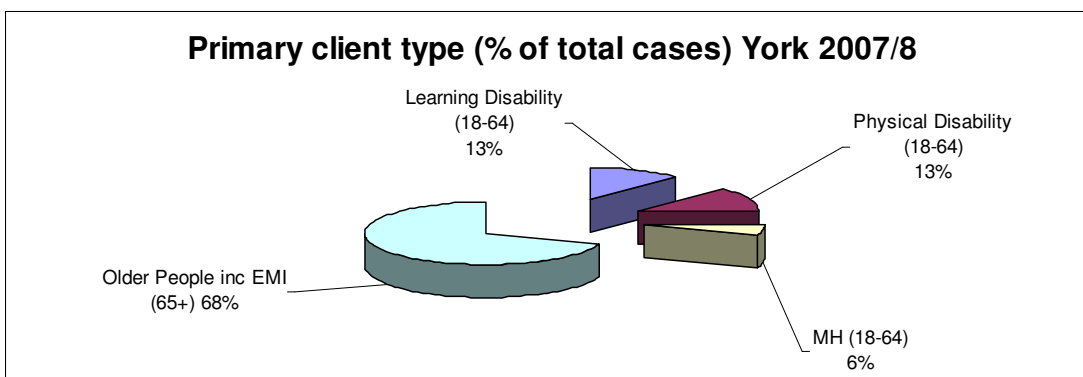
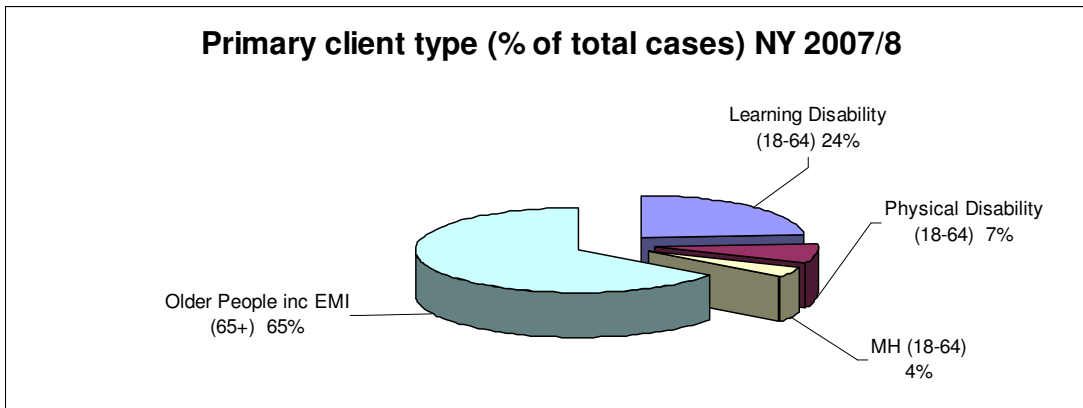
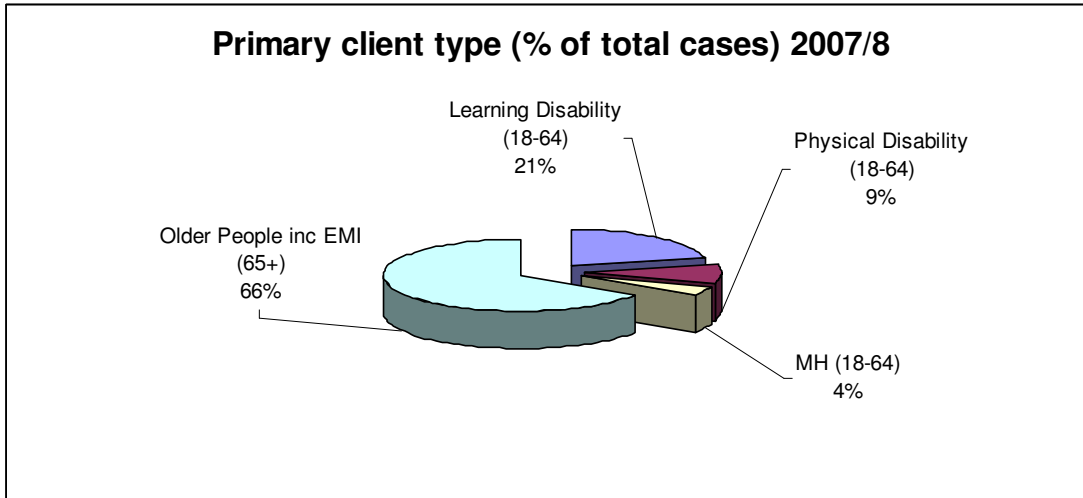
The chart above shows the proportion of cases in which different types of abuse were suspected. It is not possible to show the relative proportions of the type of abuse because the recording system recognises that more than one type of abuse can occur in each case and multiple abuse is found in many cases.

