



## Notice of meeting of

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

- To:** Councillors Morley (Chair), Bowgett (Vice-Chair), Sue Galloway (Executive Member), Horton, Hyman, Simpson-Laing, Taylor, Wiseman, McLaughlin (Non-voting Co-opted Member) and Gumley (Non-voting Co-opted Member)
- Date:** Tuesday, 27 January 2009
- Time:** 5.00 pm
- Venue:** Guildhall

## AGENDA

### Notice to Members - Calling In:

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

**10:00 am on Monday 26 January 2009**, if an item is called in *before* a decision is taken, *or*

**4:00 pm on Thursday 29 January 2009**, if an item is called in *after* a decision has been taken.

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

## **1. Declarations of Interest**

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

## **2. Minutes (Pages 1 - 10)**

To approve and sign the minutes of the meeting held on 8 December 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 5pm on Monday 26 January 2009.

## **ITEMS FOR INFORMATION**

### **4. Results of 2008 Annual Housing Satisfaction Survey (Pages 11 - 20)**

This report provides the Executive Member with the results of the Annual Housing Services Monitor (AHSM): a postal survey of City of York Council tenants undertaken during November 2008. It will be supplemented by a presentation to the Executive Member and Advisory Panel at the meeting.

## **ITEMS FOR DECISION**

### **5. Outcomes of the Responsive Repairs Review (Pages 21 - 28)**

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

**6. Amendments to the Lettings Policy (Pages 29 - 34)**

This report considers amendments to the allocation and lettings policy that aims make the best use of the council stock in light of the need to tackle the demand for public rented housing.

**7. Home Care Efficiencies Project – Final Proposal (Pages 35 - 54)**

At the meeting on 8<sup>t</sup> September 2008 the Executive Member requested that the final service delivery model for in-house home care be brought back to the committee after the staff consultation process, and before its implementation. This report (and annexes) reviews the background to the need for changes and the final, proposed Service Delivery Model. It also outlines the consultation process that has been followed since the initial proposal was first presented to staff back in late July, the key messages received from staff during that process and how the Home Care Efficiencies Project Board has responded to these and how it is anticipated the service delivery model will achieve the necessary efficiencies and improve outcomes for customers

**8. Revenue & Capital Budget Estimates 2009/10 (Pages 55 - 74)**

This report presents the 2009/10 budget proposals for Housing & Adult Social Services.

**9. HASS Directorate Plan 2009-2010 (Pages 75 - 98)**

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

**10. Improvement Plan in response to Commission for Social Care Inspection (CSCI) Annual Performance Assessment (APA) of Adult Social Services 2007/8 (Pages 99 - 108)**

This report asks Member to comment on and approve the high level improvement plan following the Annual Performance Assessment (APA) for adult social services 2007/8.

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

Democracy Officers:

Name: Catherine Clarke and Heather Anderson (job share)

Contact Details:

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

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

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

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

Contact details are set out above.

## About City of York Council Meetings

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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;
- Public libraries get copies of **all** public agenda/reports.

City of York Council

Committee Minutes

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MEETING	EXECUTIVE MEMBER FOR HOUSING & ADULT SOCIAL SERVICES ADVISORY PANEL
DATE	8 DECEMBER 2008
PRESENT	COUNCILLORS MORLEY (CHAIR), BOWGETT (VICE-CHAIR), SUE GALLOWAY (EXECUTIVE MEMBER), HYMAN, SIMPSON-LAING, TAYLOR, WISEMAN, MCLAUGHLIN (NON-VOTING CO-OPTED MEMBER) AND GUMLEY (NON-VOTING CO-OPTED MEMBER)
APOLOGIES	COUNCILLOR HORTON

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**32. 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. Councillor Morley declared a personal non-prejudicial interest in Agenda Item 4 (Approval of the Private Sector Housing Strategy 2008-2013) as the owner of tenanted properties.

**33. MINUTES**

RESOLVED: That the minutes of the meeting held on 20 October 2008 be approved and signed by the Chair and the Executive Member as a correct record.

**34. PUBLIC PARTICIPATION**

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

**35. APPROVAL OF THE PRIVATE SECTOR HOUSING STRATEGY 2008 - 2013**

Members considered a report, which asked them to note the review of the Private Sector Housing Strategy and sought approval for the contents of a new Strategy, covering the period between 2008 and 2013. The Strategy set out how the Council and its partners would work to help improve and maintain the condition and management of owner occupied and privately rented homes in York.

Officers informed Members that conditions of properties had improved though there were difficulties with early pre-1919 properties. General improvements had been made as well as improvements in energy efficiency, but that there was still work to be done. Officers informed

Members that a Private Stock Conditions Survey had been completed, the executive summary was attached as an appendix to this report and that the full report would be on line shortly.

In response to Members questions, Officers confirmed that a physical survey by the surveyor had been undertaken and that there had been 1721 responses. Officers confirmed that the consultation exercise had included landlords who had attended the landlord conference in March, and who had indicated that they wished to participate in a consultation exercise, and letting agents in the city. Officers also agreed to inform Members the exact tolerance levels for the statistics but did confirm that they had been collected in accordance with government guidelines<sup>2</sup> and Officers agreed to provide the electronic link for Members to the full survey report.<sup>3</sup>

In response to Members questions about the issue of Cert funding and working with utility companies, Officers stated that the Private Sector Stock Condition Survey had confirmed that York generally has high-energy efficiency and fewer people in receipt of benefits making York a less attractive area for the utilities companies to work with on this issue.

On the question of energy efficiency grants, publicity and take-up raised by Members, Officers reported that they were on target to exceed last year's outturn of 170 grants. Another grant was also available to landlords, which pays up to 50% of the total cost with a maximum grant of £4000. Officers informed Members that they were working with Energy Advice Centres, Primary Care Trusts and benefits advice agencies, as well as running general advertising campaigns with targeting of areas where this information is most needed, particularly where there is a concentration of elderly people on fixed incomes.

### Advice of the Advisory Panel

That the Executive Member be advised to endorse the Private Sector Housing Strategy and recommend it to the Executive for approval.<sup>1</sup>

### Decision of the Executive Member

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

REASON: To ensure that the housing in York continues to be maintained and managed to a high standard

### Action Required

1. The Private Sector Housing Strategy be recommended to the Executive for approval SB
2. Officers to inform Members of the exact tolerance levels for the statistics. SB
3. Officers to provide the electronic link to the full report for Members. SB



**36. HOUSING AND ADULT SOCIAL SERVICES CAPITAL PROGRAMME – MONITOR 2**

Members considered a report which informed them of the likely outturn position of the 2008/09 Capital Programme based on the spend profile and information to October 2008/2009 and sought approval to any resulting changes to the programme. The report also informed the Executive Member of any slippage and sought approval for the associated funding to be slipped between the relevant financial years to reflect this.

In response to questions from Members, Officers replied that there had to be an element of estimation with regard to funding, as costs varied depending on the nature of the work and the property. This had been budgeted for, but needed to be monitored. Officers also noted that in terms of Tenant Choice backfills there had been an increase in unit costs, yet a decrease in unit costs for the Tenant Choice programme in the Tang Hall area.

It was noted that if more funding could be made available then this would help to keep people in their own homes and also help builders during the economic downturn.

Advice of the Advisory Panel

That the Executive Member be advised to:

- (i) Note the progress on schemes.
- (ii) Approve the variations set out in paragraph 8 of the report.

Decision of the Executive Member

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

REASON: To enable the effective management and monitoring of the Council's capital programme.

**37. CHANGES TO THE DISABLED FACILITIES GRANTS PROGRAMME**

Members considered a report, which outlined the proposed changes to the Grants and Assistance Policy to take account of the changes to the Disabled Facilities Grant (DFG).

The report also advised Members about the pressure on the adaptations budget this year and forecast the potential impact on next year's budget, and highlighted the additional funding requirements that had been requested through the Capital Resource Allocation Model (CRAM) process.

In response to questions raised by Members, Officers responded that the Council had the discretion to impose a limited charge if a grant had been made and the property was sold within 10 years from the certified date of the grant. It was also confirmed by Officers that access to gardens could be via the back or front door, not both and that each case was assessed on its own merits in terms of what was reasonable and practical.

Advice of the Advisory Panel

That the Executive Member be advised to:

- (i) Note the briefing provided regarding pressures on the adaptations budget in the current year and the forecasted potential impact on next year's budget.
- (ii) Approve option 1 – To revise the existing policy in line with the proposed policy changes relating to:
  - a) the general consent; and
  - b) access to the gardens.

Decision of the Executive Member

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

REASON: To ensure that vulnerable people remain independent and safe in their own homes, by the provision of a fast and responsive service, which provides value for money.

**38. STRATEGY FOR THE COMMISSIONING OF SUPPORT TO PEOPLE WITH A PHYSICAL AND/OR SENSORY IMPAIRMENT**

Members considered a report, which outlined the outcome of consultation undertaken since June 2008 to develop a Physical and Sensory Impairment Strategy for adult social care in York.

The Assistant Director for Commissioning and Partnerships outlined the priorities with regard to consultation built into the strategy as outlined in paragraph 10 of the report. The Officer also reminded Members of the government priority for all councils to set up Centres for Independent Living (CIL) by 2010, which would be independent and user led.

In response to questions from Members, Officers confirmed that:

- This strategy provided a stronger focus and that the CIL would offer the opportunity to create a one-stop shop and would give a broader focus to these issues.
- With regard to the six wards, the information used for the strategy was based on the 2001 Census, though this may now be out of date.
- It was important to keep an eye on changing ethnic demographics.

- Additional information on Equality Legal Issues, Page 72 Annex 2, could be made available if required by Members.

Advice of the Advisory Panel

That the Executive Member be advised to:

- (i) Approve the Strategy
- (ii) Seek further Officer reports on the implementation of the Strategy and progress towards the development of a Centre for Independent Living.

Decision of the Executive Member

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

REASON: To support the social inclusion and development of support to people with a physical or sensory impairment.

**39. MENTAL HEALTH COMMISSIONING STRATEGY 2008-2011**

Members considered a report on the multi agency North Yorkshire Mental Health Commissioning Strategy. The Strategy had been developed by the lead Mental Health Commissioning Agency – NYYPCT, to ensure that the commissioning of services in North Yorkshire and the York area reflected national drivers and strategies, while providing consistency across North Yorkshire and the York Primary Care area.

Officers explained that the report presented was draft version 14. This report has undergone wide consultation over 12-16 months and there may be some very minor changes to the appendices, but that there would be no changes to the overall content.

The Director of Housing and Adult Social Services stated that mental health affects a large number of people, with an impact on housing, employment and education and one of the main focuses of the report was how to make the services more personal.

Following a comment from the Executive Member, Officers agreed that an executive summary would be available once the final version was ready<sup>1</sup>. In a response to a Member's question, it was agreed that the report and map would be made available on the Internet<sup>2</sup>, as the information appeared too small to read clearly in the agenda annex item.

Members stated that it was an excellent report and the Executive Member commented that it was very fit for purpose.

Advice of the Advisory Panel

That the Executive Member be advised to endorse the Mental Health Strategy and proposed action to support its delivery.

Decision of the Executive Member

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

REASON: To improve services for residents in York with mental health problems.

Action Required

1. Officers to provide an Executive Summary for Members, SB  
once the final report version has been made.
2. Officers to make the full report and map available on the SB  
Internet.

**40. 2008/9 SERVICE PLANS AND BUDGET 2ND MONITOR REPORT**

Members considered a report that advised them of the progress made against the service plan targets for Housing and Adult Social Services and the projected financial outturns for 2008/9 based on the half-year results.

The Director of Housing and Adult Social Services highlighted the main aspects of the report and the various annexes to Members. On the question of homelessness, he stated that there had been a reduction in the number of families in temporary accommodation, yet there was still much to be done. He stated that a report on letting policy was due in the New Year. With regard to the lack of credit, a lot of work had been done in relation to public investment, mortgage rescue and stimulating the market. With regard to people with disabilities, York was already a leading authority and York was pushing to become an accessible city. The number of people making direct payments had risen. An area of concern was how quickly new referrals could be dealt with. The target was 28 days and much effort is taking place in this area. On the financial side, an underspend was predicted in the overall departmental General Fund position.

In response, Members commented that a lot of good work had been done in terms of providing the target number of affordable homes for 08/09, despite the credit crunch.

In response to questions raised by Members, Officers responded that the Housing Revenue Account (HRA) figures had been broken down by area, tenancy type and by major works.

It was noted that the six Changing Places – Acomb Library, Willow House, Burtonstone Lane, Silver Street, Civic Centre and the Danesgate Centre – were all purpose facilities that would be used by people with disabilities and that could facilitate very good access throughout the city when all six become available. Other options would continue to be pursued on new developments and with retailers.

Advice of the Advisory Panel

That the Executive Member be advised to note the content of the report and the comments by Members thereon.

Decision of the Executive Member

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

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

**41. INDEPENDENCE, WELL BEING AND CHOICE – OUTCOME OF INSPECTION BY THE COMMISSION FOR SOCIAL CARE INSPECTION (CSCI)**

Members considered a report, which asked them to comment on the details of the CSCI inspection report received at the meeting on 20<sup>th</sup> October and the improvement plan presented at the same meeting. The City of York was included in the CSCI national programme of inspections of Independence, Well Being and Choice for 2007-2009. The objective of the inspection was to evaluate the City of York's performance in ensuring social care outcomes for the population – particularly in relation the experiences of people who need social care services and with leadership and commissioning for the delivery of those services.

The Director of Housing and Adult Social Services highlighted the main aspects of the report. He noted that the two biggest areas were: Safeguarding Adults and Staff Recruitment.

In response to questions raised by Members, Officers confirmed that:

- Record keeping at safeguarding meetings was being professionalised.
- The re-launch of safeguarding procedures would give clarity over all safeguarding issues. In respect of financial abuse, whilst there had been, at the time of inspection, evidence of disproportionate numbers in York compared to other authorities for 2007/8, a subsequent review undertaken had not revealed any significant patterns and figures for the first half of 2008/9 were in proportion with other authorities.
- In respect of people receiving Direct payments there had been no evidence of financial abuse and whilst the authority was signposting people to get assistance from accredited providers, individuals had choice and the role of the local authority was limited in this matter.
- It was confirmed that there were higher levels of safeguarding referrals, but new resources had been agreed - an additional manager had been recruited to lead on safeguarding, additional care management to reduce pressure on the Intake Team, and a dedicated minute taking role.

- That the findings of the inspection were fully accepted.
- On the question of the reporting of rushed visits to clients, it was confirmed that short visits of 15 minutes were made mainly for checking purposes, rather than for personal care. If longer visits were needed the costs would go up considerably. The department would be analysing the 15-minute visits and also looking at access to the warden call system as an alternative in some cases.
- Hospital discharge. a) With regard to jointly managing the discharge process with NHS protocols, these protocols were being revised and there would not just be winter planning meetings, but more local meetings throughout the year on a monthly basis. b) Whilst the delays in discharges were now significantly reduced, the emphasis from the inspectors was moving to quality of outcomes and work on reviewing the hospital discharge protocols, and would take into account the need for follow-up after discharge through a quality assurance survey.
- There had been some hard to reach individuals in the different ethnic groups.

The Executive Member noted that Safeguarding was an issue at the top of the agenda for older people, but that it was a non-statutory requirement and did not have the same strong statutory basis as child protection. In the light of the recent history of Harringey, she added that the question arose of how an independent chair for the York Safeguarding Adult Partnership Board could be encouraged. The Executive Member also referred to the Safeguarding Adults 'No Secrets' Consultation meeting held in November 2008 in Harrogate, where it had been noted that other authorities were facing similar issues. It was stated that a response to the 'No Secrets' Meeting would be considered at its meeting in January 2009. (Any response from the Board would be made available to HASS EMAP Members).

### Advice of the Advisory Panel

That the Executive Member be advised to:

- (i) Note the report on the inspection by the Commission for Social Care Inspection and the improvement plan presented to the meeting on the 20 October 2008.
- (ii) Receive a progress report on the improvement plan in six months time<sup>1</sup>.

### Decision of the Executive Member

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

REASON: (i) To enable formal consideration of the inspection's findings and the Council's response.  
(ii) To ensure the effective scrutiny of the improvement plan.

Action Required

1. Add progress report to the work plan.

SB

**42. ANNUAL PERFORMANCE ASSESSMENT OF ADULT SOCIAL SERVICES 2007/8**

Members considered a report, which informed them of the outcome of the annual performance rating by the Commission for Social Care Inspection of adult social services in York. The assessment, confirmed in a letter from CSIC, was as follows:

- Delivery outcomes: Adequate
- Capacity for improvement: Uncertain
- Overall performance rating: 1 Star

The Director of Housing and Adult Social Services highlighted the main aspects of the assessment. He stated that York was not failing, but needed to do better and that a way forward with key areas for development was recorded in annex 1 to this report. York was also looking to ensure it partners with other key authorities and was talking to two authorities with regard to safeguarding and performance management for a logic check.

It was noted that partners also had a key role to play and Officers reported a very positive meeting with York Health Group.

Advice of the Advisory Panel

That the Executive Member be advised to:

- (i) Note the report and to comment on the annual performance assessment of adult social care by CSCI.
- (ii) Agree to receive an Improvement Plan in January or February 2009<sup>1</sup>.

Decision of the Executive Member

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

REASON: (i) To ensure that improvements achieved in 2006/7 are recognised by the Council and the Members are aware of the areas highlighted for improvement.  
(ii) To ensure that progress is being made on the Key Areas for Development.

Action Required

1. Officers to provide an improvement plan report for January or February 2009.

SB

Councillor Morley, Chair

[The meeting started at 5.05 pm and finished at 7.10 pm].

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

**27<sup>th</sup> January 2009**

Report of the Head of Housing Services

**RESULTS OF THE 2008 ANNUAL HOUSING SATISFACTION  
SURVEY**

**Summary**

1. This report provides the Executive Member with the results of the Annual Housing Services Monitor (AHSM): a postal survey of City of York Council tenants undertaken during November 2008. It will be supplemented by a presentation to the Executive Member and Advisory Panel at the meeting. For ease of reference percentages have been “rounded”.
2. Headline results from the 2008 survey are:
  - Overall satisfaction with the housing services is 85%
  - 74% of tenants describe the council as a ‘very good’ or ‘good’ landlord
  - 84% are very or fairly satisfied with the condition of their home
  - 83% are very or fairly satisfied with the repair and maintenance service

**Background**

3. The AHSM is a tenant satisfaction survey, which has been carried out in York every year since 1990. It is not a government requirement to carry out the survey every year, however in York this has been the case, although in 2007 the survey was reduced in size. The survey asks responses to standard questions based on the centrally determined ‘STATUS’ survey. The Housing Service is able to add additional questions, but all the questions specified by the Department for Communities and Local Government (CLG) must be included. Formerly the survey was a statutory requirement once every three years, with the most recent statutory survey occurring in 2006. From 2008 the government increased the frequency of statutory surveys to every two years beginning in 2008. The data collected is sent to the Audit Commission for analysis and comparison and also used to inform National Indicator (NI) 160 – The proportion of tenants satisfied with their landlord (which replaces Best

Value indicator (BVPI) 74. Also, for the first time the CLG restricted the number of additional questions landlords could insert to five.

4. City of York Council Marketing and Communications Group developed the questionnaire in conjunction with Housing Services. The fieldwork was outsourced to NWA Research.

## **Methodology**

5. During October/November 2008 a postal survey was mailed to 2350 City of York council tenants selected at random. A total of 1220 tenants returned the questionnaire, which represents a good response rate of 52% of the sample. This is above the response rate in 2007 and is above the number required by the CLG for statistical validity.
6. For 2008 results are accurate to within +/- 2.7% with 95% confidence. Prior to 2006 the survey was conducted using face-to-face interviews but for the last three years a postal methodology has been used. The change in data collection methods must be kept in mind when comparing results pre and post 2006.
7. Where percentages do not sum to 100%, this is either due to multiple responses or decimal rounding. The figures for each question have been calculated after the respondents who did not answer the questions have been removed from the bases.

## **Consultation & Communication**

### **Pre Survey promotion**

8. The survey was promoted using posters in housing offices, staff email briefings and press releases. It was also publicised in the September 2008 edition of the Council's *Streets Ahead* magazine for tenants. A prize draw with a top prize of £100 was also offered to help maximise the response rate.