The most prevalent types of abuse for the whole period are physical, financial and emotional abuse. Physical abuse occurs in 46% cases compared with 36% in 2006-7, financial abuse 26%, compared with 25% for 2006-7.

There is variation between the areas, for example York has a higher than average proportion of cases involving financial abuse (33% compared to NYY of 26%) but a lower than average proportion of cases involving physical abuse (33% compared to 46% for NYY)

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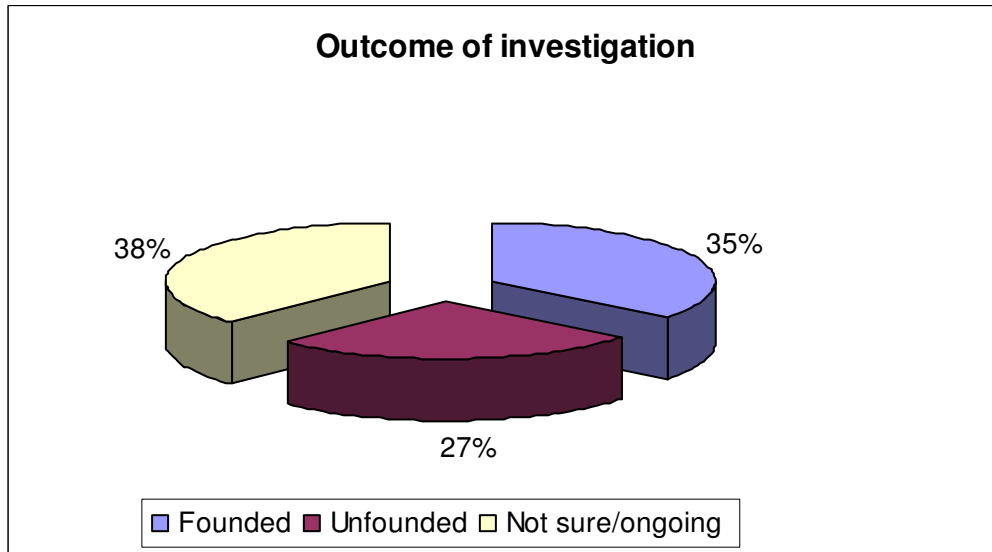
**CLIENT TYPE**



The majority of cases in each area affect older people aged 65 and over (including older people with mental health problems) (66%), and people with learning disabilities (21%). A very small proportion of cases affect people with physical disabilities (9%) and adults with mental health problems (4%). The pattern varies for North Yorkshire and York, particularly for Learning Disabilities (North Yorkshire 24%, York 13%) and Physical Disability (North Yorkshire 7%, York 13%),

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## OUTCOME OF INVESTIGATION



The chart above shows the findings of abuse following an investigation. In just over a third of the cases (35%) abuse was founded and plans were made to protect the vulnerable adult.

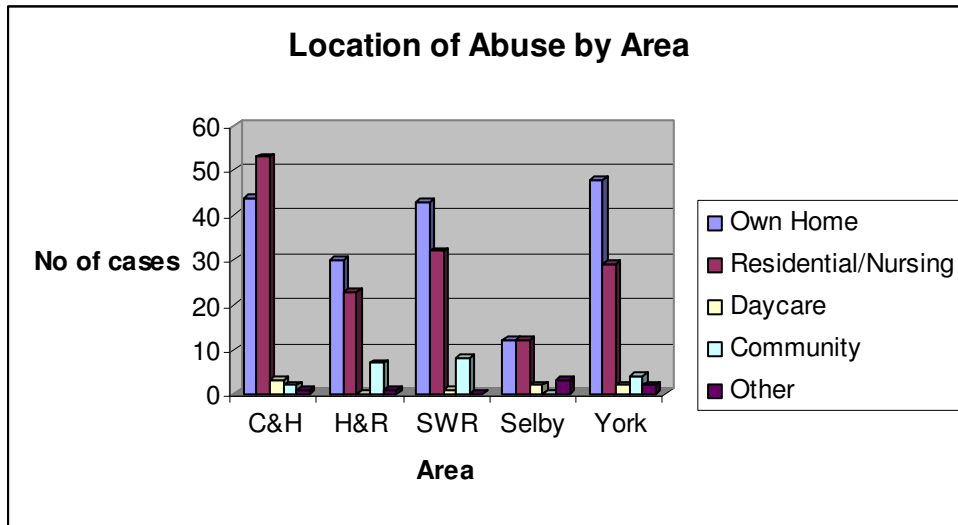
In a quarter of the cases (27%) abuse was not founded, while in the remainder of the cases (38%), the investigation was inconclusive or still ongoing at the end of the monitoring period (each quarter).

The majority of cases were completed during the year (94% North Yorkshire, 80% York) which means that these are cases where one or more of the following 'outcomes' occur – prosecution/final warning, disciplinary action against staff member, service terminated, case put on review, managed access to alleged victim arranged, CSCI taking regulatory action, management of victim's finances or a decision is taken to take no further action.