### **Post Survey communication**

9. A press release summarising the headline results will be issued to coincide with publication of this report, and there is to be a presentation to the York Federation at their February meeting. Details of the results and other performance information will be published with Streets Ahead Magazine.
10. Sessions are planned with groups of housing staff to feed back the results with particular relevance for their job role, and to involve them in discussions about potential improvements in response to the survey findings.

### **Involving Tenants in Further Research**

11. The survey asked respondents if they would be willing to take part in further research, and 379 people indicated an interest in this. Paragraph 30 below sets out the areas which may benefit from using focus groups to gain a more

thorough understanding of the reasons for some of the changes in satisfaction trends.

## **Options**

12. This report is for information only – there are no options for consideration

## **Analysis**

### **Profile of respondents to the 2008 Survey**

13.
  - i. The majority of those who responded to the questionnaire were longstanding tenants of City of York Council: almost two-thirds (61%) have been a council tenant for over 10 years, whilst new tenants (for under 3 years) made up 11% of the returned questionnaires.
  - ii. In terms of ethnic group, the sample was dominated by White British (99%) tenants.
  - iii. The largest group of respondents were in the 55-74 age group (37%) 32% were aged 35-54, 15% 16-34 years old, and 15% over 75
  - iv. Just under half (47%) of the households participating in the survey are made up of one adult. More females (60%) than males responded, and a quarter of those responding had dependent children residing in the household.
  - v. Exactly half of those responding indicated that a member of the household had a disability or long-term illness, and 6.4% of all households responding to the survey included a wheelchair user.
  - vi. One third of respondents were in employment; the remaining two thirds were non-working including unemployed and pensioner households and 60% of households responding indicated that they were in receipt of Housing Benefit.

### **Overall Satisfaction with the Housing Service**

14. Overall 85.2% of tenants state that they are very or fairly satisfied with the Housing Service: this is a slight but not statistically significant fall from the 2008 figure of 87.7%. It is a statistically significant improvement on the previous statutory year of 80% in 2006. Whilst the number of dissatisfied tenants has been fairly static, those stating they are 'very satisfied' has fallen from 43% to 36%.
15. Satisfaction with the council as a landlord has fallen to 74% from 88% in 2007. There is considerable variation by age range for both this question and overall satisfaction (see paragraph 31 below for more detail). Further work with tenants from these groups is needed to establish some of the underlying reasons for their lower satisfaction levels generally and (which have been

present in previous surveys), and the drop in satisfaction with the council as a landlord in particular.

### Tenants Priorities

16. Tenants were asked to prioritise what was most important to them in relation to their home. Over three quarters (76%) cited repairs and maintenance as important, followed by 55% stating that the overall quality of their home was important. Results have been compared to show the relationship between the importance to tenants of a particular aspect of the service, and the satisfaction levels of that service. This report details satisfaction with particular aspects, in the order which they are rated as important by tenants.

### Repairs and Maintenance

17. Satisfaction with the repairs service (among all respondents not just those recently reporting a repair) is 83% the same figure as in the 2007 survey. However dissatisfaction is 13% (12% in 2007) and efforts will be concentrated on understanding the reasons for this, including work with focus groups and customer panels.
18. Those tenants who had reported repairs in the twelve months prior to the survey were asked about aspects of the repair work carried out. The table below (*Table 1*) shows that in all of the categories listed below the 2006 figure was matched or improved upon. The data is similar to that obtained from regular satisfaction surveys sent out to tenants following completion of a repair. Satisfaction from the ongoing surveys is generally higher than that reported in the annual survey, this may be as it relates to single repairs, whereas responses to the annual survey would encompass tenants views on all the repairs received during the period.

**Table 1- Satisfaction with repair work**

<b>Aspect of repairs service</b>	<b>2008</b>	<b>2006*</b>	<b>Rolling repairs survey **</b>
Overall satisfaction with repairs	83%	83%	87%
Attitude of workers	93%	91%	95%
Keeping dirt and mess to a minimum	89%	86%	94%
Speed that work completed	88%	88%	95%
Quality of repair work	88%	84%	93%
Being told when workers would call	87%	81%	Not collected
* Questions not asked in reduced 2007 Survey      ** October 2007-July 2008			

19. Satisfaction with the time taken before repair work started was lower than for other aspects of repair satisfaction, and remained static at 78%. However, this is one of the elements that it is hoped will improve as a result of changes to practices and processes following an end-to-end review in 2008 of the repairs service. Details about this are contained in a report elsewhere on the agenda.
20. Tenants were asked about how satisfied they were with the overall quality of their home: a new question in 2008. The response was that 84% were very or fairly satisfied, with 11% dissatisfied. This broadly reflects the percentage of 7% of City of York Council homes, which at the time of the survey had not yet been modernised to meet the Decent Homes Standard. Plans are in place for all homes to meet the standard by the Government's target date of 2010. Reflecting overall satisfaction, younger tenants were less satisfied (67%) than those over 55 years old (91%) and this has been the case in previous years. New Tenants (0-2 years), and longer standing tenants of eleven or more years were more satisfied (81 and 87% respectively) than those in occupation for between three and 10 years, who were 78% satisfied. Again, this variation in satisfaction merits further exploration with customer groups.

### **Anti Social Behaviour (ASB) and the wider Neighbourhood**

21. After repairs and the condition of the home, the aspect rated most important by tenants is dealing with anti-social behaviour. Satisfaction with the service in this area is lower than for other aspects, but showed a marked improvement between 2006 and 2008 with an increase in the proportion that were satisfied with the final outcome of their report from 33% to 44%. In 2008 tenants were also asked how easy it was to get hold of someone to report the problem and how helpful staff were – satisfaction was lower here than with enquiries in general (*see Table 2 below*), and dissatisfaction was often linked to whether respondents were happy with the final outcome of their report.

<b>Statement</b>	<b>ASB issues</b>	<b>GENERAL</b>
Getting hold of the right person was easy	56%	76%
Staff were helpful	62%	89%
Staff were able to deal with the problem	46%	83%

22. It has already been recognised that this is an area where more understanding is needed about tenants' satisfaction with services in this area. Early in 2009 a focus group is being held comprising tenants who have recently been affected

by anti-social behaviour and where the housing Tenancy Enforcement Team have been involved. There are also plans to regularly survey tenants about their experience of reporting anti-social behaviour and nuisance, and case monitoring is now simpler as an additional computer module was introduced in October 2008 allowing staff to better record and monitor complaints of nuisance electronically.

23. In terms of how they feel about their local neighbourhood the same proportion (76%) of tenants as in 2006 were very or fairly satisfied with their neighbourhood as a place to live (the question was not included in the reduced 2007 survey).
24. In 2008 there has been a sharp fall from 2006 levels (no data was collected in 2007) in the proportion of tenants citing various types of nuisance and anti social behaviour as a problem in their area, bringing satisfaction, back to similar levels to 2005. For example those citing vandalism and graffiti as an issue in their area fell from 66% to 18%, noisy neighbours from 51% to 22% and drug dealing down from 46% to 23%.
25. Comparing between the different aspects of nuisance in 2008: car-parking problems were the most commonly cited: with 22% stating it was a very big problem, and 17% a fairly big problem. Also mentioned as a problem (by 26% of respondents) were rubbish or litter, and disruptive children or teenagers. Racial harassment was cited by 5%, but given the low proportion of Black and minority ethnic (BME) respondents, the Council's equalities team are looking further into this data and additional data analysis or follow up work may be required.

### **Information and communication**

26. Tenants were asked how satisfied they were with the extent to which the Council keeps them informed about things that might affect them as a tenant. Almost three-quarters (73%) were very or fairly satisfied, a fall from 80% in 2007, and 75% in 2006.
27. The preferred method of communication from the council was overwhelmingly letters, with 86% citing this as one of their preferred methods of communication, followed by telephone calls (37%) and magazine/newsletters (33%). The housing service has launched some customer care guidelines for all staff during 2008 aimed at ensuring a consistent standard of response, particularly in terms of telephone call handling and written communications. In addition during the Spring 2009 a data gathering exercise will be undertaken to obtain full information about the profile of all City of York Council tenants, and this will include asking people about their preferred method of communication. Tenants when contacting the council themselves, reported that in 74% of cases their last contact was by phone, followed by office visit at 22%. Around two-thirds (68%) of contacts were about repairs and maintenance.
28. Reassuringly, 89% of tenants found staff helpful, but getting hold of the right person fell from 82% to 76%, and the proportion of tenants stating staff were able to deal with their problem fell slightly from 85% to 83%. Satisfaction with

the outcome of an enquiry fell from 73% to 66%, with 25% of tenants stating they are very or fairly dissatisfied. Of those who said their last contact was about repairs, 20% were dissatisfied, those calling about rent/housing benefit 18% were dissatisfied, and about neighbours or neighbourhood issues 47% were dissatisfied. We propose to do more research via focus groups to establish the reason why one quarter of tenants are not happy with the outcome of their contact with housing services.

### **Involvement in Decision-making**

29. Satisfaction with opportunities for participation in management and decision-making has fallen to 61% following 3 years of gradual improvement from 55% in 2005. However a high proportion of tenants (27%) appear neutral in this respect stating they are neither satisfied nor dissatisfied. In particular younger tenants are not satisfied and it was recognised in the development of the Customer Involvement Compact 2007-10 that additional methods of participation should be developed. A system of customer panels is in development, and groups looking at repairs, anti-social behaviour and communications are to be established early in the New Year. It is also recognised that the housing service needs an overarching strategy and to this end a Customer Engagement Strategy will be produced in the first half of 2009, to complement the emerging corporate engagement strategy covering all council services. Over two thirds (68%) of tenants said they were satisfied, 14% that the housing service took their views into account, 14% were dissatisfied and the remainder neutral (there is no past data for this as it was a new question in 2008).

### **Variations in Satisfaction and Further Research**

30. As in previous years, younger tenants were less satisfied in most respects, as were those with dependent children in the household, and those in work. Additional work is to be carried out with focus groups to establish the reasons for changes in satisfaction in particular areas, and those groups that are particularly expressing dissatisfaction will be targeted as participants. The areas it is proposed to concentrate on are:
- Condition of home.
  - Satisfaction with the Council as a landlord.
  - Experience of younger tenants, newer tenants and those with dependent children.
  - Anti-Social behaviour case handling (in particular the ability to get hold of the right person in Housing Services) and incidence of types of nuisance and ASB at neighbourhood level.
31. Overall 75% of 16-34 year olds are satisfied overall with the housing service, increasing to 91% among those over 55 years old. There is a similar contrast between those with children (76% satisfied) and those without (88%). Similarly, whilst 82% over 55s agree with the statement that City of York

Council is a good landlord, only 66% of those under 34 years old do so. Those with dependent children at home are also less satisfied (65% compared to 76% of other households). A similar variation is present between unemployed households in their rating of the council as a landlord (78% satisfied) and households where the respondent was in employment (65%). When analysed on an area basis, by estate management patch, significant variations are present, satisfaction being highest in Bell Farm and Muncaster at 79%, compared to Chapelfields and Lowfields at 63%.

32. Full analysis has been carried out to assess the satisfaction of different groups (see paragraph 35 below which sets out the equalities implications of this report).

### **Corporate Priorities**

33. The findings from the survey can be used to identify actions to contribute to the delivery of the priority statement *'Improve the quality and availability of decent affordable homes in the city'* by clarifying quality issues of concern to tenants.
34. Carrying out regular surveys of council tenant satisfaction reflects the councils Vision and Values in that it helps us in *'Delivering what our customers want'* and the findings are a way of *'Encouraging improvement in everything we do'*

### **Implications**

35. The implications arising from this report are set out below.
  - **Financial** the costs of the survey were met from a dedicated grant of £8000 awarded to all stock-holding local authorities from Communities and Local Government Department (CLG). Some improvement actions taken in response to the survey may have financial implications, and the cost of any follow-up work with focus groups to determine in more depth the reasons for some of the survey findings will be met from within existing budgets held by the Service Development Manager.
  - **Human Resources (HR)** No HR implications
  - **Equalities** Respondents are asked to complete optional information in respect of the six 'equality strands' which are: ethnicity, age, gender, sexual orientation, religion and disability. It is possible to analyse and sort responses to assess the satisfaction levels of different groups, however in some cases the number of responses may be insufficient for statistical validity. The Council's Equalities team are working with Housing Services and Marketing and Communications to analyse the data in more depth against the six strands, and will be highlighting any particular trends and issues in satisfaction among the different groups.
  - **Legal** No direct legal implications. The survey was carried out in accordance with Data Protection legislation, and was verified in accordance with the Research Governance Framework, as required for all research undertaken in Housing and Adult Social Services.



- **Crime and Disorder** No direct Crime and Disorder Implications
- **Information Technology (IT)** No IT implications
- **Property** No property implications

### **Risk Management**

36. This report is for information only, and there are no direct risks associated with it.

### **Recommendations**

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

- note the results of the 2008 Annual Housing Service Monitor and the proposed follow up focus group work and actions.

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**Report Approved**  **Date** 14/1/09

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**Report Approved**  **Date** 12/1/09

### **Specialist Implications Officer(s)**

Financial: Jayne Close – Housing Accountant 554175

Equalities: Gemma Jackson – Equalities Data Officer 552057

Research Methodology: The report is co-authored by Marketing and Communications who commissioned the research

**Wards Affected:**

**All**

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

### **Background Papers:**

Status Survey Guidance

Data tables supplied by NWA Research

### **Annexes**

None

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## **Meeting of the Executive Member for Housing 27<sup>th</sup> January 2009 and Adult Social Services and Advisory Panel**

Report of the Director of Housing and Adult Social Services

### **Outcomes of the Responsive Repairs Review**

#### **Summary**

1. This report presents the recent Responsive Repairs Review carried out within Housing Services and Neighbourhood Services and the recommendations arising from it affecting the levels of service to be offered to customers.

#### **Background**

2. The responsive repairs service currently undertakes over 30,000 individual repairs per year across a wide variety of departmental customer groups with an annual cost in excess of £4m. Most of this work is carried out under the Housing Repairs Partnership which was established in May 2005 as a partnership between Housing Services and Neighbourhood Services for the delivery of this service.
3. Whilst improvements can be seen year on year from the published indicators the service continues to overspend by approximately £300k. In order to address efficiencies within the system and strive to make the next levels of service improvements to customers the Repairs Partnership Board (steering group made up of senior officers from each department) agreed that a full review of the current processes and service levels be undertaken.
4. This review – aided by the Process Improvement Team – was undertaken using end to end systems thinking principles. This refers to the concept of investigating the entire repairs process from the first customer contact right through all potential actions and issues to the final payment of the contractor. Using this concept the review was able to be systematically undertaken to:-
5. Evaluate the service as a system (CHECK)
  - What is the purpose of the service
  - What is the service capable of achieving?
  - System conditions – why does the service behave this way?

6. Identify levers for change by asking (PLAN)
  - What needs changing to improve performance?
  - What action could be taken and what would we predict will be the consequences?
  - Against what measures should action be taken?
7. Take direct action on the service by (DO)
  - Introduce in a planned manner improvement actions by means of a pilot including monitoring the consequences
8. Through this process a number of recommendations were presented to the Partnership Board which were agreed should form part of a Pilot in order to trial and thus measure their impact. A number of these were back office steps to enable a more focussed approach to delivering repairs with key requirements being clarity of diagnosis of repair, removal of process duplication and ensuring appointments with customers were met. These back office steps were piloted to make the service more stable and reliable whilst also accepting the need to retain flexibility to respond to emergency situations.
9. A number of the piloted changes however also directly affected the levels of service offered to customers predominantly in terms of expected response times allocated to repairs once they have been reported. The new repair priorities were:
  - **04** – Repairs to be completed within 4 hours of been reported;
  - **24** – Repairs to be completed within 24 hours of been reported; &
  - **General** – All other repairs which would be appointed and completed in a maximum of 20 days.
10. The pilot period began on September 3<sup>rd</sup> 2008 and affected customers living in the Acomb management area representing some 39% of the total customer base. All customers were written to explaining the pilot process and were informed of the new telephone number to call for repairs from this date (part of the back office changes required a separate telephone number to the non-pilot area). This was run as an experimental learning pilot period and thus once implemented the changes were monitored weekly by officers involved in the daily management of the service to ensure the new back office steps were running smoothly and if required minor amendments made to ensure this.
11. A review of this short pilot process was presented to the Repairs Partnership Board on the 16<sup>th</sup> of December. Whilst there was only 3 months to evaluate the presentation was complimentary of the whole review and pilot exercise. The back office steps are delegated to chief officers within the Authorities change management procedures whilst the customer facing issues are presented to the Executive Member within this report.

12. It must be noted that it is predominantly the back office steps taken that allowed for the new priorities to be implemented and the success suggested in the Analysis section of the report, back office steps that will form part of a continuous improvement cycle within normal business processes delegated to officers. From data recorded it suggests the average time to complete a repair in this financial year prior to the pilot was 7.05 days whilst during the pilot had reduced to 4.81 days at the time of writing this report depicting the levels of improvement.
13. These back office steps have in the Pilot period already reaped immediate rewards in terms of closer working arrangements leading to a more affective team output, less duplication and unnecessary internal communications and a strengthening of personal skills and experiences.
14. The repairs pilot has shown that the combination of a 4 hour priority and a 24 hour priority is not ideal from a work ordering / planning perspective resulting in disproportionate number of repairs being ordered as 04's. Following the analysis of the pilot it is proposed to change the 24 hour priority to a Same Day priority. Details of this are set out in the analysis section of the report.

### **Consultation**

15. A consultation event was held for a group of tenants in January 2008 to present key findings from the check process of the review. Discussions took place regarding the proposed changes to the repairs service, in particular the inflexibility of the appointment system; rationalisation of priorities, appointments for all repairs and changes to pre-inspection criteria. Customers agreed with all the changes, recognising that they should be piloted to improve the current repairs service .
16. Two consultation events were planned to evaluate the effectiveness of the pilot in late October, an afternoon and an early evening event. With virtually no customers showing interest in an early evening event it was decided to hold just a single day time session to gauge findings.
17. A consultation event was therefore organised for the 27<sup>th</sup> of October 2008 for Acomb area tenants who had recently received a repair under the new format. 15 tenants had agreed to attend however despite all receiving courtesy calls in the days before only 3 tenants did turn up. Whilst results cannot in anyway be classified as representative all 3 customers did report they felt more confident the operative would turn up when expected during the pilot period.
18. Postal satisfaction surveys are carried out on the repairs service to gauge customers views, unfortunately due to their timetable they will not be available until early February. A short telephone satisfaction survey however was carried out with a number of customers who had recently received repairs in the Acomb area to gauge any changes in satisfaction.
19. The results of these surveys cannot be directly compared with the results of the Annual Housing Monitor (reported elsewhere on the EMAP agenda) due to their

disparities in response numbers there are definite trends. Responding customers did show their high levels of satisfaction for the service overall with special regard for the delivery of the service, every customer agreed the work was done at a convenient time with the majority reporting the work had been completed in the first visit.

### Options

- 20. Option 1 – retain the existing repairs priorities.
- 21. Option 2 – accept the new repairs priorities for customers arising from the review process.

### Analysis

- 22. In order to ensure the most urgent repairs are carried out in a shorter response time to less urgent repairs there is a process of categorising the repair. If this did not happen there would be a simple queuing system with a first come first served allocation of workload that did not take into account the potential damage caused and even health and safety risk of not repairing emergency or very urgent repairs.

#### Option 1 – Retain the existing repairs priorities

- 23. The current priorities are shown below and would be retained if Option 1 was chosen. The back office steps would still be implemented by officers so the service would expect to see some improvement in performance but not in the level of response times offered to customers.

Priority	Response target
Emergency	24 hours
P1	3 working days
P2	25 working days

#### Option 2 - accept the new repairs priorities for customers arising from the review process.

- 24. From the review process the suggested priorities of response times are shown below:-

Priority	Response target
04	4 hours
SD	Same Day
General	20 working days

- 25. Details of which jobs are to be carried out within each code will be determined by officers in accordance with government timescales as set out in the Right to Repair legislation and best practice..