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## LOCATION OF ABUSE



The majority of abuse recorded took place either in a person's own home or in residential and nursing care. There were differences between areas with Craven and Harrogate having a much higher number of cases in residential and nursing care while York has the highest number of cases in a person's own home.

## Work of the Local Safeguarding Adults Groups Achievements/Progress 2007-8

### During the year the Local Safeguarding Adults Groups have: -

- **Promoted effective inter-agency working** and co-operation at a local level and responded to issues raised at meetings and in consideration of case studies.
- **Reviewed the activity monitoring figures** and considered reasons for local variations and ways of increasing the level of reporting.
- **Promoted awareness of the multi-agency policy and procedure** through local events.
- **Reviewed purpose of local events** and recommended two kinds of event
  - **Practice workshop** – to allow practitioners to learn from local cases and evaluate outcomes.
  - **Awareness event** – to increase awareness across all partners of the procedures; including launch of new procedures and training strategy.
- **Contributed to review of multi-agency procedures** and provided opportunities to test the procedures with 'real life' case studies.

### Key Local Issues

Each Local Group reports to each Safeguarding Adults Partnership Board (SAPB) meeting, and includes issues that need consideration by the SAPB, so that there can be a co-ordinated approach across the area.

Following the change to a Safeguarding Adults Partnership Board and the establishment of the Executive, the local groups agreed that a number of issues raised during 2006-7 were now being more effectively addressed particularly the development of training strategy and increased resources for training delivery.

It was agreed that the local groups still required more direction from the Board, in the following areas

- Providing a clearer framework of performance and outcomes for safeguarding
- Developing more effective performance management systems
- Clarifying the role of the local groups in delivering the training strategy.
- Ensuring the full commitment to the training strategy from all partners
- Ensuring consistent representation from key agencies, such as the Police

#### Good Practice

The Selby and York group held a multi-agency half-day practice workshop to look at case examples and draw out lessons learned. The aim of the workshop was to

- Share practice in a small multi-agency group as an 'informal learning exercise'
- Identify local application of safeguarding adults procedure
- Identify improvements and action points for individual agencies, local group and Safeguarding Adults Partnership Board

## Work of the Safeguarding Adults Co-ordinator

During the year the Safeguarding Adults Co-ordinator has continued to support the Safeguarding Adults Partnership Board and its working groups and concentrated on the main priorities of the Partnership.

### **The Partnership/Partner organisations**

- Establishment and support of Executive.
- Administrative and professional support to the Partnership Board, working groups and Local Groups

### **Training and Awareness**

- Development of Training Strategy – provided advice to consultant; organised Training Group.
- Development of work plan for Senior Development Officer (Safeguarding)
- Development and support of multi-agency training events
- Delivery of presentations to private providers, supporting people, voluntary organisations and registered managers
- Organised and delivered practice workshop for Selby and York
- Co-ordinated delivery of Action on Elder Abuse training (Time for Action)
- Delivered training for North Yorkshire elected members (Jan 08)

### **Effective Procedures**

- Performance monitoring of NY Local Area Agreement Delivery Plan and recruitment of new posts to support delivery plan
- Consultation on draft multi-agency safeguarding adults procedures
- ‘Testing’ draft procedures with real cases in small groups of operational managers

### **Other activity**

- Information provision for statutory returns e.g. Self Assessment Survey
- Regional networking – meetings and Regional ADASS Safeguarding Adults Conference
- Support to City of York Council for pre-inspection preparation
- Support to North Yorkshire County Council to develop action plan following case file audit
- Consultation responses on behalf of lead authorities and Board

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## USE OF RESOURCES

The work of the Safeguarding Adults Partnership Board (North Yorkshire and York) is supported with financial contributions from partner agencies.

### INCOME 2007/8

Partner	Amount
City of York Council	£12331
North Yorkshire Police	£5138
North Yorkshire and York PCT	£14489
North Yorkshire County Council	£17142*
<b>TOTAL</b>	<b>£49,100</b>

\*In addition to this funding, NYCC provide support to the Safeguarding Adults Co-ordinator including office accommodation, administrative support services and line management.