26. Housing Services commitment to its customers is not just to provide a good service but to provide excellent services and to be 'best in class'. In order to ensure that we are 'best in class' we need to make a step change in service delivery to customers. The introduction of an 04 priority is an acceptance that there are a small percentage of repairs that require an extremely quick response time that the traditional 24 hour – "by this time tomorrow" – emergency priority can offer. These would be for such repairs as a burst water pipe that could not be isolated by the stop cock. Such a short and responsive priority is widely accepted by many Local Authorities and the Audit Commission as excellent customer service. These repairs would also receive a 4 hour priority status if reported out of office hours via the emergency repairs telephone number.
27. The Same Day priority seeks to also provide a responsive service for the majority of genuine urgent repairs and depicts tasks that whilst require carrying out swiftly do not carry an immediate health and safety risk or potential to cause significant damage e.g. a central heating repair or a blocked sink or basin. Should a customer report a repair within normal office hours it shall be responded to that same day, albeit this may involve the early evening should the customer report the repair in the late afternoon. Should a customer report a Same Day priority repair to the out of office emergency repairs number it would not be responded to immediately but carried out during the next calendar day.
28. The Pilot exercise used a 24 hour priority repair (as noted in the table below) however from observing how these repairs are carried out in the system it is recommended this be amended to Same Day if a repair is ordered within normal office opening hours, this will remove the need to push repairs to the 04 category to ensure that they are responded to the same day.
29. All other repairs will fall under the general category and shall be appointed and completed within a 20 working day timescale some 5 days less than the existing service. The appointment will be made in conjunction with the customer. During the pilot over 90% of these general repairs were completed within 10 working days and over 99% were completed within the 20 days.
30. A breakdown of performance information is shown below in comparison to pilot and non-pilot statistics over Sept, Oct and Nov.

Pilot Area	Total Jobs	% Comp. in time	Non Pilot Area	Total Jobs	% Comp. In time
04	607	67.38	E	1150	94.78
24	152	98.03	P1	1752	86.07
General	1883	99.58	P2	2457	86.57

31. The poor performance of the 04 hour Jobs under the pilot can be explained in 2 parts. Firstly there was a rationalisation of the Schedule of Rates Codes used by the Customer Service Assistants to raise a repair onto the IT system, this worked well in improving diagnosis and certainty in the appointment system in terms of job allocation and the ability to complete the repair in the first visit.

However it did not provide sufficient clarity in terms of assessing the level of true urgency of the repair being reported and hence some 23% of repairs were raised as 04 jobs when from assessing the detail they did not all pose an immediate risk to person or property. Therefore the majority of the jobs classified as 04 should have been undertaken under the 24 hour priority of which 98.03% were carried out within the agreed timescale.

32. Thus this information has allowed the review to provide more clarity to the diagnosis so the genuine 04 priority jobs are classified as so and thus the system can be set up to achieve extremely high performance levels.
33. Secondly the current IT and recording systems are not set up to calculate performance in terms of 4 hours and hence the pilot has not been able to accurately report this. Should the recommendation be agreed then amendments to the recording systems will be made in time for the suitable go-live date.
34. The Pilot period has been an exercise to trial certain changes and observe their impact, from these impacts the necessary recommendations and/or changes are more informed and thus can be implemented across the service. As noted in para. 30 some 23% of jobs in Sept, Oct and Nov were raised using the 04 priority, to balance the service and meet Audit Commission Good Practise levels this should be under 10% of jobs. Through a balanced approach to '04' and 'Same Day' repair prioritisation with a reliable and deliverable appointment system using 'General' priority repairs this is achievable with operational targets being set to achieve this.
35. The repairs service, as all other council services will at some time in the future be subject to review as part of the wider efficiency review carried out in conjunction with the councils efficiency partner Northgate Kendrick Ash, and as such future changes to priorities will be managed via this process.

## **Corporate Priorities**

36. The housing repairs service and this review process 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:
37. **“Outward facing”**
  - Improve the actual and perceived condition and appearance of city's streets, housing estates and publicly accessible spaces;
  - Improve the quality and availability of decent affordable homes in the city;
  - Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest.”
38. **“Improving our organisational effectiveness”**



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

## Implications

39. The direct implications arising from this report are:

- **Financial** – Whilst it is expected the back office changes will improve the efficiency of the process this report does not carry any specific financial implications arising out of the options.
- **Human Resources (HR)** - None
- **Equalities** - None
- **Legal** – The Authority will still meet and in places exceed our legal obligations to customers through the new priorities in Option 2.
- **Crime and Disorder** - None
- **Information Technology (IT)** – The IT implications can be met through the normal business practices and budgets.
- **Property** - None

## Risk Management

40. In compliance with the Councils risk management strategy. There are no risks associated with the recommendations of this report.

## Recommendations

41. That the Advisory Panel advise the Executive Member to consider the report and recommend Option 2 in Para 21 'accept the new repairs priorities for customers arising from the review process' with an implementation date of April 1<sup>st</sup> 2009.

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

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Head of Housing

**Report Approved**  **Date** 7<sup>th</sup> Jan 2009

Bill Hodson  
Director

**Report Approved**  **Date** 12<sup>th</sup> January 2009

**Specialist Implications Officer(s)** *none*

**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:** None



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Meeting of the Executive Member for Housing **27<sup>th</sup> January 2009**  
and Adult Social Services and Advisory Panel

Report of the Director of Housing and Adult Social Services

## **Amendments to the Lettings Policy**

### **Summary**

1. To consider amendments to the allocation and lettings policy that aims make the best use of the council stock in light of the need to tackle the demand for public rented housing.

### **Background**

2. The council has recently reviewed and published its Homelessness Strategy for the next 5 years, an overriding priority with the strategy is to reduce the number of households in temporary accommodation by ½ by 2010 (equates to 121). The Local Area Agreement (LAA) also identifies this as a priority and it is included as one of the 35 key national indicators.
3. At the end of December 2008 there were 184 households in temporary accommodation. The target for 08/09 is to reduce the numbers to 170 by March 09.
4. Within the homeless strategy there are 4 strategic aims that have been identified:
  - a) Ensure that people who are at risk of homelessness are aware of, and have access to, the services they may need to help them prevent homelessness;
  - b) Ensure the provision of, and fair access to, accommodation sufficient to meet identified housing needs;
  - c) People with housing related support needs have these needs fully assessed and have access to the support services required to sustain independent living and prevent homelessness;
  - d) Ensure the effective co-ordination of all service providers, across all sectors, whose activities contribute to preventing homelessness and/or meeting the accommodation and support needs of people who are homeless or at risk of homelessness.

5. The current Registration and Lettings policy was introduced in May 2006, the new policy moved away from a points based priority system to a banding/date based priority system.
6. The new policy introduced several changes that were helpful in addressing some of the homelessness issues, particularly the priority that is given to the resettlement cases and giving potentially homeless applicants the same priority as homeless applicants, encouraging households to remain in their existing accommodation and adopt a planned approach to their housing needs.
7. The number of casual vacancies (turn over) that occurred in the council stock last year was 523. The authority has seen a significant reduction in the number of casual vacancies over the last five years (30%).

### **Consultation**

8. There has been extensive consultation with stakeholders and resident associations. The proposals have been supported in principle by all stakeholders. The most controversial part of option 2 is the first point, however it was felt that it was unreasonable to treat homeless families any differently to those who are on the transfer list in a similar position.

### **Options**

9. **Option One** - Maintain the existing policy and address these issues as part of the development of the sub regional choice based letting scheme.
10. **Option Two** - Adopt the following changes to the lettings policy.
  - i. Of the 184 households in temporary accommodation 47 are either single people with one child under the age of 2 or they are pregnant. It is proposed that the policy is changed so that they can be offered a one bed roomed property. As an incentive they are allowed to maintain a transfer application with a start date from when they accepted the one bed property. Their application would be kept on a pending status until the child was 2. It would then be switched to live and they would be placed in Band C with one offer.
  - ii. To encourage people to accept tenancies in the private rented sector. If potentially homeless accept a privately rented property for 12 months or more they will be allowed to maintain a waiting list application which will be kept on pending while they are adequately housed. If they receive notice from the landlord their application will be made live in Band B with two offers. It is estimate that this may prevent 15 presentations in a year.
  - iii. At present 16/17 year olds are excluded from registering on the waiting list. It is proposed that they should be allowed to apply to the housing register however their applications will be put on pending until they are 18 when their application will be made live from the date of their original application. The intention is to try and encourage a planned approach to rehousing.

- iv. In line with the recently launched offender protocol, an offender who is to spend 13 weeks or more in prison should be encouraged to relinquish their tenancy at the earliest opportunity thereby avoiding arrears. Where the offender has no history of breaches of the terms and conditions of their tenancy they will be given a guaranteed offer upon release providing they agree to work with probation. All Offenders should be encouraged to apply for housing far enough in advance of their release date to give a reasonable chance of them being provided with planned housing. Applications should be verified and made live 2 months before the release date. In circumstances where there are former tenancy debts the discharge money should be used to reduce their arrears.
  - v. The council currently operate an payment incentive scheme to encourage people who are in temporary accommodation and owe former tenancy debt to pay the debt. If the person pays for 26 weeks on regular basis their application will be made live and they will be eligible for permanent accommodation. 6 people have taken up this approach and have been housed permanently although there are currently 37 customers on the scheme and paying regularly who potentially will be re-housed. The figure of 26 weeks is not an absolute and given that the objective is to encourage a culture of regular payment it is therefore proposed to give the Head of Housing discretion to reduce this to 13 weeks if justified.
11. **Option 3** - Introduce a combination of those proposed in option 2

## **Analysis**

12. Option 1 - The changes to that will result from the Choice Based Scheme will not be realised until the implementation in the autumn of 2009. If these proposals were included in the new scheme the authority is unlikely to realise the reductions in temporary accommodation in time to meet its target of reducing the number in temporary accommodation by half by 2010.
13. Option 2 - The implications of the proposed changes are self explanatory. The most controversial being point (i) which is the issue of the authority being seen to be increasing the numbers in overcrowded conditions. However, the shortage of available two bedroomed accommodation means that families can find themselves on a temporary licence in one bed self contained for over a year and in some cases living in shared accommodation in one of the councils homeless hostels. The effect of this action would be that an applicant would have a permanent tenancy rather than a licence, where they were previously living in shared accommodation they would have their own tenancy and would still be able to apply for a move to larger accommodation.
14. Option 3 - As option 2

## Corporate Priorities

15. The Homeless strategy is closely link to various strategies and priorities. In terms of the corporate priorities it is critical to the following priorities:
- Increase peoples skills and knowledge and improve future employment prospects;
  - Improve the economic prosperity of the people of York with a focus on minimizing income differentials;
  - Improve the health and lifestyles of the people of York, particularly amongst groups whose levels of health are the poorest;
  - 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;
  - The Council will provide strong leadership for the city using partnerships to shape and deliver the Sustainable Community Strategy for the city.
16. The reduction of the number of people in temporary accommodation is one of the key 35 national indicators in the councils Local Area Agreement

## Implications

17. The implications arising from this report are:
- **Financial** - None
  - **Human Resources (HR)** - None
  - **Equalities** - An equalities impact assessment would be required
  - **Legal** - The introduction of point (i) would not constitute a family being statutorily overcrowded
  - **Crime and Disorder** - None
  - **Information Technology (IT)** - There would need to be some amendments to the iworld system.
  - **Property** - None
  - **Other** - None

## Risk Management

- 18. The risk is that the council does not achieve its targets to reduce the number of households in temporary accommodation. These target are set out in the action plan and are in the council's Local Area Agreement. Within the strategy and the action plan there are measures to ensure that the risks are mitigated.
- 19. The risk/s associated with the recommendation of this report are assessed at a net level below 16. The risks have been assessed as moderate at 14, the strategy will be regularly monitored at the Homeless Strategy Steering Group.

### Recommendations

- 20. That the Advisory Panel advise the Executive Member to approve Option 2.

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

### Contact Details

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**Chief Officer Responsible for the report:**  
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Report Approved  Date 14/1/09

**Bill Hodson**  
**Director**

Report Approved  Date 12/1/09

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

All

**Background Papers:** None

**Annexes:** None

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

27<sup>th</sup> January 2009

Report of the Director of Housing and Adult Social Services

### **Home Care Efficiencies Project – Final Proposal**

#### **Summary**

1. At the 8<sup>th</sup> September Executive Member Advisory Panel (EMAP), Members requested that the final service delivery model for in-house home care be brought back to them after the staff consultation process, and before its implementation.

This paper (and annexes) outlines:

- The background to the need for changes
- The final, proposed Service Delivery Model
- The consultation process that has been followed since the initial proposal was first presented to staff back in late July
- The key messages received from staff during that process and how the Home Care Efficiencies Project Board has responded to these
- How it is anticipated the service delivery model will achieve the necessary efficiencies and improve outcomes for customers

#### **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
  - In-house 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 in 2006 were reported to Members in July 2007. That report 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

Since the budget proposals were adopted a Home Care Efficiencies Project Board has been considering detailed proposals for how these savings could be achieved. The Board has included staff representatives from Unison and GMB.

5. Analysis of the current home care operations revealed that the core issues that need resolving are:

- The greater than anticipated demand for long-term services provided by the 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 increased focus on re-abling customers would, in turn, 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. We have discovered numerous causes of this 'downtime' as a result of the consultation and taking a 'whole-systems' view. Some of the causes relate to times of little service demand, travel time, rostering issues, and the speed of decision making and review by care management.
- A need to manage the delivery of home care as a 'whole system', to ensure the throughput of customers to independence, our care services, or locality providers.

The Project Board has considered how these difficulties can be overcome within this proposal or as part of a programme of continuous improvement post April 2009.

## Options

6. The final proposed service delivery model is outlined below (in Analysis). The Project Board believes that this service delivery model:

- Has been shaped by feedback during an extensive staff consultation process
- Will deliver the required budget savings and improved outcomes for customers

Maintaining the status quo is not a realistic option – the required budget savings will not be achieved, and the current system is also struggling to achieve the desired levels of face-to-face contact time with customers, and the re-ablement of customers.

## Analysis

### Final Proposed Service Delivery Model

7. CYC Care Services will comprise of four City-wide services delivering the following services. The detail of staff numbers, location, shift patterns, etc is included in the summary table at Annex 1. The initial proposed structure, brought to EMAP in September 2008, is included at Annex 2, with the final proposed structure at Annex 3.

#### RE-ABLEMENT SERVICE

8. The four locality based Promoting Independence Teams will be brought together into one city-wide Re-ablement Service, operating from two bases – one on the East of the city (Glen Lodge) and one on the West (Gale Farm Court)

The Re-ablement Service will take and allocate all referrals into home care and manage customer 'flow' through the system. Communication between the four Home Support Managers managing the four parts of the service will need to be excellent to ensure the necessary 'flow-through' of customers is achieved.

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

Referrals for the bathing service will be managed through the Re-ablement Service and the four staff will work out of the two Re-ablement Service bases. The location of the bathing service will be re-visited during work on a prevention commissioning strategy in 2009.

#### CARE SERVICE

9. Three existing city-wide teams – Elderly Mentally Infirm (EMI), High Dependency and Night Support – will merge into one Care Service.

The service will provide specialist physical and emotional care to customers who have a greater level of need.

Creating this merged team will enable CYC to:

- Respond to the growth area of specialist EMI/dementia care
- Position itself for closer working with Health in the future
- Have a large enough staff group to meet the demand predicted by Commissioners, and avoid the current reliance on (and cost) of agency staff
- Use a computer based staff rostering system to achieve greater efficiency in deployment of the larger staff team.

#### SHELTERED HOUSING WITH EXTRA CARE SERVICE

10. The four Sheltered Housing with Extra Care Units remain unchanged – Barstow House, Gale Farm Court, Glen Lodge, and Marjorie Waite Court.

The teams at these units provide care to customers who have higher levels of need but wish to remain in sheltered accommodation, providing a real alternative to residential care.

Having one manager for this service (currently four) should help ensure greater consistency, for example in terms of agreeing allocations with Housing.

A review of all sheltered with extra care is planned for mid-late 2009 alongside the review of Elderly Persons' Homes. The review will include Housing Services' perspective.

### PREVENTION AND SUPPORT SERVICES

11. There are three strands to this team. All are at least part-funded by Supporting People and are not CSCI registered services. The overall aim of these teams is to support customers to remain living independently in their own home, and prevent the need for a more formal care package.
12. The **Home Support Team** supports vulnerable or disabled adults to remain in their own homes and communities. Its aim is to prevent customers becoming depressed and socially isolated, giving them back their independence and confidence and helping them to set up coping mechanisms which will hopefully stop them becoming ill and needing more formal registered care.
13. **Warden Call** and **Telecare** provide 24/7 monitoring and response to around 2,600 customers (rising to over 4,000 customers out of hours) through a variety of technological aids.
14. **Sheltered Wardens** provide support and assistance to eight sheltered housing schemes (ranging from 25 - 40 tenants) during office hours Monday-Friday.
15. Warden Call and Telecare is a growth area, and will be subject to a review of its own starting in February 2009. This will be intrinsically linked with the development of a Prevention Commissioning Strategy.

### Consultation

16. The Home Care Project Board membership includes Senior Management, Service Manager reps, Commissioning reps, Human Resources reps and Trade Union reps.

Annex 4 outlines the full staff consultation process that has been undertaken in developing this proposal. Key milestones to highlight include:

- The Project Board developed an initial proposal and first presented it to 4 meetings of staff at Next Generation Gym on 31 July and 1 August.
- A series of workshops were held in early October to look at the 'whole system' of home care and then the separate elements. These workshops considered the feedback and issues raised by managers and staff in response to the initial proposal and looked at ways to address the key concerns.
- A revised proposal emerged out of the series of workshops and this was sent out to all staff in early November, followed by a series of team meetings to discuss and receive feedback on this revised proposal.
- Throughout November individual, one-to-one consultations were held with those staff most affected by the proposed changes (Home Support Managers, Team Leaders, and Promoting Independence Team/EMI/High Dependency/Night Support front-line staff).
- The final proposal was sent out to all staff on 16 December.

Annex 5 summarises the key issues that were highlighted by managers and staff during the consultation process and how the Project Board has responded to these.

## Corporate Priorities

17. The Corporate priority that this proposal would support is:

“To improve the health and lifestyle of people who live in York, particularly any group whose level of health are poorest”.

## Financial Implications

18. As outlined earlier in the report, the 2008-11 budget setting process identified that savings of £950k could be achieved from the Home Care Service in 2009/10. The revised service delivery model included in this report will deliver these recurring savings. Annex 6 outlines how we anticipate achieving the necessary efficiencies and improving outcomes for customers.

## Legal Implications

19. There are no legal implications to the proposals.

## Human Resources (HR)

20. The City of York Council's change management procedures have been followed throughout the Home Care Efficiencies Project. Extensive consultation has been undertaken in accordance with the restructuring procedure and as a result of the final proposals the staff groups specifically affected by the proposed changes are as follows:

### Home Support Managers

21. The proposed structure reduces the number of Home Support Managers from six to four. One of these posts is currently vacant. Should the proposals be approved it will be necessary to follow the Council's Change Management Procedures, specifically relating to redundancy and every attempt will be made to mitigate redundancies in accordance with the procedures.

### Team Leaders

22. The proposal reduces the number of Team Leaders from 16 fte to 13.5fte, a reduction from 18 members of staff to 16. Should the proposals be approved it will be necessary to follow the council's redundancy procedures and every attempt will be made to mitigate redundancies in accordance with the procedures.

In addition to the day posts, it is proposed that 3 night Team Leader posts (18.5hr) are established. It is also proposed that there are two 12 month temporary Team Leader posts, one in the Re-ablement Service (30 hours) and one in the Sheltered with Extra Care Service (20 hours). The assessment of change panel will determine whether any of these posts are deemed suitable alternatives for staff at risk.

Home Care Workers (PIT)

23. Extensive consultation has been undertaken in accordance with the Council's change management procedure to address the proposal to alter the contracted hours of the Promoting Independence Team (to be renamed Re-ablement Service). It is necessary to attempt to reach agreement to make changes to current terms and conditions and all affected staff have had the opportunity to discuss their personal circumstances in order to try to accommodate their individual preferences against the needs of the service.