### EXPENDITURE 2007/8

Heading	£Amount
Co-ordinator	41,731
Co-ordinator (training)	385.25
Support to Local Groups including Multi-agency awareness events	£588.41
Training delivery inc E-learning package (Kwango)	6141.63
<b>Sub total</b>	<b>48846.29</b>
Uncommitted	253.71
<b>Total</b>	<b>49100.00</b>

<b>North Yorkshire LAA delivery (2007-2010)– NYCC</b> Pump priming grant includes costs of half-time Senior Development Officer and associated training delivery costs (part year effect)	<b>£14000</b>
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### KEY PRIORITIES 2006-2009 – 3 year plan

<b>The Partnership/ Partner organisations</b>	
➤ Develop programme for Safeguarding Adults Partnership Executive	2007-8
➤ Review the vision and objectives of the Adult Protection Committee	2006-7
➤ Review partnership effectiveness and working arrangements	2006-7
➤ Review partnership membership and identify which local partnerships the APC and LAPGs need to have links with	2006-7
➤ Conduct an audit of partner agencies capacity for adult protection to inform future strategy	2007-9
➤ Develop action plan derived from the audit of partner agencies	2007-9
➤ Review performance on safeguarding adults and make recommendations about changes that need to be made within partner agencies	2007-9
➤ Respond to national reporting requirements	ongoing
➤ Develop a 'serious case review' protocol	2007-8
<b>Training and Awareness</b>	
➤ Support local multi-agency awareness raising events	ongoing
➤ Commission and deliver training for chairs of strategy meetings	2006-7
➤ Develop multi-agency training for managers and lead officers	2007-8
➤ Develop Safeguarding g Adults Training Strategy	2007-8
➤ Ensure that the training strategy is appropriately resourced	2007-9
<b>Effective procedures</b>	
➤ Review and publish revised multi-agency referral and investigation procedures	2007-8
➤ Develop information sharing protocol	2007-8
<b>Engaging Citizens</b>	
➤ Develop information for the public and service users.	2007-9
➤ Consider ways to involve service users and carers in all aspects of the work	2007-9

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**KEY PRIORITIES FOR 2008-9**

➤ Review governance of Board
➤ Review performance on safeguarding adults and make recommendations about changes that need to be made within partner agencies
➤ Respond to national reporting requirements – being introduced from April 2009
➤ Publish and implement revised procedures and information sharing protocol
➤ Respond to recommendations from CSCI inspection for CYC arrangements
➤ Increase capacity for Safeguarding Adults with focus on good quality practice and positive outcomes for users/carers (NY and York)
➤ Increase emphasis on preventative safeguarding and ensuring that safeguarding is embedded in practice of lead authorities and partner agencies

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

8<sup>th</sup> September 2008

Report of the Director of Housing and Adult Social Services

### **Learning Disability Partnership Arrangements**

#### **Purpose of Report**

- 1 To inform the Executive Member of the proposal by North Yorkshire and York Primary Care Trust to vary the partnership arrangements and of the practical implications.
- 2 To seek the Executive Member's agreement to a change in the terms of the partnership agreement .

#### **Background**

- 3 Since April 2005 City of York has been in partnership with North Yorkshire and York Primary Care Trust (originally with Selby and York PCT) for the commissioning and management of an integrated service for learning disabilities covering the York, Selby and Easingwold areas. The partnership is covered by a formal agreement registered under section 75 of National Health Service Act 2006 (formerly Section 31 of the Health Act 1999).
- 4 Under this agreement CYC's Head of Learning Disabilities is responsible for the management of health staff and budgets although:
  - o PCT staff are 'attached' to the service and remain NHS employees
  - o Budgets are not pooled but managed together with separate accountability back to CYC and NY&YPCT
- 5 CYC is also responsible for commissioning health and social care and as part of this responsibility has been decommissioning the remaining long stay NHS patient campuses (none of which are actually in York). Two have been re-provided by moving people into the community with the final campus in Easingwold due to close by the end of 2009.
- 6 The partnership has functioned very well and there was a positive report from the Commission for Social Care Inspection in 2006 which praised the progress made and forecast promising prospects for improvement.

## **Proposed changes to Partnership Working**

- 7 There has been a formal approach from NY&YPCT at the end of July to review the partnership agreement. In correspondence the PCT have commented on the value of *“the approach and joint working that is in place to provide this high quality service, supported by effective governance in City of York.”*
- 8 However, the NY&YPCT has been reviewing the management and partnership arrangements for learning disabilities across the whole of its patch. They have proposed that from 1<sup>st</sup> October the PCT assume direct responsibility for line management of NHS staff and management of budgets. The PCT have asked whether City of York would be agreeable to these arrangements coming into place in the York area so that there is consistency across the whole PCT area.
- 9 If the partnership agreement were amended in this way the commissioning of services and the management of the budgets associated with this would remain with CYC. (From April 2009 there will be a national requirement for PCTs to transfer commissioning budgets to local authorities so York is well placed to accomplish this). CYC and the PCT would continue to share premises at Systems House in Clifton Moor and continue to work as an integrated service from a customer and patient point of view.
- 10 There was already an agreement with North Yorkshire County Council to begin disaggregating the commissioning budgets for the Selby and Easingwold areas although CYC would be asked to complete the re-provision of the long stay campus in Easingwold (due by the end of 2009).

## **Consultation**

- 11 The PCT carried out extensive consultation with staff in the learning disability service on the organisational issues that led to this proposal.