The initial proposal had suggested that all workers should move to 15/20/25 hour contracts in the interests of promoting continuity of care. Staff feedback intimated that this would remove flexibility and lead to many carers having to leave the service. The Project Board's response has been to propose the adoption of a standard set of 5/6hour shift patterns within the re-ablement service as an alternative to moving to 15/20/25 hour contracts. It is still proposed that we should adopt a minimum of 15 hour contracts, and a maximum of 30 hour contracts, to help ensure continuity of care but, within these boundaries, staff will be able to continue with their existing contracted hours so long as they fit with the 5/6 hour shift patterns. There are a very small number of staff contracted to work 5 hours per week who may be affected by this if the principle of a minimum of 15 hour contracts is agreed, in which case they would be subject to management of change redeployment principles.

EMI & High Dependency and Night Team

24. If the current proposal is approved to merge the EMI, High Dependency and Night Support teams into one Care Service, this will require a change to the current job descriptions within the individual teams. It is not anticipated that a new job description will result in a decrease in grade but it is necessary to assess the revised job description under the Council's new pay and grading scheme. Further discussion with staff will be necessary following the assessment of change panel that is required as part of the change management process.

**Crime and Disorder**

25. No implications arising directly from this report.

**Information Technology (IT)**

26. The purchase of the software for rostering staff has been undertaken with full involvement of the central IT section and in accordance with procurement policy.

**Property Implications**

27. There are some accommodation moves planned as part of the proposed service delivery model. The city-wide Re-ablement Service will operate out of two bases – Glen Lodge in the East of the city, and Gale Farm Court in the West. It is also proposed that the Care Service (currently EMI/High Dependency/Night Support) will operate out of Marjorie Waite Court rather than Archways. Consultation is taking place with tenants in these establishments about the implications of these accommodation moves and any comments will be fed back to this meeting verbally.

**Other Implications**

28. There are no other implications.

## Risk Management

29. The risks associated with the recommendations of this report are assessed at a net level below 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

## Recommendations

30. That the Advisory Panel advise the Executive Member to agree the proposed service delivery model.

Reason - To achieve the required budget savings for 2009/2010 and to improve outcomes for customers.

## Contact Details

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### Chief Officer Responsible for the report:

Bill Hodson  
Director of Housing & Adult Social Services

Report  
Approved



Date 9 January 2009

Chris Weeks  
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### Specialist Implications Officer(s)

Financial – Debbie Mitchell, Head of HASS Finance, Tel 554161  
HR – Claire Waind, Tel 554519

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

All

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

### Background Papers:

EMAP report – 8<sup>th</sup> September 2008

### Annexes

- Annex 1 Summary of the Final Proposal
- Annex 2 Initial Proposed Structure – July 2008
- Annex 3 Final Proposed Structure – Dec 2008
- Annex 4 Summary of Staff Consultation Process
- Annex 5 Key issues highlighted during consultation and the Project Board's response

Annex 6      Achieving the necessary efficiencies and improving outcomes for customers



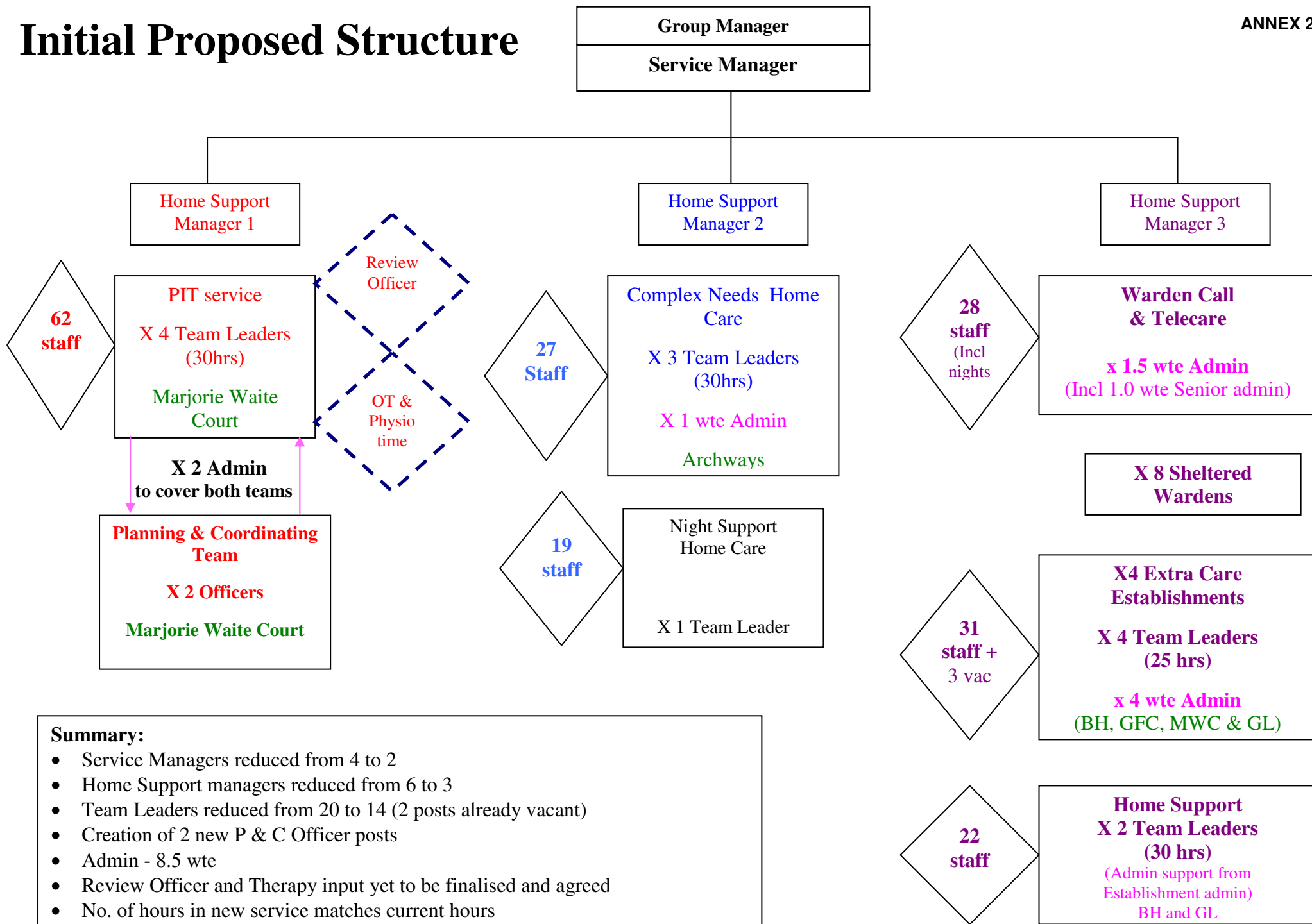
## Home Care Efficiencies Project - Summary of the Final Proposal CYC Care Services

	Re-ablement Service	Care Service	Sheltered Housing with Extra Care Service	Prevention & Support Services
Team's Purpose	Provide focused re-ablement and rehabilitation (for, usually, a maximum of six weeks) to enable customers to regain or achieve an optimal level of independence appropriate to their individual circumstances, their prevailing state of health, and their personal aspirations.	A 24 hour service providing specialist physical and emotional care to customers who have a greater level of need	Provide care to customers who have higher levels of need but wish to remain in sheltered accommodation, providing a real alternative to residential care	<b>Home Support Team</b> supports vulnerable or disabled adults to remain in their own homes and communities. <b>Warden Call and Telecare</b> provide 24/7 monitoring & response through a variety of technological aids. <b>Sheltered Wardens</b> to provide support and assistance to 8 sheltered housing schemes during office hours Monday-Friday
Based at	City-wide service working from two bases - Gale Farm Court & Glen Lodge	City-wide service working from one base – Marjorie Waite Court	4 x Sheltered Housing with Extra Care units - Barstow House, Gale Farm Court, Glen Lodge, & Marjorie Waite Court	Home Support – Barstow House Warden Call – Marjorie Waite Court Sheltered Wardens – within their schemes
Home Support Mgr based at	Glen Lodge/Gale Farm Court	Marjorie Waite Court	Barstow House	Marjorie Waite Court
Team Leaders	5 x 30 hrs 1 x 30 hrs (12 mth temp contract)	4 x 30 hrs (day) 3 x p/t = total 56 hrs (night)	4 x 30 hrs 1 x 20 hrs (12 mth temp contract)	Home Support – 2 x 30 hrs Sheltered Wardens – 1 x 30 hrs Warden Call – 2 x 37 hrs (Seniors)
Front-line Staff	66 (includes 4 bathing service staff)	46 (16 HDT, 11 EMI, 19 Night)	39	55 (19 Home Support, 28 Warden Call, 8 Sheltered Wardens)
Admin Staff*	4 wte – 2 at each base Also support Shelt/Extra Care	2.5 wte at MWC supporting Care Team, Shelt/Extra Care & Warden Call	1 wte – at Barstow, supporting HSM & Barstow	1wte – at Barstow, supporting Home Support
Key notes	<ul style="list-style-type: none"> <li>Single point of referral for <u>all</u> referrals</li> <li>Standard shift patterns - 7am-1pm; 8am-1pm; 8am-2pm; 4pm-10pm; 5pm-10pm</li> <li>Minimum 15 hr contracts, maximum 30hrs</li> </ul>	<ul style="list-style-type: none"> <li>StaffPlan roster system to be adopted within Care Service</li> </ul>	<ul style="list-style-type: none"> <li>A review of all sheltered with extra care is planned given that tenants' care needs are increasing with significant resource implications</li> </ul>	<ul style="list-style-type: none"> <li>An in-depth review of Warden Call (involving staff, commissioners and other stakeholders) will start in Feb 2009 to set the direction/plan for development of the service</li> </ul>

**Note:** Further consultation is required with admin staff to confirm the most sensible allocation/location of admin staff across all teams

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# Initial Proposed Structure

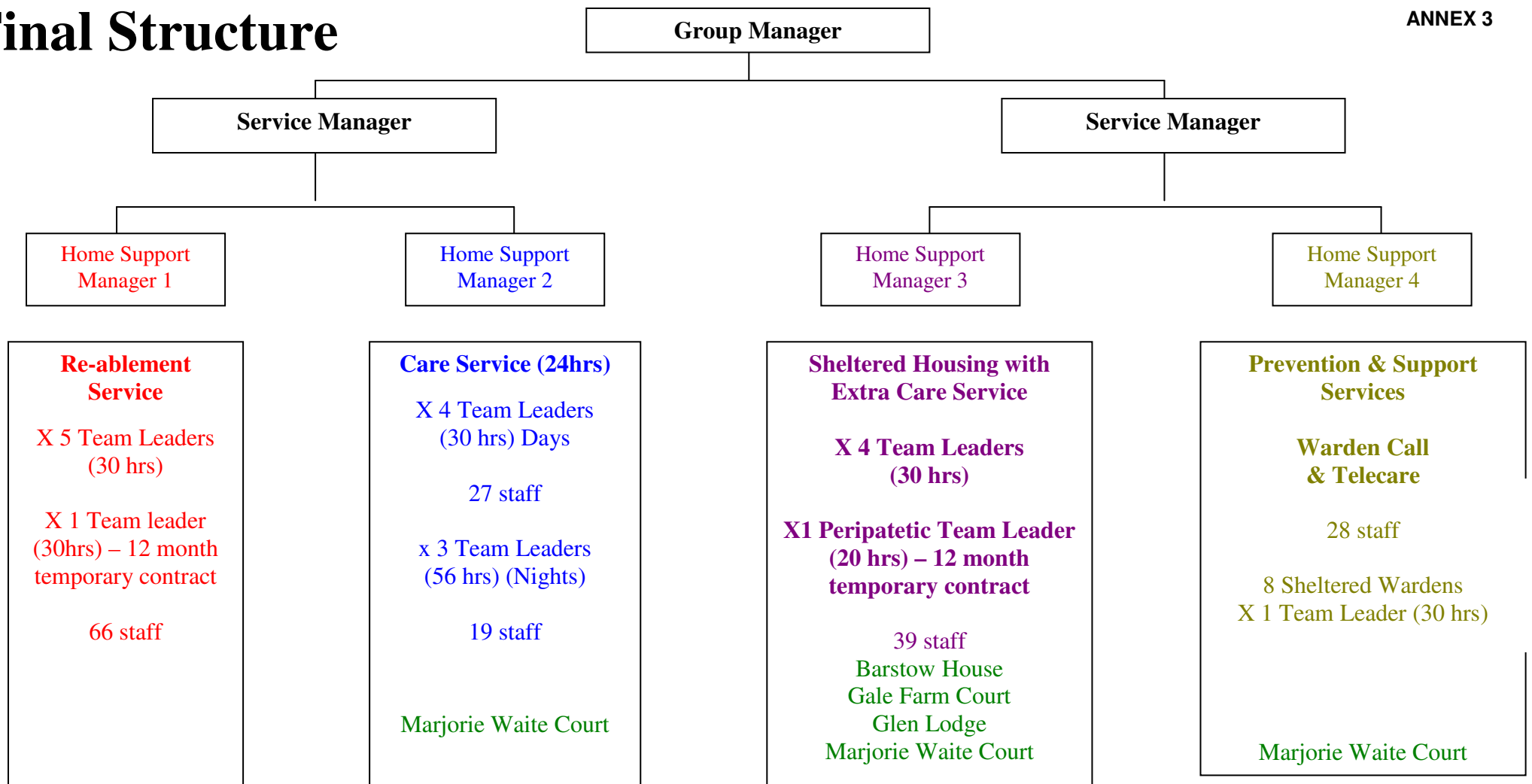


**Summary:**

- Service Managers reduced from 4 to 2
- Home Support managers reduced from 6 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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# Final Structure



**Summary**

- Home Support managers reduced from 6 to 4
- Team Leader hours reduced from 590 hours to 500 hours enabling the introduction of new Team Leader hours in areas that previously had no support:
  - Night Service – 56 TL hours
  - Sheltered Wardens – 30 TL hours
- Admin staff – 8.5wte – 4 across Re-ablement, 2.5 wte at MWC and 2 wte at BH
- Number of hours in new service matches current hours of front-line staff

**Home Support**

X 2 Team Leaders (30 hrs)

19 staff

Barstow House

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### Home Care Efficiencies Project – Summary of Staff Consultation Process

Date	Consultation	Staff Involved
28 July	Meetings with Home Support Managers and Team Leaders to present initial proposal	19
31 July & 1 Aug	Initial proposal presented to 4 meetings of staff at Next Generation Gym	110
7 August	Staff information pack sent out to all staff including initial proposal and details of how/where to provide feedback	237
Sept	1:1 consultations with Home Support Managers and Team Leaders	24
Aug-Oct	Feedback received via team meetings, managers, suggestion boxes, and e-mails	
1 Oct	'Whole Systems' workshop – members of Project Board, Home Support Managers / Team Leaders / Front-line staff from all teams, and Care Management reps	35
12 Oct	Promoting Independence Team workshop – Home Support Managers, Team Leader / Front-line / Admin reps, Trade Union reps	16
15 Oct	EMI/High Dependency/Night Support workshop – Team Leaders and Front-line staff, Trade Union rep	15
16 Oct	Supporting People funded services workshop – Home Support Managers, Team Leader / Front-line / Admin reps, Trade Union reps	21
6 Nov	Meeting with Home Support Managers and Team Leaders to present revised proposal	20
7 Nov	Revised proposal sent out to all staff	237
11-21 Nov	Team meetings to discuss revised proposal with: <ul style="list-style-type: none"> <li>• EMI &amp; High Dependency Team</li> <li>• Glen Lodge &amp; Marjorie Waite Court staff</li> <li>• Barstow House &amp; Gale Farm Court staff</li> <li>• Home Support Team</li> <li>• Warden Call</li> <li>• Night Support Team (11<sup>th</sup> &amp; 23<sup>rd</sup> Dec)</li> </ul>	15 28 22 13 25 6
11 Nov–2 Dec	1:1 consultations with <ul style="list-style-type: none"> <li>• Front-line care staff in PIT/EMI/High Dependency/Night Support</li> <li>• Home Support Managers and Team Leaders</li> </ul>	74 24
11 Dec	Meeting with Home Support Managers and Team Leaders to present final proposal	20
16 Dec	Final proposal sent out to all staff	237

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**Key issues highlighted by managers and staff during the consultation process and how the Project Board has responded**

Staff Feedback	Project Board Response
<p><b>Management/Team Leader capacity</b> stripped back too far in the proposed structure</p>	<ul style="list-style-type: none"> <li>• A fourth Home Support Manager added back into the structure</li> <li>• Increase in Team Leader hours across the service (increase on initial proposal, not current levels):               <ul style="list-style-type: none"> <li>- Re-ablement – 5 x 30 hours and 1 x 30 hour (12 month temp contract)</li> <li>- Care – 4 x 30 hours (day), 3 x p/t = total 56 hours (night)</li> <li>- Sheltered with Extra Care – 4 x 30 hrs and 1 x 20 hour (12 month temp contract)</li> <li>- Prevention &amp; Support – 3 x 30 hours + 2 x 37 hrs (Seniors, Warden Call)</li> </ul> </li> <li>• Proposal to develop a scheme for training and developing a pool of front-line staff who can ‘act up’ and provide cover in Team Leader role</li> </ul>
<p><b>One base for city-wide re-ablement service</b> was not practical or sensible</p>	<ul style="list-style-type: none"> <li>• Two bases for the city-wide re-ablement service, on the East and West of the city – Glen Lodge and Gale Farm Court</li> </ul>
<p>Proposal to move to <b>15/20/25 hour contracts</b> would remove flexibility and lead to many carers having to leave the service</p>	<ul style="list-style-type: none"> <li>• Adopt a standard set of 5/6 hour shift patterns within the re-ablement service as an alternative to moving to 15/20/25 hour contracts – 7am-1pm; 8am-1pm; 8am-2pm;4pm-10pm; 5pm-10pm</li> <li>• Adopt a minimum of 15 hour contracts, and a maximum of 30 hour contracts, to help ensure continuity of care. Within these boundaries staff will be able to continue with their existing contracts so long as it fits with the 5/6 hour shift patterns</li> </ul>
<p>Concerns from EMI and High Dependency staff at having to work with a <b>different customer group</b></p>	<ul style="list-style-type: none"> <li>• Shadowing opportunities encouraged and specific training programme being developed</li> </ul>
<p>Concern that proposed <b>Planning &amp; Co-ordination roles</b> would remove too much control from the managers accountable for delivering each service</p>	<ul style="list-style-type: none"> <li>• Idea of Planning &amp; Co-ordinator Officer posts has been withdrawn, but...</li> <li>• Have retained the principle that all referrals should be routed via the Re-ablement Team (to ensure re-ablement potential is fully achieved, and to help ensure a better ‘flow’ of customers through the system)</li> <li>• Team Leaders will be responsible for rostering staff in their service area (additional Team Leader hours were put back into the structure to reflect this)</li> </ul>
<p><b>Care staff working outside of office hours</b> (ie evening, night, and weekend shifts) receive minimal management support in comparison with day-time staff</p>	<ul style="list-style-type: none"> <li>• Sufficient Team Leader hours have now been put into the structure to ensure better coverage across all shifts. This includes the creation of three part-time Night Team Leader posts that will cover a 10pm-6am shift</li> </ul>

Staff Feedback	Project Board Response
	<ul style="list-style-type: none"> <li>A trained and developed pool of front-line staff will also be able to provide cover in the Team Leader role</li> </ul>
<p><b>Management cover arrangements for evenings and weekends</b> are not robust enough, relying too heavily on goodwill. A lack of consistency in systems makes providing cover across different services very difficult</p>	<ul style="list-style-type: none"> <li>Team Leaders from the Re-ablement service, Care service, and Sheltered Housing with Extra Care will cover the weekday 5-10pm shifts within their own services, but provide cover across all services at weekends</li> <li>Work is in hand to develop a single process/system (including one suite of forms) that will be followed city-wide across all services. This electronic system will be accessible from any office base across the city</li> </ul>
<p><b>Lone working.</b> Front-line staff very concerned by the proposal that we shouldn't automatically 'double-up' on evening rounds without a simple Healthy &amp; Safety risk assessment having been undertaken</p>	<ul style="list-style-type: none"> <li>Have heard staff's strength of feeling on this issue. Will return to this after the new service delivery model has been introduced in April '09. A small working group involving managers, team leaders, front-line carers and Health &amp; Safety will explore the issues and concerns and make a recommendation about the introduction of risk assessments in 2009</li> </ul>
<p>Staff, and several Team Leaders in particular, talked about the potential benefits of creating a <b>relief pool</b> of workers to draw upon to cover leave and sickness</p>	<ul style="list-style-type: none"> <li>Will explore the possibility of creating a 'bank' of home care staff before April '09. Will link into corporate work looking at the development of a talent pool/e-recruitment/etc.</li> </ul>

**How do we expect to achieve the necessary efficiencies  
and improve outcomes for customers?**

Action	Expected Efficiency / Improvement
Streamlined management	<p><b>Savings</b> from reduction of:</p> <ul style="list-style-type: none"> <li>• Two Home Support Manager posts</li> <li>• Team Leader Hours (from 590 hours to 500 hours) enabling the introduction of new Team Leader hours in areas that previously had no support:               <ul style="list-style-type: none"> <li>○ Night service – 56 TL hours</li> <li>○ Sheltered wardens – 30 TL hours</li> </ul> </li> </ul>
Creation of one city-wide Re-ablement Service from four locality teams	Provides greater flexibility to cover pressure points across the city and better respond to customer demand/need
A standardised set of 5/6 hour shift patterns, coupled with an electronic rostering system	Will replace the wide variety of shifts currently worked in the four PIT teams, and the largely manual systems used to roster staff. These two initiatives should help improve our face-to-face contact time
Maximise the use of unavoidable periods of 'down-time' (ie between 10.30am-11.30am and 6.00pm-7.00pm) and enable breaks to be taken in CYC facilities around the city to avoid the time and cost of returning to base	<ul style="list-style-type: none"> <li>• Increased levels of individual and peer supervision, training and e-learning</li> <li>• Re-visiting customers to help with re-abling in the future is likely to reduce the periods of downtime/no service demand</li> </ul>
Merger of Elderly Mentally Infirm (EMI), High Dependency and Night Support teams into one Care Service	<p>Will enable CYC to:</p> <ul style="list-style-type: none"> <li>• Respond to the growth area of specialist EMI/dementia care</li> <li>• Position itself for closer working with Health in the future</li> <li>• Have a large enough staff group to meet the demand predicted by Commissioners, and avoid the current reliance on (and cost of) agency staff</li> </ul>
Use of StaffPlan rostering system within the Care Service	<p>The StaffPlan system is particularly suited to long term care services where the customer base is relatively stable. It should help us:</p> <ul style="list-style-type: none"> <li>• Reduce travel time</li> <li>• Maximise continuity of care</li> <li>• Make the best use of packages of care temporarily vacated by customers in respite or hospital</li> </ul>
A comprehensive training programme for all Team Leaders and front-line staff	Will ensure staff are properly trained and supported to deliver the desired, tailored outcomes for customers

Action	Expected Efficiency / Improvement
Develop a single process/system (eg electronic case record, customer info pack) that will be used city-wide across all services.	Will improve consistency, enable access to information to managers anywhere in the city, and improve Team Leaders' ability to provide good cover and support during evenings and weekends
Work in partnership with Care Management to address a number of issues which impact on Teams' ability to minimise downtime, and move customers on when appropriate	<ul style="list-style-type: none"> <li>• A more flexible and responsive review function will enable customers to be 'moved on' from the re-ablement service as soon as it is appropriate</li> <li>• Reducing the time that care packages are held open while customers are in hospital/respite care will enable teams to minimize downtime</li> <li>• Flexibility to adapt the size of the care package when appropriate will help ensure teams are as efficient as possible</li> <li>• A fast-track pathway to in-house OT service will improve the prospects of re-ablement</li> </ul>



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## **Executive Member for Housing & Adult Social Services and Advisory Panel 27<sup>th</sup> January 2009**

Joint Report of the Director of Housing & Adult Social Services and the Director of Resources

### **Revenue and Capital Budget Estimates 2009/10**

#### **Purpose of Report**

- 1 This report presents the 2009/10 budget proposals for Housing & Adult Social Services. It includes:
  - the revenue budget for 2008/09 (Annex 1) to show the existing budgets
  - the budget adjusted and rolled forward from 2008/09 into 2009/10
  - the provisional allocation of pay and price increases for the portfolio
  - proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3)
  - fees and charges proposals (Annex 4)
  - other revenue budget options for consultation (Annex 5)
  - the existing approved capital programme (Annex 6)
  - options for new capital schemes (Annex 7)
  - the Housing Revenue Account (Annex 8)
- 2 Budget Council will be held on 26 February 2009 and will make decisions on the overall budget for the council. If approved, the proposals for savings/growth currently being considered by the individual EMAP meetings should result in a balanced budget, but the Executive Members may also wish to consider other options. Further options relating to this portfolio are shown in Annex 5. In order to facilitate the decision making process the Executive are meeting on 16 February 2009 to consider the preferences identified by the individual portfolio Executive Members and the results of the consultation exercise.
- 3 The Executive Member is therefore asked to consider the budget proposals included in this report and identify their preferences, including the proposals in Annexes 2, 3 and 7 which will be considered by the Executive as part of the intended budget. In particular Member advice is sought on the items listed for consultation in Annex 5, which at present do not form part of the intended budget. Members of EMAP are invited to provide comments on the budget proposals in this report.

## Background

- 4 The Council's Financial Strategy was adopted by the Executive on 23 September 2008. This paper is the result of ongoing work against this agreed framework.
- 5 The provisional Local Government Finance settlement for 2008/09 was issued on 6 December 2007 and it also included indicative figures for 2009/10 and 2010/11 which will enable the Council to consider future budget issues. The provisional settlement for 2009/10 gives an increase in formula grant of £1.159m, an increase of 2.74%

## Budget Proposals for Housing & Adult Social Services

- 6 A summary of the general fund budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs. The annexes also contain other potential growth and savings items which at this stage are not being recommended to Members.

**Table 1 - Summary of General Fund Budget Proposals**

	Para. Ref	£'000
Base Budget 2008/09	7	39,182
Provisional allocation for pay increases	8	+492
Provisional allocation for price increases	9	+452
Full year effect of 2008/09 growth & savings items	10-11	+571
Service Pressure proposals (Annex 2)	12-14	+200
Savings proposals (Annex 3)	15	-1,361
Proposed Budget 2009/10		39,536

### Base Budget (£39,182k)

- 7 This represents the latest budget reported to Members, updated for the full year effect of decisions taken during 2008/09, e.g. supplementary estimates.

### Provisional Pay Inflation (£492k)

- 8 These calculations are based on a pay increase for APT&C of 2.25% from 1 April 2009. The increased cost to the department of the recently agreed pay and grading system has not been included in these proposals.

### Provisional Price Inflation (£452k)

- 9 The budget proposes a 2.5% increase on both controllable expenditure and income budgets and it will be left to directorates to manage within this net

figure.

### Full Year Effect of 2008/09 Items (£571k)

- 10 Several saving items were approved in 2008/09 where there is either a full year cost or a non-recurrence in 2009/10.
- 11 The costs shown in table 2 below represent the additional funds needed in 2009/10.

**Table 2 - Full Year Effect of 2008/09 Items**

	£'000
<b>2008/09 savings not deliverable in 2009/10</b>	
HMO Licensing – this was a one off saving deliverable in 2008/09 only.	19
<b>Full Year effect of recurring departmental pressures in 2008/09</b>	
Supporting People retraction	130
Increased home care contract prices	22
Increased number of LD complex cases & transitions	400
<b>Total Full Year Costs</b>	<b>571</b>

### Service Pressures (£200k)

- 12 A range of options for service pressure proposals has been considered and in view of the overall available resources it is proposed that only those proposals shown in Annex 2 are included as the preferred options for Housing & Adult Social Services. The proposals put forward are the result of a rigorous assessment process, which included looking at the risk to customers and staff, legislative requirement, proven customer demand and the Council's corporate objectives.
- 13 Members should note that even if the item identified in Annex 2 is funded the directorate will still need to manage significant expenditure pressures in 2009/10, including
- increases in need for services to due the changing population in York
  - the repairs and maintenance of social services establishments where there is currently no planned programme of investment
- 14 The department has also been approached by the York Independent Care Group (ICG) who have been able to demonstrate that a 2.5% uplift in the fees paid to independent residential and nursing care home providers will not cover their actual increases in running costs. As part of the city wide consultation exercise (see paragraph 30 for further details) increasing payments to private elderly residential care providers came out as one of the top priorities for respondents to the consultation.
- 15 The remaining cost pressures will need to be monitored and appropriate action taken during the financial year to ensure the department is able to remain within it's approved budget.

### **Savings Proposals (£1,361k)**

- 16 Members will be aware that the 2008/09 budget savings were significant and that all Directorates are operating within a tight financial environment. In seeking to achieve savings for the 2009/10 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council. Instead they have concentrated on initiatives that;
- improve quality and efficiency
  - take advantage of ongoing service and/or Best Value reviews
  - generate income
  - address budgetary underspends
  - improve cash flow and interest earnings
  - generate savings from the technical and financial administration functions of the Council
- 17 Annex 3 shows the full list of savings proposals for the Housing & Adult Social Services portfolio.

### **Fees and Charges**

- 18 The details of the proposed fees and charges for the services provided by this portfolio are set out in Annex 4. Most charges have been increased by 2.5%, with the exception of administration charges for private sector grants. The proposal is to maintain these charges at their current 2008/09 level pending a review of how these grants are delivered.

### **Housing Revenue Account (HRA)**

- 19 Local Authorities are required, by legislation, to keep a HRA. The Local Government and Housing Act 1989 stated that items of income and expenditure only relating to Council housing must be contained within the account. Thus the terms “ring fenced” or “landlord account” are now referred to, as transfers between the HRA and General Fund are normally prevented.
- 20 The Act also outlined the arrangements whereby subsidy is allocated on a “notional” HRA. This account is based on the Governments assessment of what local authorities should charge in rents and spend on management and maintenance, rather than what they actually do charge and spend.
- 21 Authorities have a duty to ensure that the HRA balances, to keep the budget under review and to take all reasonable steps to avoid a deficit.

### **HRA Negative Subsidy**

- 22 The two major sources of funding HRA expenditure have been Government Subsidy and rent income. Following the removal of the payment of rent rebates through the HRA there is now a net surplus on the notional HRA as the rent income now exceeds the subsidy payable by the Government for



HRA expenditure on management, maintenance, etc. This results in a “negative” subsidy payable by the authority to the Government of £6,575k for 2009/10. This compares to £5,349k for 2008/09.

	2008/09 Estimate £'000	2009/10 Estimate £'000
HRA subsidy payable (including MRA)	18,941	18,887
Less Notional Rent Income from council tenants	(24,290)	(25,462)
Equals Negative Subsidy payable	(5,349)	(6,575)

### **HRA Borrowing and Debt Repayment**

- 23 From 1 April 2004 authorities can determine for themselves what capital investment is required and have the freedom to borrow (within prudential principles) to deliver housing services. Some supported borrowing continues and the interest charges for the elements used to fund HRA capital expenditure is paid from the HRA and refunded through subsidy. Prudential borrowing which takes place over and above the (supported) capital financing requirement is “unsupported” in that the authority must find the means of paying back interest and principal from within its own resources. There are no proposals to undertake prudential borrowing for HRA purposes in 2009/10.
- 24 Previously authorities were required to make a revenue provision to repay 2% of net HRA debt and this was funded through HRA subsidy. Authorities are no longer compelled to make this provision and any voluntary contribution will not be paid by subsidy. Guidance suggests it is advisable to make a voluntary contribution and as a result since 2004/05 a provision of 2% has been made on outstanding HRA debt. This will continue in 2009/10.
- 25 The result of all the adjustments outlined within this report is an in-year surplus of £509k. Together with the projected brought forward working balance of £7,547k and after making a contribution to the capital programme, this leaves a working balance of £8,056k on the account.
- 26 This surplus is broadly in line with that forecast in the HRA business plan. The HRA surplus needs to remain on the account to be reviewed once the HRA business plan is updated to reflect both the budget detailed in this report and the 2008/09 outturn position. Members are reminded that the HRA surplus is needed to fund expenditure in future years.
- 27 A review of the operation of both the HRA and the current subsidy system is currently being undertaken by the department of Communities and Local Government (CLG). This review is looking at all aspects of housing finance, however it is not expected that there will be any impact on the HRA in 2009/10. The current subsidy system will remain in place until 2010/11.

### **Capital Programme**

- 28 The Council's existing capital programme as approved at monitor 2 is shown at Annex 6.
- 29 Officers have prepared a list of possible capital schemes to be considered for this portfolio. Annexes 7a & b show the scheme bids currently approved up to 2013/14 along with growth going forward over the next 5 years. The column to the right of the stated year shows the growth above the level currently approved at monitor 2.

### **Consultation**

- 30 This paper forms part of the Council's budget consultation. The other streams being undertaken include a recently held public meeting where participants sat at tables and tried to produce a balanced budget after considering growth and saving priorities, a leaflet circulated city wide with a fold-out return part, fora and a web-based process. The results of this consultation exercise have highlighted that a high number of respondents identified increasing payments to private care home providers as a top priority. Less than 1% of respondents were in favour of reducing support to the elderly for care services.
- 31 A meeting was held with customers, carers and representative groups on 5<sup>th</sup> December to discuss a range of issues relating to adult social care and the opportunity was taken to seek people's views on the budget choices facing the council. The meeting was attended by over 20 people and the comments received at the meeting are:
- General concern over the level of funding available for adult social care
  - Anxiety that there might be reductions in service levels or the range of services available
  - That increased charges would be likely to be an additional barrier particularly for people in low paid work and would have an unfair and detrimental effect on people's lives.
  - That any opportunities for 'spend to save' initiatives should be explored

Any comments received after the publication date for this meeting will be reported verbally at the meeting.

### **Options**

- 32 As part of the consultation process Members of EMAP are asked for their comments or alternative suggestions on the proposals shown in Annexes 2, 3, 5 and 7.

### **Analysis**

- 33 All the analysis is provided in the body of the report and the annexes.

### **Corporate Priorities**

- 34 The budget represents the opportunity to reprioritise resources towards

corporate priority areas. An example of this happening within this portfolio area is:

- The re-provision of residential care as supported living will help to promote independent lifestyles and better health.

### **Implications**

35 The implications are:

- Financial - the financial implications are dealt with in the body of the report.
- Human Resources - there are no HR implications to the proposed growth or savings items.
- Equalities – savings proposal HASS15 will increase care charges only for disabled adults. As a result a full Equality Impact Assessment will be required.
- Legal – As outlined in the section on risk, savings proposal HASS15 could result in a further legal challenge to the council's charging policy.
- Crime and Disorder - there are no specific crime and disorder implications to this report.
- Information Technology – changes will be required to the Social Care system to implement the change in charging policy required for proposal HASS15.
- Property - there are no property implications to this report.
- Other - there are no other implications to this report.

### **Risk Management**

36 Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress made on investments and savings included within the budgets.

37 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. This year has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

38 There are a number of risks associated with Savings Proposal HASS15. This would require a change in the council's non-residential charging policy to increase the proportion of an individual's disability related benefits taken into account when calculating their contribution. As this proposal will only affect disabled adults, a full Equality Impact Assessment will be required, which will involve carrying out detailed consultation with user groups. (A recent legal challenge in London has highlighted the risk in agreeing changes to social care charges without such an assessment.) It is likely that there will be an increase in the number of complaints received. This proposal will also expose the council to an increased risk of being

challenged with a judicial review of its charging policy. The Department of Health is currently reviewing its Fairer Charging Guidance and consultation is expected early in 2009. It is possible that the savings proposal may not be consistent with any revised DoH guidance.

### **Recommendations**

- 39 The Executive Member Advisory Panel is invited to consider whether the budget proposals are in line with the Council's priorities.
- 40 The Executive Member Advisory Panel is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 16 February 2009.
- 41 The Executive Member Advisory Panel is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 16 February 2009.
- 42 The Executive Member Advisory Panel is invited to provide comments on the capital proposals which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 16 February 2009.
- 43 The Executive Member is invited to consider whether the budget proposals are in line with the Council's priorities.
- 44 The Executive Member is asked to consider the budget proposals for consultation for Housing & Adult Social Services for 2009/10 contained in this report and listed below and provide comments to be submitted to the Budget Executive on 16 February 2009.
- 2009/10 base budget as set out in paragraph 6
  - Service pressure proposals as set out in Annex 2
  - Savings proposals as set out in Annex 3
  - Fees and charges as set out in Annex 4
  - Other revenue budget options for consultation as set out in Annex 5
  - Options for new capital schemes in Annex 7
  - The HRA budget as set out in Annex 8

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

**Contact Details**

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**Chief Officers responsible for the report:**

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Approved ✓ Date: 6 January 2009

Ian Floyd  
Director of Resources  
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Approved ✓ Date: 6 January 2009

**Specialist Implications Officer(s): None**

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

**Background Papers**

None

**Annexes**

- Annex 1 - 2008/09 Budget
- Annex 2 - Service Pressure Proposals
- Annex 3 - Savings Proposals
- Annex 4 - Fees and Charges
- Annex 5 - Other Revenue Budget Options for Consultation
- Annex 6 - Existing Capital Programme
- Annex 7 - Options for new capital schemes
- Annex 8 - Housing Revenue Account

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**Social Services**

<b>Revenue Budget by Detail</b>	<b>2008/09 Budget £000's</b>	<b>Revenue Budget by Cost Centre</b>	<b>2008/09 Budget £000's</b>
Employees	20,962	Corporate Services	2,621
Premises	1,017	Learning Disabilities	9,961
Transport	1,479	Mental Health	2,398
Supplies and Services	28,345	Older People and Physical & Sensory Impairment	23,102
Miscellaneous			
– Recharges	7,133		
– Other	357		
Capital Financing	1,163		
Gross Cost	60,456		
Less Income	-22,374		
<b>Net Cost</b>	<b>38,082</b>	<b>Net Cost</b>	<b>38,082</b>

**Housing General Fund**

<b>Revenue Budget by Detail</b>	<b>2008/09 Budget £000's</b>	<b>Revenue Budget by Cost Centre</b>	<b>2008/09 Budget £000's</b>
Employees	1,428	Housing non landlord	1,417
Premises	203		
Transport	51		
Supplies and Services	8,851		
Miscellaneous			
– Recharges	615		
– Other	1		
Capital Financing	118		
Gross Cost	11,267		
Less Income	-9,850		
<b>Net Cost</b>	<b>1,417</b>	<b>Net Cost</b>	<b>1,417</b>

Ref	Description	Net Cost 2009/10 £'000	Full Year 2010/11 £'000	Full Year 2011/12 £'000
	<b>Service pressures assumed in the report</b>			
HSIG3	Reprovision of residential care as supported living - a number of residents currently living in residential care schemes could be offered community based housing and support, offering residents increased independence and choice.	200	405	405
HASS1	Full year effect of previously agreed growth, covering Supporting People retraction, increased cost of home care contracts and an increase in the number of complex cases.	552	669	669
		<b>752</b>	<b>1,074</b>	<b>1,074</b>



Ref	Description	Net Saving 2009/10 £'000	Full Year 2010/11 £'000	Full Year 2011/12 £'000
<b>Savings proposals assumed in the report</b>				
HASS5	To increase the existing vacancy factor by 1%. The vacancy factor is only applied to services where staffing is not backfilled with agency staff when vacancies occur, so does not cover front line services.	85	85	85
HASS7	A 1% efficiency against premises, supplies & services budgets. A minor base budget exercise has also been undertaken to drive out further efficiencies.	200	200	200
HASS15	Currently 65% of disability related benefits are taken into account and 35% are disregarded in lieu of an individual assessment of Disability Related Expenditure. This proposal suggests 80% is taken into account, with 20% disregarded. This will result in an increased charge for approximately 600 disabled adults currently in receipt of non residential services. Further details are contained within the risk management section of the main report.	180	180	180
HASS16	Additional income received from admin fees for housing capital grants.	10	10	10
HASS12	Occupancy in CYC homes has been relatively high over recent years and as a result the income budget has regularly been overachieved.	100	100	100
HASS2	Contracted services that are no longer required.	42	42	42
HASS9	Reduce Residential & Nursing budget - the demand for Mental Health placements have not been at the budgeted level and this saving reflects a reduction in the budget to mirror activity.	75	75	75
VARIOUS	Full year effect of previously agreed savings, including home care efficiencies	669	669	669
		<b>1,361</b>	<b>1,361</b>	<b>1,361</b>
<b>Other Savings proposals not recommended</b>				
HASS8	Withdraw funding to voluntary sector	104	139	139

**STANDARD CHARGES FOR RESIDENTIAL CARE HOMES AND NON-RESIDENTIAL CENTRES**

Type of Service	Current Charge 2008/09 £	Proposed Charge 2009/10 £
<b>Residential Homes (weekly charge)</b>		
Elderly Persons Homes	457.74	469.14
Residential Respite Care for Adults – Mental Health (22 The Avenue)	659.63	676.13
Residential Short Breaks for Adults with Learning Disabilities (Flaxman Avenue)	1,148.98	1,177.68
<b>Discretionary Charges</b>		
Personal Home Care	15.35 per hour	15.75 per hour
Day Care	6.60 per day or session	6.75 per day or session
Transport	1.75 per day	1.80 per day
Laundry*	3.50 per load	3.70 per load
Warden Call**	4.10 per week	4.20 per week
Meals at Day Centres	2.40 per meal	2.45 per meal

\* Laundry only provided as part of an existing package of care

\*\* Warden Call includes Mobile Warden visiting service

**HOUSING FEES & CHARGES**

Service		Current Charge 2008/09 £	Proposed Charge 2009/10 £
<b>Administration of Private Sector grants</b>	York repair grant	500	500
	Security grant	200	200
	DFG	15% of eligible works	15% of eligible works
	Home Appreciation Loan	12% of eligible works	12% of eligible works
<b>Houses in Multiple Occupation Licences</b>	Band A	550	564
	Band B	663	680
	Band C	745	764
	Band D	805	825
	Fit & proper person check	22.5	23
<b>Garages</b>	Normal		
	Council tenant	5.51	5.65
High Demand	Private	5.51 + .83 VAT	5.65 + .85 VAT
	Council tenant	6.61	6.78
	Private (local connection)	12.58 + 1.89 VAT	12.89 + 1.93 VAT
Low Demand	Private (no local connection)	16.22 + 2.43 VAT	16.63 + 2.49 VAT
	All tenures	2.79	2.86
<b>Cookers</b> 2009/10 budget assumes a 2.5% increase on existing charges for gas & electric cookers. No new cookers are rented.			