## **Options**

- 12 There are 2 main options:
  - Option 1 – not to accept the proposal from the PCT to vary the terms of the partnership agreement
  - Option 2 - to accept the proposal from the PCT to vary the terms of the partnership agreement

## **Analysis**

### **13 Option 1**

Under the terms of the partnership agreement 12 months notice can be given by either partner to terminate the agreement. In this instance, NY&YPCT have asked for the agreement to continue but for the terms to be varied.

The status quo would not be sustainable in the longer term as changes need to be made to disaggregate the commissioning budgets for the Selby and Easingwold areas with responsibility for these due to pass to North Yorkshire County Council by no later than April 2009.

#### 14 **Option 2**

The strength of the integrated service has been the ability of health and social care services to provide one route into assessment and care for people with a learning disability. It has also given one agency (the council) lead responsibility for commissioning services and this has moved forward the modernisation of services.

Although under the revised partnership the day to day managerial arrangements would be spread across both the council and the PCT there will still be clarity about the roles - with the Council remaining the lead commissioner and therefore setting out the long term strategy for services to achieve.

Staff responsible for health and social care assessments will continue to share the same premises and offer one route into services. Managers and staff are very strongly committed to this principle and it will also need to be reflected in the revised partnership terms.

### Corporate Priorities

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

#### 16 **Implications**

**Financial** – detailed work will need to be done to achieve the transfer of PCT commissioning budgets to the Council by April 2009.

A more immediate consequence of the proposed change to the partnership agreement is that the NY&YPCT would cease to part-fund the Head of Learning Disability Services post. This will have financial consequences for the council but it is proposed to deal with this as part of a broader report covering changes to the portfolios of the Heads of Service responsible for adult social services. This report will come to the October meeting.

The analysis is that the financial consequences of the change to the partnership agreement can be met from within the overall adult social services budget.

**Human Resources** –.The Head of Learning Disabilities post is partly funded by NY&YPCT. A report is being brought to the October meeting which will set out changes to the portfolios of the senior management team in HASS so that there is a clearer focus on agreed priorities. This report will address the changes to the remit of the current Head of Learning Disabilities post.

**Equalities** – a formal Equalities Impact Assessment has not been carried out but it is not expected that the revisions to the partnership agreement will have any negative impacts.

**Legal** – *Comments of the Head of Civic, Democratic & Legal Services* - The existing partnership agreement was constituted pursuant to the provisions of S.31 Health Act 1999 now replaced by S.75 of the National Health Service Act 2006. The Secretary of State for Health has also produced regulations concerning these partnerships in the form of the NHS and Local Authorities Partnership Arrangements Regulations 2000. Reg. 4(2) imposes the requirement that consultation be undertaken before entering into such agreements but this would not appear to extend to the variation of such agreements unless that variation were so significant as to effectively create a new agreement.

The partnership agreement itself makes provision for variation at Para 13.2 which provides that any variation must be in writing and signed by both parties. The amendments must be appended to the original document and reported to the management board.

Under the Council's scheme of delegation, the Executive Member for Adult Social Services has delegated authority to agree these changes to the partnership agreement.

**Crime and Disorder** – no implications arising from this report.

**Information technology** – no implications arising from this report

**Property** – no implications arising from this report as the current use of office accommodation will continue and no assets are involved in the proposed change to the agreement.

**Other** – not applicable

## **Risk Management**

17 The partnership with other agencies is not one that involves joint assets although it does involve significant revenue expenditure. Governance arrangements are effective and the partnership would continue albeit with changes to the current agreement.

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

## **Conclusion**

19 Changes would have had to be made to the partnership agreement by April 2009 and so the key issue here is one of timing. Officers consider that the proposal from NY&YPCT will still enable the benefits of the integrated service to be achieved albeit by different managerial arrangements.

20 The change to the remit of the post of Head of Learning Disabilities can be accommodated in a wider review of senior management portfolios that will be brought to the October EMAP.

### Recommendation

21 That the Executive Member agrees Option 2.

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

**Author:**  
**Bill Hodson**  
*Director*  
**Housing and Adult Social Services**  
554000.

**Chief Officer Responsible for the report:**  
**Bill Hodson**  
*Director*

Report Approved



Date 21/8/08

### Specialist Implications Officer(s)

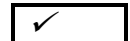
*Financial: Debbie Mitchell, Head of HASS Finance, Tel 554161*

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

All



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

### Background Papers:

None

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

**8 September  
2008**

Report of the Assistant Director Adult Services

### **IN HOUSE HOME CARE – REVISED DELIVERY MODEL**

#### **Purpose of Report**

1. The purpose of this report is to:
  - i. inform the Executive Member of the detailed proposals for achieving the required efficiencies and budget savings within the City Of York Home in-house home care services in the period 2008/11
  - ii. to outline the consultation and change management process that will be put in place before finalisation of the proposals
  - iii. to seek the Executive Member and Advisory panel views on those proposals as part of the consultation process

#### **Background**

2. The current structure of the CYC in-house home care service was established when the commissioning of home care across the city and across all sectors was comprehensively revised in 2006 to create:
  - Locality based long-term care service through contracted agency provision
  - Four in-house locality based Promoting Independence Teams
  - City wide specialist services providing:
    - for people with dementia
    - for people with high dependency needs
    - a Housing Support service (Home Support Team)

- the continuation of the Overnight home care provision.
3. Difficulties with establishing the model in the way it was designed were reported to members in July 2007. These highlighted that there had been problems fully establishing the required commissioned services across the city, particularly in the West of the city. It also highlighted that referrals to the in-house Promoting independence Teams had been less than envisaged and that CYC services were generally operating below the level of provision that had been originally planned and that operational inefficiencies were being identified.
  4. During the budget setting process for 2008-11 significant savings across all CYC in-house home care services were approved by Members as a major contribution towards the HASS savings required. The framework for achieving these efficiencies approved by Members was by:
    - Merging the four Promoting Independence Teams into one city wide service
    - Combining the EMI & High dependency teams into one service
    - Reducing the budget to the Home support service,
  5. Since the budget proposals were adopted a Project group has been considering detailed proposals for how these savings could be achieved. This Project has recently included staff representatives from Unison.
  6. The analysis of the current home care operations has revealed that the core issues that need resolving are:
    - The greater than anticipated need for long-term services from locality agencies and CYC services. In order to resolve this improvements in the organisation, training and provision of support to the Promoting Independence Team would enhance the potential for helping individuals achieve higher levels of independence and reductions in care packages. This in turn would reduce the pressure on the longer term services.
    - Improving the level of staff time spent in direct contact with customers. This was an issue raised during the initial re-commissioning of home care during 2006 and has not yet improved. Some of this is because much of the contracted staffing time is at times when there is little service demand. Some is due to travel time and working practices.



7. The Project Board has considered how these difficulties can be overcome within the framework for homecare restructure agreed through the budget setting process.

## **Options**

8. One clear set of proposals has been selected to put to consultation. Alternative approaches are likely to be suggested and considered through the consultation process. These options will be considered before the restructure of the service is finalised.
9. The proposals will entail making the following changes to the current structure (see structure charts in Appendix 2)
  - 9.1 The citywide PIT service would involve:
    - o a reduction of two Home Support managers and a number of Team Leader posts,
    - o retaining the same level of hours currently contracted from staff, with contract changes to provide cover when needed and to reduce non-contact time.
    - o inclusion of therapy support and dedicated review time to train staff and support individuals receiving PIT services,
    - o inclusion of a planning and coordination function for the PIT and complex care service that will take and allocate all referrals, manage customer flow and roster staff more efficiently.
    - o the use of specific Software to support the organisation of the efficient rostering of staff
  - 9.2 The combined E.M.I, High Dependency and the Night Team will be referred to as the Complex Care Team and will involve:
    - o a reduction of Team Leaders cover
    - o revision of staff job descriptions for the combined service;
  - 9.3 The Home Support Service will be managed within two localities and sit along side other Supporting People and Housing funded warden and sheltered accommodation services.
  - 9.4 Changes to the Extra care and Housing Support provision would include a combination of the care responsibility under one registered Home Support Manager.

## Analysis

10. The proposal has been formulated in this way because it is considered this will ensure the full range of contributory factors to the inefficiencies are addressed. The perceived benefits are:
  - o Single management for the home care services. This will ensure consistency and equity in provision
  - o Reduced management & improved coordination across the City
  - o Revisions to the staff contracts to 15, 20 & 25 hour contracts will provide continuity to the customers and be more able to cover “peak” customer demand hours as well as provide an enabling service, through carrying out tasks and exercises prescribed by the therapists.
  - o Moving the Home support to the locality extra care bases will mean that prevention and Supporting People services would be housed together
  - o Combining 4 extra care establishments within one registered care service achieves:
    - concentrated management time and consistency in provision and quality monitoring across the extra care and Supporting People services.
    - reduce management costs
    - provide greater co-operation between the 4 establishments managed by a single manager.
    - reduce the number of staff needing to access the buildings
  
11. There are other implications that will need careful consideration during the consultation:
  - Careful and detailed work with staff to minimise the implications of contract/rota changes and the financial implication of any pay protection
  - Revised arrangements for planning and coordination
  - The introduction of revised approaches to providing double staffing moving from automatic allocation to risk assessment based on individual and area risk assessment
  - The programme for consultation and coordination of the communications and delivery of the project may require project management and facilitation time for managers and staff representatives to be released.