Ref	Description	Net Saving 2009/10 £'000	Full Year 2010/11 £'000	Full Year 2011/12 £'000
	<b>Savings</b>			
HASS11	Reduction in a range of non statutory services, including respite care, day care and transport to elderly and disabled people and their carers.	162	490	490
	<b>Growth</b>			
HSIG1	Increased residential and nursing home fees. Annual increases are awarded to independent care home providers, however the providers feel that these increases have not fully taken into account increased costs such as insurance, utilities, regulatory fees and increases in labour costs.	250	500	750
HSIG2	Repairs and maintenance of Social Services buildings - There has been no investment in any social services establishments since the programme to modernise all the council's Eldery Persons Homes to national standards was completed in 2006/07. As a result ongoing repairs and maintenance have increased to a level above the approved budgets.	150	150	150

**Capital Budget - 2008/09 to 2010/11**

	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
<b>Gross Expenditure by Department</b>				
Children's Services	33,145	30,848	20,181	84,174
City Strategy (P&T)	8,658	7,701	7,203	23,562
City Strategy (Admin Accom)	2,985	5,926	10,187	19,098
City Strategy (Econ Devt)	158	0	0	158
Housing	8,967	8,451	8,619	26,037
Leisure & Heritage	3,857	5,244	1,100	10,201
Neighbourhood Services	634	686	133	1,453
Chief Execs	866	550	200	1,616
Resources	885	0	0	885
Social Services	282	397	331	1,010
Miscellaneous	100	0	0	100
<b>Total by Department</b>	<b>60,537</b>	<b>59,803</b>	<b>47,954</b>	<b>168,294</b>
<b>Total External Funds by Department</b>				
Children's Services	26,910	30,666	20,181	77,757
City Strategy (P&T)	6,903	6,534	6,286	19,723
City Strategy (Admin Accom)	0	0	7,796	7,796
City Strategy (Econ Devt)	0	0	0	0
Housing	8,693	8,451	8,619	25,763
Leisure & Heritage	1,807	493	0	2,300
Neighbourhood Services	429	361	133	923
Chief Execs	18	250	0	268
Resources	885	0	0	885
Social Services	51	92	51	194
Miscellaneous	0	0	0	0
<b>Total External Funds by Department</b>	<b>45,696</b>	<b>46,847</b>	<b>43,066</b>	<b>135,609</b>
<b>Total CYC Funding required by Department</b>				
Children's Services	6,235	182	0	6,417
City Strategy (P&T)	1,755	1,167	917	3,839
City Strategy (Admin Accom)	2,985	5,926	2,391	11,302
City Strategy (Econ Devt)	158	0	0	158
Housing	274	0	0	274
Leisure & Heritage	2,050	4,751	1,100	7,901
Neighbourhood Services	205	325	0	530
Chief Execs	848	300	200	1,348
Resources	0	0	0	0
Social Services	231	305	280	816
Miscellaneous	100	0	0	100
<b>Total Capital Receipt Funding required</b>	<b>14,841</b>	<b>12,956</b>	<b>4,888</b>	<b>32,685</b>

**Capital Budget - 2009/10 to 2013/14**

	2009/10 Revised Budget £000	Growth	2010/11 Revised Budget £000	Growth	2011/12 Revised Budget £000	Growth	2012/13 Revised Budget £000	Growth	2013/14 Revised Budget £000	Growth	Gross Capital Programme To be Funded £000	Receipts Growth
<b>Housing</b>												
<b>Modernisation of Local Authority Homes</b>	<b>330</b>	55	<b>214</b>	131	<b>1,378</b>	1,378	<b>1,412</b>	1,412	<b>1,358</b>	1,358	<b>4,692</b>	4,334
- External Funding	330	55	214	131	1,378	1,378	1,412	1,412	1,358	1,358		
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0
<b>Repairs to Local Authority Properties</b>	<b>1,079</b>	-759	<b>1,052</b>	-937	<b>701</b>	701	<b>729</b>	729	<b>689</b>	689	<b>4,250</b>	423
- External Funding	1,079	-759	1,052	-937	701	701	729	729	689	689		
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0
<b>Assistance to Older &amp; Disabled People</b>	<b>300</b>	-25	<b>300</b>	-27	<b>300</b>	300	<b>300</b>	300	<b>300</b>	300	<b>1,500</b>	848
- External Funding	300	-25	300	-27	300	300	300	300	300	300		
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0
<b>Housing Grants &amp; Associated Investment (Gfund)</b>	<b>900</b>	0	<b>950</b>	0	<b>1,000</b>	1,000	<b>1,050</b>	1,050	<b>1,100</b>	1,100	<b>5,000</b>	3,150
- External Funding	900	0	950	0	1,000	1,000	1,050	1,050	1,100	1,100		
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0
<b>MRA Schemes</b>	<b>5,262</b>	798	<b>5,755</b>	1,134	<b>5,976</b>	5,976	<b>5,466</b>	5,466	<b>6,591</b>	6,591	<b>29,050</b>	19,9
- External Funding	5,262	798	5,755	1,134	5,976	5,976	5,466	5,466	6,591	6,591		
- Cost to City	0	0	0	0	0	0	0	0	0	0	0	0
<b>Disabled Facilities Grant (Gfund)</b>	<b>850</b>	201	<b>850</b>	201	<b>850</b>	850	<b>850</b>	850	<b>850</b>	850	<b>4,250</b>	2,9
- External Funding	428	-221	375	-274	375	375	375	375	375	375		
- Cost to City	422	422	475	475	475	475	475	475	475	475	2,322	2,3
<b>TOTAL GROSS EXPENDITURE</b>	<b>8,721</b>	<b>270</b>	<b>9,121</b>	<b>502</b>	<b>10,205</b>	<b>10,205</b>	<b>9,807</b>	<b>9,807</b>	<b>10,888</b>	<b>10,888</b>	<b>48,742</b>	<b>31,672</b>
Less :External Funding	8,299	-152	8,646	27	9,730	9,730	9,332	9,332	10,413	10,413		
<b>COST TO CITY OF YORK</b>	<b>422</b>	<b>422</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>2,322</b>	<b>2,322</b>

**Capital Budget - 2009/10 to 2013/14****Social Services**

	2009/10 Revised Budget £000	Growth	2010/11 Revised Budget £000	Growth	2011/12 Revised Budget £000	Growth	2012/13 Revised Budget £000	Growth	2013/14 Revised Budget £000	Growth	Gross Capital Programme To be Funded £000	Receipts Growth
<b>Joint Equipment Store</b>	<b>105</b>	0	<b>105</b>	0	<b>105</b>	105	<b>105</b>	105	<b>105</b>	105	525	315
- External Funding	0	0	0	0	0	0	0	0	0	0		
<b>Information Management Improvements</b>	<b>48</b>	48	<b>51</b>	51							99	99
- External Funding	48	48	51	51								
- Cost to City	0	0	0	0							0	0
<b>Disabled Support Grant</b>	<b>110</b>	10	<b>120</b>	20	<b>130</b>	130	<b>140</b>	140	<b>150</b>	150	<b>650</b>	<b>450</b>
- External Funding	0	0	0	0	0	0	0	0	0	0		
- Cost to City	110	10	120	20	130	130	140	140	150	150	650	450
<b>Telecare Equipment</b>	<b>100</b>	0	<b>75</b>	0							175	0
- External Funding	0	0	0	0								
- Cost to City	100	0	75	0							175	
<b>Adults Social Care IT grant</b>	<b>92</b>	0	<b>51</b>	0							143	
- External Funding	92	0	51	0								
- Cost to City	0	0	0	0							0	
<b>TOTAL GROSS EXPENDITURE</b>	<b>455</b>	58	<b>402</b>	71	<b>235</b>	235	<b>245</b>	245	<b>255</b>	255	<b>1592</b>	81
Less :External Funding	140	48	102	51	0	0	0	0	0	0		
<b>COST TO CITY OF YORK</b>	<b>315</b>	10	<b>300</b>	20	<b>235</b>	235	<b>245</b>	245	<b>255</b>	255	<b>1350</b>	71

BUDGET 2008/09 £'000	FORECAST MONITOR 2 £'000		BUDGET 2009/10 £'000
		<b>Expenditure:</b>	
		Repairs & Maintenance	
4,853	5,203	Jobs General	5,011
904	924	Projects	1,010
248	233	Estate Improvements	254
105	105	Decoration Allowance	108
47	47	Rechargeable Repairs	47
<u>6,157</u>	<u>6,512</u>		<u>6,430</u>
		General Management	
86	85	Neighbourhood Pride Unit Recharge	87
55	55	Tenant Support and Information	48
57	57	City Strategy Recharge	58
183	123	Property Services Recharge	125
36	36	Leisure Services Recharge	37
1,295	1,253	HASS Recharge	1,379
129	130	Head of Housing Services	132
2,534	2,438	Housing Operations	2,590
559	507	Asset Management	570
29	28	HRA Training	30
<u>4,963</u>	<u>4,712</u>		<u>5,056</u>
		Special Services	
742	724	Sheltered Housing	834
56	89	Energy Costs	89
435	422	Single Homeless Hostel	449
663	663	Temporary Accommodation	700
184	183	Discus Bungalows	185
0	0	York Independence Bungalow	0
366	326	Grounds Maintenance	375
210	184	Caretaking Costs	215
19	21	Cleaning Costs	19
39	48	Lifts	40
3	7	Communal Aerials	5
6	5	Contribution to Energy Efficiency	6
0	0	Storage	0
<u>2,723</u>	<u>2,672</u>		<u>2,917</u>
		Rents etc.	
5	11	Rent & Rates	6
0	0	Water	0
158	154	Insurance	162
1	0	RTB Legal Fees	1
<u>164</u>	<u>165</u>		<u>169</u>
		Provision for Bad and Doubtful Debts	
96	66	Council Housing	101
<u>96</u>	<u>66</u>		<u>101</u>
		Housing Subsidy	
5,349	5,357	HRA Subsidy (negative)	6,576
<u>5,349</u>	<u>5,357</u>		<u>6,576</u>
		Capital Charges	
8,542	8,542	Depreciation	8,542
22	4	Debt Management	5
<u>8,564</u>	<u>8,546</u>		<u>8,547</u>
<u>28,016</u>	<u>28,030</u>	<b>TOTAL EXPENDITURE</b>	<u><u>29,796</u></u>

BUDGET 2008/09	FORECAST MONITOR 2
-24,473	-24,548
-131	-130
-428	-411
<u>-25,032</u>	<u>-25,089</u>
-273	-296
-246	-257
-35	-43
<u>-554</u>	<u>-596</u>
-9	-18
-84	-64
-81	-86
-476	-474
-2	-1
-98	-68
0	0
-87	-90
<u>-837</u>	<u>-801</u>
-12	-12
-11	-15
-47	-41
<u>-70</u>	<u>-68</u>
-273	-279
-441	-459
-76	-76
-40	-40
-39	-40
<u>-869</u>	<u>-894</u>
-3	-3
<u>-3</u>	<u>-3</u>
<u>-27,365</u>	<u>-27,451</u>
<u>651</u>	<u>579</u>
1,171	1,159
-7	-7
-300	-500
373	373
787	787
-3,391	-3,391
<u>-716</u>	<u>-1,000</u>

-6,547	-6,547
-716	-1,000
-7,263	-7,547

**Income:**

Rents

Council Housing	-26,002
Single Homeless Hostel	-139
Temporary Accommodation	-403
<u></u>	<u>-26,544</u>

Non Dwellings Rents

Council Garages	-290
Council Shops	-251
General Rents	-35
<u></u>	<u>-576</u>

Charges for Services and Facilities

Fees & Charges - Council Housing	-9
- Legal Fees	-84
- RSL management fee	-85
- Sheltered Housing	-524
- Temporary Accommodation	-2
Cookers - Council Housing	-60
- Temporary Accommodation	0
Leaseholder Admin Charge	-87
<u></u>	<u>-851</u>

Contribution Towards Expenditure

- Sheltered Housing	-12
- Single Homeless Hostel	-11
- Rechargeable Repairs	-42
<u></u>	<u>-65</u>

Supporting People Income

- Single Homeless Hostel	-273
- Temporary Accommodation	-441
- Tenancy Enforcement	-44
- Mediation Face-to-Face	-31
- Tenancy Support Wrker	-39
<u></u>	<u>-828</u>

Transfer from General Fund

Amenities Shared by the Whole Community	-3
<u></u>	<u>-3</u>

**TOTAL INCOME**

-28,867

**NET COST OF SERVICE**

929

Loan Interest	1,173
Mortgage Interest	-5
Revenue Cash	-300
Voluntary Debt Repayment	401
Capital Expenditure financed from Revenue	708
Contribution to/(from) MRR	-3,415

**(SURPLUS) / DEFICIT IN YEAR**

-509

(SURPLUS) / DEFICIT BROUGHT FORWARD

-7,547

(SURPLUS) / DEFICIT IN YEAR

-509

(SURPLUS) / DEFICIT CARRIED FORWARD

-8,056





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

27<sup>th</sup> January 2009

### **Report of the Director of Housing and Adult Social Services Directorate Plan**

#### **Purpose of Report**

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

#### **Directorate Plan**

2. Since 2007 there has been a departmental plan for Housing and Adult Social Services (HASS). This sets out the vision for the department, the key drivers and the objectives and an overview of the structure and resources.
3. The updated Directorate Plan is attached as Annex 1 to this report. This also shows how the work of HASS links into the council's corporate objectives and how we propose to continue to make progress on key, corporate, cross-cutting issues (e.g. health and safety).
4. The more detailed service plans that follow on from this overall plan will be presented to the March meeting.

#### **Consultation**

5. There has been internal consultation with senior managers consultation on the plan.

#### **Options**

**Option 1** – to accept and endorse the directorate plan attached at Annex 1

**Option 2** – to vary or amend the plan.

#### **Implications**

7. These are set out in the directorate plan and will be covered in more detail in the service plans which will follow in March. The budgetary information will be updated when the 09/10 budget has been set and the 08/9 outturn confirmed.

### Corporate Priorities

- 8 The report relates to the corporate priorities:
- Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest”.
  - Improve the quality and availability of decent, affordable homes in the city

### Risk Management

- 9 The risk/s associated with the recommendations of this report are assessed at a net level below 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

### Recommendation

- 10 That the Advisory Panel advise the Executive Member to accept Option 1 and approve the Directorate Plan for Housing and Adult Social Services.

Reason: So that the council’s corporate and departmental objectives can be achieved.

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

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

**Report Approved**

**Date** 12/1/09

**Specialist Implications Officer(s)** List information for all  
 Implication: Financial  
 Name: D Mitchell  
 Title: Head of Housing & Adult Social Services Finance  
 Tel No. 554161

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

All <input checked="" type="checkbox"/>

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

**Background Papers:** None

**Annexes:**  
 Annex 1: Directorate Service Plan



# **Housing and Adult Social Services Directorate Plan 2009/10 – 2011/12**

## Foreword from Director of Housing and Adult Social Services



This plan shows how the Housing and Social Services department arrives at the priorities for its work over the next 3 years. It sets out the key factors to be taken into account, the resources available and how they link into the corporate priorities for the council and the community strategy for the city. We foresee major changes and challenges in the coming years but the core of our work will always be the customers we serve and the staff working in the field – in the public sector and the independent sector.

This plan focuses on a small number of high level and organisational issues that underpin services. More detail on updated service plans will be published in March 2009.

Bill Hodson, January 2009

## Section 1: Introduction & Directorate overview

### Directorate Plan

The purpose of this *Directorate Plan* is to:

- Communicate a clear direction for Housing and Adult Social Services.
- set out the directorate challenges and priorities for the medium term (1-3) years.
- outline how we will contribute to the delivery of the shared vision of the authority.

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

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

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

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

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

### Housing and Adult Social Services Directorate

There are strong reasons why housing and adult social services are managed together:

- ❑ An integrated approach to support people e.g. one route in for adaptations and equipment
- ❑ Housing is often key to independence and the safe delivery of community care e.g. extra care housing and supported living schemes
- ❑ Long term commissioning strategies are needed to meet rising demand and these need to reflect both housing and care needs

One of the difficulties in describing the work of Housing and Adult Social Services (HASS) is the diversity of the activities. Five (MH will be a section within the C&P plan) service plans are produced to cover the period 2009-12 and attached as annexes to this report. However, these should not be seen as separate plans and wherever possible within the size limitations of each we have sought to show the interdependencies between them. This Directorate Plan will outline the overarching key challenges ahead that are requiring a response from all our HASS services and often the Council as a whole.

HASS provides the following; figures to revise

- Manages 8010 council owned homes including temporary accommodation, and 430 leasehold properties
- Provides advice and information in accordance with the Housing Act 1996. In 2007/8 406 homelessness decisions were made and 258 acceptances made.
- Contracts and provides homelessness prevention services, in 2007-8 278 cases of homelessness were prevented.
- Manage three traveller sites, with Asset Management Team responsible for current refurbishment programme.
- Administers grant assistance to people living in the private sector in accordance with the law and council policies, including disabled facility grants. In 2007/8 134 Repair grant, and over 23

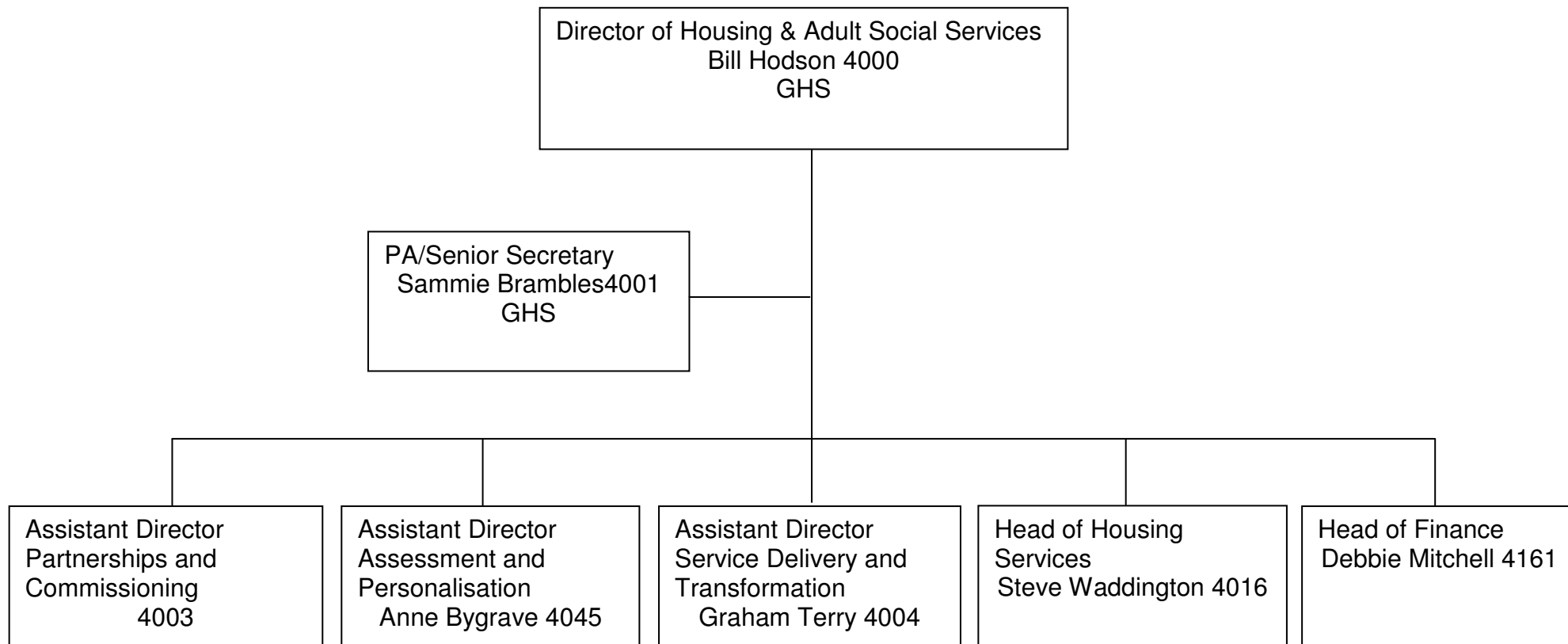
- landlord grants and 131 energy efficiency grants were completed
- Provides the statutory enforcement function in accordance with Housing Act and related legislation including the licencing of houses in multiple occupation. (HMO). In 2007-8 and more than 65 HMOs were licensed and 66 properties inspected.
  - 24 empty properties were returned to use during 2007-8
  - Negotiates and draws up agreements with developers and registered social landlords (RSLs) regarding the provision of housing in new developments. In 2007/8 51 units of affordable housing were completed and planning permission was granted for 616 units
  - Social care services to approx 4600 adults, and responds to over 2200 new referrals pa.
  - Provides Social Care services to a population of approx 500 adults with a learning disability
  - Support to young people who are in the 'transitional' phase from childhood to adulthood (age 16-24) who have learning disabilities, physical or sensory impairments.
  - Older people and physical disability service receives approx 2200 new referrals a year and serves approx 3500 existing customers
  - In-house provision includes housing support, home care, registered residential care, respite care, day services, equipment to aid daily living, minor and major adaptations to property, transport and supported employment.
  - Commissions from the independent & voluntary sectors, home care, residential care and community support services
  - Assessment services are carried out jointly with health colleagues such as, Hospital Discharge; Occupational Therapy services; Intermediate Care and within health settings such as Renal Social Workers, a care manager in the Accident and Emergency department of York Hospital, a care manager in a non-acute facility and in a PCT Intermediate Care unit and Fast Response Team.
  - Services for people of working age with mental health needs are provided within an integrated service provided by North Yorkshire & York Primary Care Trust and City of York Council, led by the PCT.
  - Services include Mental Health Act '83 statutory duties undertaken by Approved Social Workers (ASW). They and the Mental Health Community Support Workers, who provide intensive support to customers with severe and enduring mental health needs, are integrated within 4 Community Mental Health Teams, Assertive Outreach, Early intervention and Crisis Resolution Teams.
  - Financial assessment for 1500 residential customers and 2700 homecare customers.
  - The Customer Advice Centre handles approx 50,000 enquiries a year
  - The Supporting people team administer a grant of over £7m funding services secured within 147 contracts, providing support for 4500 customers through 39 different organisations
  - The Complaints team manages the response to around 330 complaints, 15 Ombudsman, 60 MP, 500 Councillor and 50 Freedom of information enquiries a year.

HASS employs approx 1075 full time equivalent staff, with an overall gross operating budget of £71.7m and a net budget of £39.5m. Our services are delivered by over 300 teams of staff across approx 35 locations that reflects the range of services provided within and accessible to our local communities.

The next page include a structure chart for the directorate, followed by an overview of the directorate's budget as an indication of the overall scope and size of HASS.

**DIRECTORATE STRUCTURE CHART**

**HOUSING AND ADULT SOCIAL SERVICES  
Senior Management Team**



## Housing and Adult Social Services Budget Overview

### 2007/08 Outturn

**Housing Revenue Account** - The working balance increased by £916k during the year to £6,546k at outturn. Of this £351k was required to fund the capital programme and £8k was required to fund carry forwards, leaving a net surplus of £6,187k on the account.

**Housing General Fund** - The outturn was £110k less than the approved budget. After carry forwards this was reduced to an underspend of £92k.

**Adult Social Services** - The outturn was £941k less than the approved budget. After carry forwards this was reduced to an underspend of £656k.

### 2008/09 Budget and latest projection

**Housing Revenue Account** - The current working balance is £6,960k. This is projected to rise to £7,547k by 31.3.09.

**Housing General Fund** - The current approved budget is £1,417k. The latest projection is that there will be a slight underspend of approximately £70k, a reduction of 5%

**Adult Social Services** - The current approved budget is £38.1m. The latest projection is that there will be an underspend of approximately £400k, a reduction of 1%.

As part of the 2008/09 budget process savings of £1.1m were offered up and £3.1m was also approved for the year. The major growth items related to the movement of social services grants into base budget funding, so didn't represent any service growth. The major savings agreed related to the restructuring of the in house home care service to improve efficiency.

### 2008/2009 Budget Summary

<b>GENERAL FUND</b>	<b>£'000</b>
Employees	22,390
Premises	1,220
Transport	1,530
Supplies and Services	37,196
Miscellaneous:	
• Recharges	7,748
• Other	358
Capital Financing	1,281
<b>Gross cost</b>	<b>71,723</b>
<b>Less Income</b>	<b>32,224</b>
<b>Net cost</b>	<b>39,499</b>

<b>HOUSING REVENUE ACCOUNT</b>	<b>£'000</b>
Employees	3,848
Premises	7,144
Transport	37
Supplies and Services	1,278
Miscellaneous:	
• Recharges	2,264
• Other	12,719
Capital Financing	10,896
<b>Gross cost</b>	<b>38,186</b>
<b>Less Income</b>	<b>38,186</b>
<b>Net cost</b>	<b>nil</b>



## Section 2: Key Challenges and Opportunities

In considering the service plans for 2009-12 we need to be aware of the key contextual issues both nationally and locally. These include:

### a) Putting People First

This concordat, signed by adult social care and health providers across all sectors, the NHS Executive, central and local government, professional bodies and regulators, was published on 10 December 2007. The document jointly commits the signatories to a **radical transformation** of adult care services over the next three years. Key elements of the programme include: giving most people who receive funded care their own personal budgets; much closer collaboration between NHS and local government; a focus on early intervention and prevention; investing in support that tackles loneliness and isolation; and a joint strategic needs assessment undertaken by local authorities, relevant PCT and NHS providers (published in York in Autumn 2008).

Our service plans for 2009-12 continue to move in the direction set out in the protocol to put personalisation at the centre of social care. Work is being done to promote more direct payments and to develop individualised budgets for self directed support (the 'In Control' project for disabled people) whereby people directly manage the money for their care and support costs.

The approach will help to realise the shift to achieve outcomes for adults – broad concepts that focus on basic aims that all people want to achieve e.g. choice and control over the way they live, freedom from harassment, economic well being and dignity. This presents a challenge to how services are provided and how community support networks function.

### b) Increasing demand for services and the need for long term commissioning decisions

During the next three years the Directorate will focus on the shift to the **Commissioning role** as it's prime purpose. Commissioning strategies are now in place for housing and the key social care customer groups to reflect both long-term needs and gaps in current services.

Further work in the period will focus on:

- o Joint commissioning and delivery with NHS North Yorkshire and York or the York Health Group (PBC).
- o Developing efficiency and investment plans to manage and sustain the transformation of services to meet anticipated demographic changes.

### c) Decent & Affordable Homes

Affordable housing is one of the council's corporate priorities "to improve the quality and availability of decent, affordable homes in the city". Affordability is a key issue that underpins the social and economic life of the city and is inextricably linked to supply and demand issues e.g. the shortage of affordable homes has a direct link to the levels of homelessness and the availability of locally based staff to deliver key services in the city.

The 2007 Strategic Housing Market Assessment indicated that an additional 1218 affordable homes are needed per annum (CLG model) to meet identified needs in York. The Assessment also indicated high levels of under-occupation – in response to we are looking to commission research via the sub-regional Golden Triangle project, into under-occupation in the council and RSL sectors.

A significant proportion of the affordable housing delivered within the city is via S106 agreements with private developers. The current downturn in the markets is resulting in a number of sites that were expected to come forward, being delayed which will impact on our ability to deliver affordable housing in future years.

The council is leading the way as a landlord on decency and is on course to hit the government's target for decent homes by 2010/11.

There is also a key role to play in the regulation of private rented homes (especially homes in multiple occupation – HMO's) and the condition of privately owned homes – through the use of grants for adaptations and repairs. The Housing Act 2004 brought the statutory the licensing of HMO's, a new fitness standard, the Housing Health & Safety Rating System. April 2007 saw the introduction of a Tenancy Deposit scheme for private landlords. Major government consultation is also underway looking at the future of Disabled Facilities Grants (DFGs). (This is still ongoing)

**d) To continue the momentum to modernise and improve services for customers**

There will be a major programme of service transformation that will have an impact on external and in-house service delivery and for which adequate project management and associated infrastructure will be required. This will affect:

- o EPH's
- o Home Care
- o Housing repairs
- o Extra Care
- o Warden and telecare services
- o Employment services
- o Housing options for people with learning disabilities

**e) Neighbourhood Support & Management**

A key element of managing Neighborhoods is addressing residents concerns, in particular regarding anti-social behaviour. The Respect Standard for Housing Management sets a number of key principals that all parties should adhere to. Key elements for residents are that they should all respect their neighbours and the local environment and be aware of and abide by the conditions of their tenancy. Social landlords should be accountable to residents, so everyone is clear about what they can reasonably expect of each other.

Signing up to the standard will mean considering the level, quality and scope of services we provide and whether this meets the benchmark set by the Standard. This will be done in close consultation with residents. Through creating a more accountable model where residents are clear about what they can expect they will be better able to hold landlords to account. Critical to its success within York will be engaging with RSL landlords and other partners and gaining their commitment to signing up to the standard. We are also reviewing our regular estate walkabouts undertaken with partner agencies.

**f) The Local Area Agreement**

The Local Area Agreement brings all the key statutory and voluntary partners together to work on joint objectives and programmes. HASS has a lead role in the delivery of key improvement objectives and PI's within the LAA.

This is also reflected in the council's corporate priorities – e.g. to improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest. Increasing importance is being given to tackling the social, economic and lifestyle issues that affect the demand on health and social care services. The ban on smoking in public places in 2007 and the rising concerns about obesity and diabetes are examples of this. Without changes to some of these factors the demands will become unsupportable in terms of the finance and staffing required.

The Joint Strategic Needs Assessment provides key data and the refresh of the corporate strategy has suggested 4 key areas for joint work:

- Ensuring all citizens understand and recognise the message about 5x30 physical activity
- Delivery of health programmes through children's centres, including All Together Better - measured by numbers completing course
- Corporate review of the impact of an ageing population on Council services
- Increase access to services and support for carers ( all ages and customer groups)

**g) Performance Improvement**

Following the inspection of adult social care in 2007 and the subsequent annual assessment rating the Directorate is finalising a comprehensive improvement plan and performance framework. Resources available to the Directorate will be used to focus on embedding the framework in the culture and practice of the Directorate.

**h) The introduction of improved IT systems to support business requirements and improve efficiency**

The first phase of the implementation of the new social care system, Frameworki, went live in July 2007 with 2 further phases of development required throughout 2009/10. The departmental management team have identified the benefits that need to be realised by this investment and there will be an ongoing programme of staff training.

The development of flexible / mobile working within the Housing Services area is critical to the long-term delivery of the service to our customers and the way in which staffs working practices will change. Currently the Housing Services have 40 staff that operate out in the field. It is envisaged that tenancy management, income management, repairs, homeless support and verification of housing registrations could all be carried out in the customers home resulting in significant improvements in customer satisfaction. Pilot on mobile working has been carried out and the results are being developed as part of the councils wider flexible working programme.

**h) Climate change**

A number of initiatives in HASS are seeking to reduce our environmental impact such as the development of the new Arclight and Peasholme developments to eco standards, installing energy saving boilers in our housing stock and offering insulation schemes, running switch off campaigns and extending recycling to our offices and buildings.

The redevelopment of the Discus bungalows sites will result in the replacement of 100 prefabricated buildings which are extremely inefficient with 197 bungalows, extra care apartments and family homes, all of which will be built to the code for sustainable homes level 3.

## Directorate Major Risks

Directorate level risks have been identified and are held on the council's 'Magique' risk management system together with controls/actions to mitigate these.

Strategic Risks	<ul style="list-style-type: none"> <li>○ Failure to deliver council strategy</li> <li>○ Failure to maintain or improve the Comprehensive Area Assessment score in 2009</li> <li>○ Failure to improve that annual social care performance rating for 2009</li> <li>○ Failure to secure grant / capital funding to deliver the Disabled Facilities Grant requests</li> </ul>
Partnership Risks	<ul style="list-style-type: none"> <li>○ Failure to deliver Local Area Agreement</li> <li>○ Partnering-Regulation and Governance</li> <li>○ Failure to secure safe MH delivery arrangements from an alternative provider</li> </ul>
Operational Risks	<ul style="list-style-type: none"> <li>○ Implications of the forecast budget funding gap by 2020 and securing resources to continue prevention &amp; alternative care services following end of SCRG</li> <li>○ Failure to deliver financial savings plan in 2009</li> <li>○ Failure of major programme and project management</li> <li>○ Failure to deliver 'Transformational' Government and targets for redesign of services and achievement of personalisation PI's</li> <li>○ Failure to address Business Continuity Planning</li> </ul>

## Section 3: Priority Improvements

We have identified 4 high level themes that summarise the required developments in HASS in response to section 2. These 4 key themes have informed the prioritising of our major projects to be delivered, and overseen by the HASS Portfolio (of projects) Management Board which meets quarterly to review progress, manage risk and take corrective action where necessary.

<b>Housing and Adult Social Services Vision and Departmental Service Plan Framework</b>			
<p><b><u>Quality and Business Change</u></b></p> <ul style="list-style-type: none"> <li>❑ Commissioning strategies for:               <ul style="list-style-type: none"> <li>• Older People</li> <li>• Learning Disabilities</li> <li>• Long term health conditions</li> <li>• Mental health</li> <li>• PSI</li> <li>• Carers</li> </ul> </li> <li>❑ Housing Revenue Account: Financial options to be updated</li> <li>❑ Affordable Housing Strategy (in the light of the economic downturn)</li> <li>❑ Workforce Planning and Development</li> <li>❑ Improvement plan for housing to achieve service excellence</li> <li>❑ Develop a departmental asset management strategy</li> <li>❑ <a href="#">Complete the implementation of financial aspects of Framework</a></li> <li>❑ <a href="#">Complete the reconfiguration of initial contact services</a></li> <li>❑ <a href="#">Introduce changes in customer services within housing following <a href="mailto:easy@york">easy@york</a> review</a></li> </ul>	<p><b><u>Independence, Choice and Well-Being</u></b></p> <ul style="list-style-type: none"> <li>❑ Offer self-directed support (&amp; individualised budgets) to all customers</li> <li>❑ Review of accommodation and support for older people, (EPH; Extra Care; Warden services in 2009)</li> <li>❑ Home Care Review for re-contracting April 2010 to a personalised model of home care delivery</li> <li>❑ Redevelopment of the Discus Bungalow sites</li> <li>❑ Implement the Choice Based Lettings scheme</li> <li>❑ Finalise the Learning Disabilities Accommodation review (with Joseph Rowntree Trust) by 2011</li> <li>❑ A City wide Employment Strategy for Disabled People</li> </ul>	<p><b><u>Prevention Strategy</u></b></p> <ul style="list-style-type: none"> <li>❑ Implement the improvement plan for Safeguarding Adults</li> <li>❑ Commissioning of voluntary sector customer support services</li> <li>❑ Re-launch the use of assistive technology in the home</li> <li>❑ Implementation of the Homelessness Strategy with emphasis on a proactive, preventative approach</li> <li>❑ Reduction in the number of people in temporary accommodation</li> <li>❑ Development of alternative options for young homeless people</li> <li>❑ Updated Private Sector Renewal Strategy will focus on the move from grants to equity based loans for owner occupiers</li> </ul>	<p><b><u>Customer Involvement</u></b></p> <ul style="list-style-type: none"> <li>❑ Implementing Carers strategy and support services</li> <li>❑ Increasing the involvement of tenants in housing strategy &amp; management</li> <li>❑ Expanding the work of partnership boards into service planning (e.g. via the Local Area Agreement)</li> <li>❑ Developing an outcomes based approach to service delivery</li> <li>❑ Promoting engagement in the dignity in care campaign</li> <li>❑ Work with CVS for creation of a user-led Centre for Independent Living</li> </ul>

## Section 4: Organisational Development Priorities

A number of organisational development priorities have been identified. These issues impact on every service area in the directorate. These issues require commitment from everyone to ensure that they are achieved and become embedded in day to day work. The key actions and measures identified here will be cascaded appropriately into all of the directorate's service plans.