## **Consultation**

12. The original budget proposals were subject to a wide public consultation. The proposals outlined above will be subject to extended consultation (timetable attached at Annex 1). This consultation has now commenced:
  - o Face to face sessions have been held with all staff with presentations on the proposals and opportunities for feedback
  - o Group consultation has taken place with staff in the roles that may be at risk
  - o A comprehensive information pack has been sent to staff.
13. The consultation will run to October initially with the proposals being finalised in November for implementation early in 2009.
14. The proposals are being made to ensure the savings are achieved without reducing service to customers. Where the service changes have any impact on customers there will be direct consultation.
15. There will also be consultation with partner and representative groups.

## **Implications**

- **Financial**

16. As reported elsewhere on this agenda the savings of £316k for 2008/09 have already been achieved.
17. In order to ensure the full year savings of £950k are released from April 2009 the work outlined above to refine & implement the proposals will need to be kept on track with appropriate project management.
18. Resources will need to be released from existing budgets to ensure the availability of the dedicated posts required to support the PIT service.

- **Legal**

19. There are no legal implications to the proposals

- **Human Resources (HR)**

20. The HR related implications to this proposal will be considered through consultation (timetable attached). This involves those staff potentially affected by these changes and will be conducted in accordance with City of York Council's change management procedures.

More specifically the staff groups most affected by the proposals will be:

Home Support Managers

The proposal reduces the number by two and current staff may be at risk of redundancy.

Team Leaders

The proposed reduction in Team Leaders may result in redundancies.

P.I.T Home Care Workers

The proposal requires staff to vary their contracts of employment to meet the needs to the service, this will be carried out in line with CYC policy & procedure It must be noted that there is the potential for dismissals to occur should staff not agree to the new contractual terms.

EMI & High Dependency staff Job descriptions

The proposed merger of EMI and High dependency would result in a revised job description for the two groups of staff, appropriate procedures will be followed.

The creation of a Planning/Coordination role

This job description when finalised will need to be submitted to the Job Evaluation Team for a “proviso grade” subject to the final outcome of Job Evaluation.

- **Crime and Disorder** - no implications arising directly from this report.
- **Information Technology (IT)** – The purchase of the software for coordinating staff and customer activity has been undertaken with full involvement of the central IT section and in accordance with procurement policy.

- **Property Implications**

There are no property implications to this proposal.

- **Other**

There are no other implications

## **Corporate Priorities**

21. The Corporate priority that these proposals would support is:
- “improve the health and lifestyle of people who live in York, particularly any group whose level of health are poorest”

## **Risk Management**

- 22 The risks associated with the proposal are:
- Difficult industrial relations given the previous history of the 2006 home care restructure. This is being managed with a lengthy in depth consultation period.
  - Potential problems delivering savings if the HR outcomes involve high levels of pay protection and if all required working practice changes cannot be achieved. This will be managed with careful consideration of staff contractual hours and encouragement of staff to take up equivalent contracts in alternative parts of the service, with appropriate training.
  - Securing the capacity to ensure that the change management process can be achieved. This has been addressed with the provision of additional facilitation time for HR & Unison.
  - Any additional costs associated with the planning and coordination and the dedicated posts required within the PIT service. Existing resources will be utilised to make this provision.

## **Recommendations**

23. It is recommended that the Executive Member notes the proposals that are to go to consultation and that following further consultation and the initiation of the management of change process members are informed of the changes in the finalised home care structure.

### ***Reason:***

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

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**Report Approved**

**Date**

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

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

**Background Papers:** list any appropriate background papers

EMAP report August 2006 & July 2007 .

**Annex:**

Annex 1 Consultation timetable  
Annex 2 Revised Home Care structure

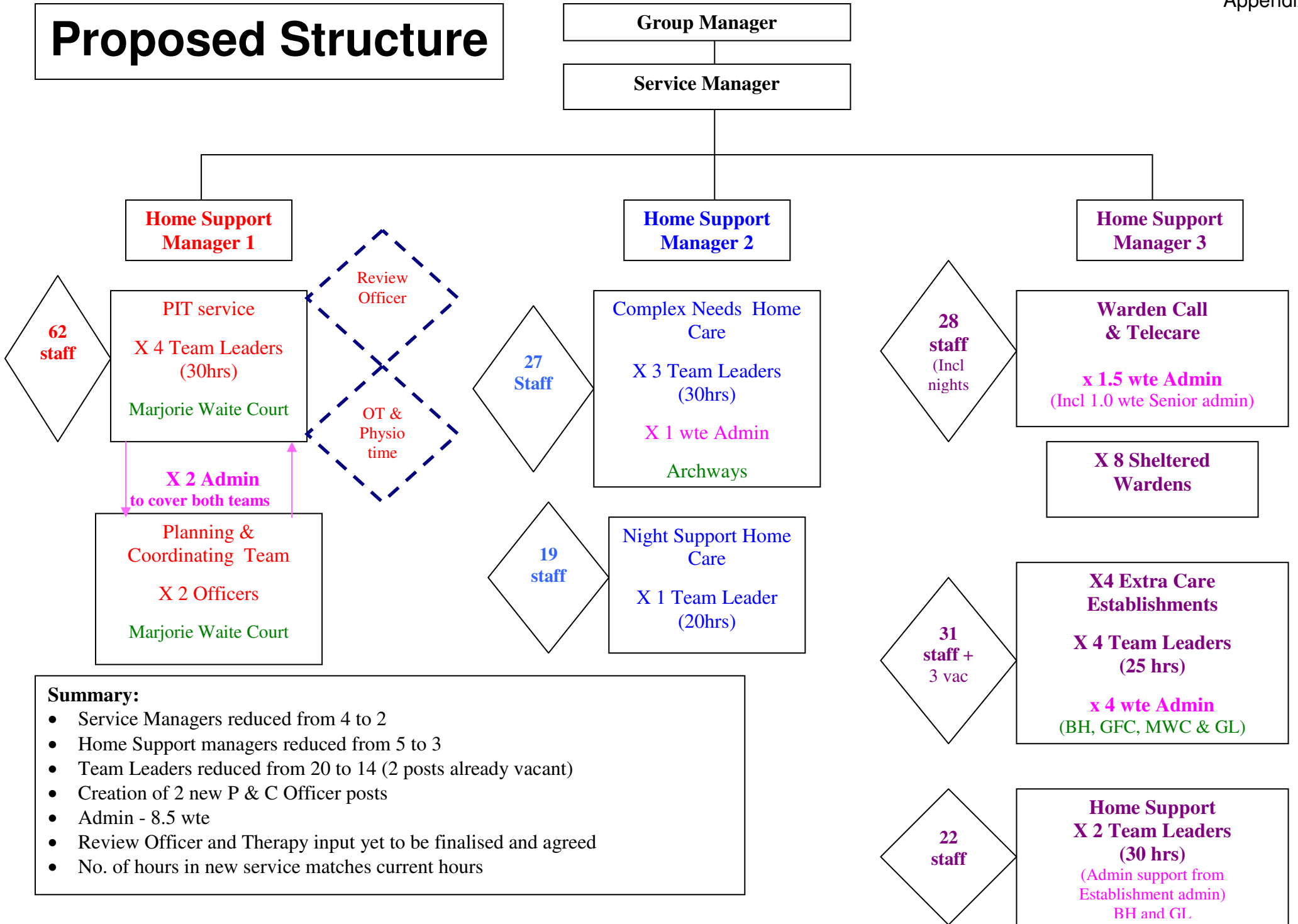
## Homecare - Consultation Timeline

Week No	Date	Actions
Week 1	W/c 28 <sup>th</sup> July 08	28 <sup>th</sup> July – Initial meeting with Home Support Managers and Team Leaders to introduce proposals  31 <sup>st</sup> July, 1 <sup>st</sup> August 08 – Collective consultation with all staff groups affected, proposals presented.
Week 2	W/c 4 <sup>th</sup> August 08	Letter summarising proposals (with Q&A documents, rota's etc) to go to all staff.
Week 3	W/c 11 <sup>th</sup> August 08	
Week 4	W/c 18 <sup>th</sup> August 08	1:1 consultation with Home Support Managers
Week 5	W/c 25 <sup>th</sup> August 08	1:1 consultation with Team Leaders
Week 6	W/c 1 <sup>st</sup> Sept 08	Surgery times to be booked for affected staff, times to be confirmed  High Dependency/EMI/PIT
Week 7	W/c 8 <sup>th</sup> Sept 08	
Week 8	W/c 15 <sup>th</sup> Sept 08	
Week 9	W/c 22 <sup>nd</sup> Sept 08	
Week 10	W/c 29 <sup>th</sup> Sept 08	
Week 11	W/c 6 <sup>th</sup> October 08	
Week 12	W/c 13 <sup>th</sup> October 08	Deadline for feedback on proposals
Week 13	W/c 20 <sup>th</sup> October 08	Homecare Project Board meeting to consider feedback received and agree final proposal
Week 14	W/c 27 <sup>th</sup> October 08	
Week 15	W/c 3 <sup>rd</sup> Nov 08	Communicate final proposals to staff and seek any further comments
Week 16	W/c 17 <sup>th</sup> Nov 08	
Week 17	W/c 24 <sup>th</sup> Nov 08	Deadline for final comments from staff
Week 18	W/c 1 <sup>st</sup> Dec 08	
Week 19	W/c 8 <sup>th</sup> Dec 08	Communicate final proposals and conduct an assessment of change panel in accordance with CYC restructure policy

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# Proposed Structure



**Summary:**

- Service Managers reduced from 4 to 2
- Home Support managers reduced from 5 to 3
- Team Leaders reduced from 20 to 14 (2 posts already vacant)
- Creation of 2 new P & C Officer posts
- Admin - 8.5 wte
- Review Officer and Therapy input yet to be finalised and agreed
- No. of hours in new service matches current hours

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