<b>Staffing / Leadership:</b>		
<b>HASS 1</b> – Create a Workforce Development Plan for HASS and feed this into the development of a Council wide Workforce Development Plan		Milestones
<ul style="list-style-type: none"> <li>• Key actions:               <ul style="list-style-type: none"> <li>○ Project Plan developed and resourced with process and timescale for production of the first draft of the WD Plan in HASS</li> <li>○ Consult on a first draft of the WD Plan in HASS</li> <li>○ Incorporate a 3 year training plan for 2009-2012 within the HASS WD Plan</li> </ul> </li> </ul>		Complete  April/May 09  April 09
	07/08 – 08/09	09/10
<ul style="list-style-type: none"> <li>• Key Measure(s)               <ul style="list-style-type: none"> <li>Draft Plan produced for consultation</li> <li>Final plan produced to inform workforce development and training activity in HASS</li> <li>Multi agency and Regional elements of the Plan further developed and expanded upon to support potential integration of front line services with partners</li> <li>Recruitment and retention elements of the plan implemented</li> <li>Retention figures improve</li> <li>Staff receiving appraisals (PDR) in last 12 months</li> <li>Staff receiving regular supervision (see CSCI Improvement Plan)</li> </ul> </li> </ul>	90%	End Mar 09  Jun/Jul 09  Oct 09  Sept 09  TBA  98%  TBA
<b>Performance Mangement:</b>		
HASS 2 Improving Performance		Milestones

To ensure a comprehensive performance framework is in place and delivered across whole directorate.		
<ul style="list-style-type: none"> <li>○ Implementation of outcome focussed service plans for each section of the Directorate and each service within each section</li> <li>○ Confirmation and publication of service standards</li> <li>○ Implementation of Quality Assurance system for all directly managed services</li> <li>○ Implementation of specific action plans for all key Performance Indicators</li> <li>○ Provision of regular reports on Performance for HASS sectional management, DMT and for Executive Member within the agreed timetable</li> </ul>		<p>April 09 April 09</p> <p>July 09</p> <p>April 09</p> <p>Ongoing</p>
	2007/8-08/09	2009/10 Target
<ul style="list-style-type: none"> <li>• Key Measure(s) <ul style="list-style-type: none"> <li>○ Improvement in KPI's</li> <li>○ Improving outcomes from customer surveys</li> <li>○ Improving outcomes from results of Place Surveys</li> <li>○ Improvement in Annual ratings</li> <li>○ Delivery of Service Plans</li> </ul> </li> </ul>	Current baseline to be set with end of year outcome result	Targets will be set within the individual sectional service plans
<ul style="list-style-type: none"> <li>• Potential further actions (2009-11): Targets will be revised in order to ensure continuous improvement in annual performance outcome.</li> </ul>		

**Staffing / Leadership:**

<b>HASS3 : Attendance Management</b>		Milestones
<ul style="list-style-type: none"> <li>• Key actions: <ul style="list-style-type: none"> <li>○ Continue investment in dedicated HR time to support managers through training and ongoing advice to apply the Attendance Management Policy</li> <li>○ HR support to monitor trigger points and produce information using the Delphi and AHP information systems to target appropriate action</li> <li>○ Continue the Attendance Management Project Steering Group to oversee the progress on further reductions in absence levels in line with targets</li> <li>○ Continue monthly performance reports to DMT and quarterly progress reports on the project</li> <li>○ Implement the remaining actions in the HSE Stress Management Standards Action Plan</li> <li>○ Evaluate the HSE Stress Management Standards Pilot in HASS and report this to CMT</li> </ul> </li> </ul>		<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>April/June 09</p> <p>May 09</p>
	2007/8 – 2008/9	2009/10 Target
<ul style="list-style-type: none"> <li>• Key Measure(s) <ul style="list-style-type: none"> <li>BV12: Number of working days/shifts lost to sickness (per fte).</li> <li>CPA13a. Number of days lost to stress related illness (per fte).</li> </ul> </li> </ul>	<p>12.25</p> <p>No target set</p>	<p>11</p> <p>No target set</p>

Staff survey: Overall satisfaction with present job.	68% (2007)	No targets set but 2009 Staff survey will show trends
Staff survey: Currently being bullied / harassed.	6% (2007)	
Staff survey: I am able to cope with the demands of my job.	75% (2007)	
<ul style="list-style-type: none"> <li>Potential further actions (2009-11): To engage more staff in measures to improve attendance, reduce sickness and increase job satisfaction</li> </ul>		

**Staffing / Leadership:**

HASS 4 – Improving our Health & Safety culture		Milestones
<ul style="list-style-type: none"> <li>Review the existing HASS H &amp; S Panel to ensure cross directorate representation and role following directorate portfolio changes</li> </ul>		Feb 09
<ul style="list-style-type: none"> <li>Implement any change arising from new developments in the CYC H &amp; S Management System</li> </ul>		Sep 08 & ongoing
<ul style="list-style-type: none"> <li>Implement new model of workplace inspections and risk assessment protocols</li> </ul>		Sep 08
<ul style="list-style-type: none"> <li>Incorporate H &amp; S training needs into the HASS WD and training Plan using the existing staff training database</li> </ul>		Jun/Jul 09
<ul style="list-style-type: none"> <li>Report H &amp; S performance figures on the monthly performance report to DMT (eg RIDDORS)</li> </ul>		Ongoing
	2007/8 – 2008/9	2009/10 Target
<ul style="list-style-type: none"> <li>Key Measure(s) Total number of incidents reported</li> <li>Number of RIDDOR reportable incidents</li> <li>Number of RIDDOR major injuries</li> <li>Number of RIDDOR dangerous occurrences</li> </ul>	No fixed targets set but reductions being achieved	To be reviewed in light of 2008/9 out-turns
<ul style="list-style-type: none"> <li>Potential further actions (2009-11): Monitor take up and status of all staff required to undertake manual handling training (reportable data to be collected in person and ongoing thereafter)</li> </ul>		

**Equalities:**

HASS 5 Delivery of the single equality improvement plan within the directorate		Milestones
<ul style="list-style-type: none"> <li>The Directorate is committed to and will implement two Equality Impact assessments during each of the next three years. Formulate HASS performance indicators</li> </ul>		March 2010
<ul style="list-style-type: none"> <li>Develop and begin to deliver a rolling programme of equality training and development for staff and managers</li> </ul>		July 2009
<ul style="list-style-type: none"> <li>Develop a longer term stakeholder engagement strategy</li> </ul>		July 09



	2007/8-08/09	2009/10 Target
<ul style="list-style-type: none"> <li>• Key Measure(s) <ul style="list-style-type: none"> <li>○ Creation of action and implementation plans for two new EIA priorities for 09/10 with targets <ul style="list-style-type: none"> <li>• The EPH Review</li> <li>• Choice Based Lettings)</li> </ul> </li> <li>○ Completion of the Directorate Equalities scorecard, report regularly &amp; make the relevant policy changes</li> <li>○ Agreement on approach to public engagement in respect of EIA's within broader &amp; longer term HASS stakeholder engagement strategy.</li> </ul> </li> </ul>	<p>3 EIA's completed</p> <p>Consultation undertaken</p>	<p>End 09</p> <p>From July 09</p> <p>July 09</p>
<ul style="list-style-type: none"> <li>• Potential further actions (2009-11): <ul style="list-style-type: none"> <li>○ Review of data &amp; information sources used for monitoring Equality measures</li> <li>○ Creation of action and implementation plans for two new EIA priorities for 10/11 with targets</li> <li>○ Creation of action and implementation plans for two new EIA priorities for 11/12 with targets</li> </ul> </li> </ul>		

### Business Continuity :

HASS 6 Revise HASS Business Continuity		Milestones
<ul style="list-style-type: none"> <li>○ Revise HASS Business Continuity Plan based on the individual service continuity plans.</li> <li>○ Review plan in line with the progress on improvement and modernisation and how they will be delivered.</li> </ul>		<p>April 09</p> <p>October 09</p>
	2007/8-08/09	2009/10 Target
<ul style="list-style-type: none"> <li>• Key Measure(s) <ul style="list-style-type: none"> <li>○ Revised Business continuity Plan in place</li> <li>○ Undertake Directorate wide review through DMT: <ul style="list-style-type: none"> <li>• Initiate with review template</li> <li>• Collate &amp; report on outcome</li> </ul> </li> </ul> </li> </ul>	<p>Review undertaken</p>	<p>April 09</p> <p>August 09</p> <p>October 09</p>
<ul style="list-style-type: none"> <li>• Potential further actions (2009-11): <p>Further review in light of changing requirements, service reviews &amp; performance assessment.</p> </li> </ul>		

## Directorate Service Priorities 2008/09 - 2010/11

Quality and Business Change		Milestones
<ul style="list-style-type: none"> <li>• Complete/review &amp; implement commissioning strategies for:               <ul style="list-style-type: none"> <li>○ Older People</li> <li>○ Learning Disabilities</li> <li>○ Long term health conditions (inc. stroke &amp; end of Life)</li> <li>○ Mental health</li> <li>○ PSI</li> <li>○ Carers</li> <li>○ Affordable Housing</li> <li>○ HRA</li> </ul> </li> <li>• Complete workforce plan</li> <li>• Improvement plans for housing and social care to achieve service excellence</li> <li>• Develop a departmental asset management strategy</li> <li>• Redesign and implement subsequent changes to initial contact processes for potential customers</li> <li>• Redesign processes and configure Framework to handle payments and charging of non-residential and Supporting People services</li> <li>• As part of <u>easy@york</u> programme review housing customer service, undertake re-design work and implement changes</li> </ul>	<p>Individual dates to be included in next draft</p> <p>See HASS 1 See HASS 2 To be agreed Dec 09</p> <p>Dec 09</p> <p>Dec 2010</p>	
	2007/8- 08/09	2009/10 Target
<ul style="list-style-type: none"> <li>• Key Measure(s)               <ul style="list-style-type: none"> <li>○ Milestones for delivery within each of the commissioning plans</li> <li>○ Implementation &amp; monitoring of the performance frameworks and improvement plans</li> <li>○ KPIs</li> <li>○ Outcome of local surveys</li> <li>○ Implementation &amp; milestones within workforce plan</li> <li>○ Creation and approval of asset management strategy</li> <li>○ New ways of handling initial enquires for customer in Children's, Adult Social Care and Homelessness in place</li> <li>○ Charging and payments in relation to non-residential services and Supporting people funding undertaken via FWi, Cease to use OLM system</li> </ul> </li> </ul>		<p>To be detailed in service plans Dec 2009</p> <p>Dec 2009</p>
<ul style="list-style-type: none"> <li>• Potential further actions (2009-11):               <ul style="list-style-type: none"> <li>Review &amp; revision of existing strategies</li> <li>Creation of new strategies to meet national &amp; local requirements</li> </ul> </li> </ul>		

<b>Independence, Choice and Well-Being</b>		Milestones
<ul style="list-style-type: none"> <li>• Development of detailed plans for delivery of self-directed support (&amp; individualised budgets) to all customers</li> <li>• Review of accommodation and support for older people, (EPH; Extra Care; Warden services in 2009)</li> <li>• Commissioning review to complete on the model of Home Care to be contracted in April 2010 to deliver personalised model of home care</li> <li>• Redevelopment of the Discus Bungalow sites</li> <li>• Implement the Choice Based Lettings scheme</li> <li>• Finalise the Learning Disabilities Accommodation review (with Joseph Rowntree Trust)</li> <li>• A City wide Employment Strategy for Disabled People</li> </ul>		<p>Within the personalisation project plan Project plan to be developed Late 09</p> <p>Within the Discus project plan 2011</p> <p>Project plan to be developed</p>
	2007/8-08/09	2009/10 Target
<ul style="list-style-type: none"> <li>• Key Measure(s) <ul style="list-style-type: none"> <li>○ Revised targets on personalisation are to be set nationally</li> <li>○ Completed review of accommodation and support for older people &amp; reports considered within officer &amp; Exec Member delegation</li> <li>○ Proposal for revised home care model; spec for contract process &amp; timetable for implementing recontracting</li> <li>○ Other measures to be inserted in next draft</li> </ul> </li> </ul>		<p>TBA</p> <p>TBA</p> <p>April 2010</p>
<ul style="list-style-type: none"> <li>• Potential further actions (2009-11): <ul style="list-style-type: none"> <li>Annual personalisation targets</li> <li>Further project planning on EPH review</li> <li>Timetables for implementation of strategies</li> </ul> </li> </ul>		

<b>Prevention Strategy</b>		Milestones
<ul style="list-style-type: none"> <li>• Implement the improvement plan for Safeguarding Adults</li> <li>• Review of voluntary sector customer signposting &amp; Handyperson schemes</li> <li>• Re-launch the use of assistive technology in the home and ensure all properties have access to the service</li> <li>• Implementation of the Homelessness Strategy with emphasis on a proactive, preventative approach</li> <li>• Reduction in the number of people in temporary accommodation</li> <li>• Development of alternative options for young homeless people</li> <li>• Updated Private Sector Renewal Strategy will focus on the move from grants to equity based loans for owner occupiers</li> </ul>		<p>In safe-guarding plan</p> <p>In telecare strategy</p> <p>In housing strategy</p> <p>LAA target for 2010 TBA</p> <p>TBA</p>

	2007/8-08/09	2009/10 Target
<ul style="list-style-type: none"> <li>• Key Measure(s) <ul style="list-style-type: none"> <li>○ Safeguarding PI's within the agreed performance management framework</li> <li>○ Vol sector service PI's within the respective contracts</li> <li>○ Housing PI's within the Housing strategy</li> </ul> </li> </ul>		TBA Various Various
<ul style="list-style-type: none"> <li>• Potential further actions (2009-11): Further developments of safeguarding policies in relation to the review of the 'No secrets policy' Further implementation of the prevention strategy in light of the agreed joint projects with health and other local/national initiatives</li> </ul>		

<b>Customer Involvement</b>		Milestones
Developing a comprehensive customer engagement strategy that will include:		
<ul style="list-style-type: none"> <li>• Implementing Carers strategy (currently out for consultation) and support services</li> </ul>		From April 09
<ul style="list-style-type: none"> <li>• Increasing the involvement of tenants in housing strategy &amp; management</li> </ul>		April – July 09
<ul style="list-style-type: none"> <li>• Provision of proposals to expand the work of partnership boards into service planning (e.g. via the Local Area Agreement)</li> </ul>		August 09
<ul style="list-style-type: none"> <li>• Revision of the performance framework and commissioning/contract approaches to reflect an outcomes based approach to service delivery</li> </ul>		April 09 December 09
<ul style="list-style-type: none"> <li>• Establishing a lead partner and structure for engagement of stakeholders and customers in the dignity in care campaign- started Dec 08</li> </ul>		
<ul style="list-style-type: none"> <li>• Create plan for developing the work undertaken by CVS for creation of a user-led Centre for Independent Living</li> </ul>		
	2007/8-08/09	2009/10 Target
<ul style="list-style-type: none"> <li>• Key Measure(s) <ul style="list-style-type: none"> <li>○ Carers measures will be: <ul style="list-style-type: none"> <li>• within the finalised strategy</li> <li>• the KPI adopted by the LAA for provision of carers assessments &amp; information</li> </ul> </li> <li>○ Other measures are within the individual strategies or are to be set by completion of the service planning</li> <li>○ CIL to be in place in York</li> </ul> </li> </ul>	Baseline set from 08/09 outcome	April 09 April 09 During 2010
<ul style="list-style-type: none"> <li>• Potential further actions (2009-11): Further implementation of three year carers strategy Ongoing requirements of continued expansion of customer engagement.</li> </ul>		

This section shows how the Housing and Adult Social Services' priorities (right hand column) link to the corporate vision and corporate priorities set out in the corporate strategy (left hand column). Some directorate priorities support more than one workstream within the corporate strategy.

Corporate Strategy	HASS Directorate Plan
<b>Corporate Vision</b>	
<p style="text-align: center;"><b>Corporate Values.</b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver what our customers want.</li> <li>• Provide strong leadership.</li> <li>• Support and develop our people.</li> <li>• Encourage improvement in everything we do.</li> </ul>	<p style="text-align: center;"><b>HASS will contribute through:</b></p> <p>Implement process redesign of customer access with <a href="mailto:easy@york">easy@york</a> phase 2. Consultation with customers on commissioning strategies and housing improvements. Support dignity in care campaign</p> <p>HASS1): Improved Absence Management.  HASS2) Staff development  HASS3): Improved Health &amp; Safety  HASS4): Equalities  HASS5): Business Continuity  HASS6) – Performance improvement</p>
<p style="text-align: center;"><b>Corporate Direction Statements.</b></p> <ul style="list-style-type: none"> <li>• We want services to be provided by whomever can best meet the needs of our customers.</li> <li>• Our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services that we can afford.</li> <li>• The Council will provide strong leadership for the city using partnerships to shape and deliver the Community Strategy for the City.</li> <li>• We will listen to communities and ensure that people have a greater say in deciding local priorities.</li> <li>• We will seek to place environmental sustainability at the heart of everything we do.</li> <li>• We will be an outward looking council, working across boundaries to benefit the people of York</li> <li>• We will promote cohesive and inclusive communities</li> </ul>	<p style="text-align: center;"><b>HASS will contribute through:</b></p> <p>Consultation with stakeholders on Commissioning Strategies on how services could be configured and a prevention agenda adopted to meet the demographic challenges ahead.</p> <p>Review of EPH's  Remaining on target to meet the Decent Homes Standard by 2010</p> <p>Ensure that the supply of affordable housing in York meets those housing needs identified in the Strategic Housing Market Assessment undertaken in 2007.</p> <p>Continuous public engagement and communication to inform of and to inform the development of the Directorate strategies and services</p> <p>The new Peasholme development to meet eco standards, installing energy saving boilers in our housing stock and offering insulation schemes.</p> <p>Implement the Private Sector Renewal Strategy and investment for private sector housing</p> <p>Creation of User Led Organisation to lead project on the Centre for Independent Living</p>

In addition to the 4 key themes and the Portfolio of Projects in HASS and the 6 cross cutting directorate priorities to improve our organisational effectiveness; we also support some of the other corporate priorities through other work undertaken in the directorate.

<b>Corporate Strategy</b>	<b>HASS Directorate Plan</b>
<b>Corporate Priorities</b>	<b>HASS Priorities</b>
<p><b>Corporate Priorities for Improvement.</b></p> <ul style="list-style-type: none"> <li>• Waste Management / recycling / landfill.</li> <li>• Environmentally friendly transport.</li> <li>• Condition of the city's streets, housing estates and publicly accessible spaces.</li> <li>• Reducing violent, aggressive and nuisance behaviour.</li> <li>• Skills and knowledge.</li> <li>• Promoting economic prosperity (income differentials).</li> <li>• Health and lifestyles.</li> <li>• Life chances of disadvantaged children and families.</li> <li>• Decent, affordable housing.</li> <li>• Reducing environmental impact.</li> </ul>	<p><b>HASS will contribute through:</b></p> <p>Running switch off campaigns and extending recycling to our offices and buildings. Encouraging and supporting residents in our facilities to introduce recycling schemes</p> <p>Reviewing Estate Walkabout process to improve effectiveness</p> <p>Estate improvement grants for Residents groups</p> <p>Tackling empty properties through improved void management processes</p> <p>Increased emphasis on supporting people with disabilities into employment</p> <p>Improved training resource in the new Peasholme and Arc Light to improve people's life chances.</p> <p>Utilise the outcome from the Joint Health Needs Assessment with NY&amp;YPCT.</p> <p>Jointly deliver with the NY&amp;YPCT a campaign to improve nutrition and hydration for older people.</p> <p>Holistic approach to addressing young people's training and employment needs in supported housing. Explore scope for an apprenticeship scheme in care services.</p> <p>Increased provision of affordable homes, the affordability issue of existing homes, existing housing stock meeting needs, and improving how homeowners and private landlords maintain their homes.</p> <p>Energy Efficiency work and reduction in SAP ratings. Encourage recycling &amp; local purchasing in HASS establishments.</p>
<p><b>Corporate Imperatives.</b></p> <ul style="list-style-type: none"> <li>• School Modernisation Strategy</li> <li>• York Stadium</li> <li>• Administrative Accommodation Review</li> <li>• Local Development Framework</li> <li>• FMS Replacement</li> <li>• Demographic Change: ageing population</li> </ul>	<p><b>HASS will contribute through:</b></p> <p>Implement outcome of A&amp;I review as preparation of customer access points for integration into the new Hungate centre in 2010.</p> <p>Integrate Financial systems into Frameworki</p> <p>Convey outcomes of the Strategic Housing Market Assessment to the LDF</p> <p>See specific Adult Services Plans</p>

**The five Service Plans attached as annexes to this Directorate Plan are as follows;**

**Housing General Fund Service Plan  
Housing Revenue Account Service Plan  
Commissioning & Partnerships Service Plan  
Assessment & Personalisation Service Plan  
Service Provision & Transformation Service Plan**

## **Monitoring and Reporting Arrangements**

This will be undertaken through a monitoring process aligned to the performance framework. This will include a minimum of monthly monitoring at each management team level of a dashboard of indicators related to:

- o Finance budget reports,
- o HR information,
- o Key PI's,
- o Health & Safety,
- o Quality surveys
- o Training, and
- o complaints.

o

The performance will be reported to the Executive Member through quarterly monitoring process. The Portfolio Management Board and individual project steering groups also report exceptions on progress to the DMT mtg.

The Directorate priorities are used to inform the five Service Plans. Actions and measures in Service Plans are measured and managed monthly through Heads of Service meetings. In addition to the actions and measures in this plan, the service plans will contain a range of other actions and measures such as BVPIs and LAA measures that are contained in service plans. These are reported to DMT and quarterly EMAPs as appropriate.

HASS also has a minimum of quarterly business meetings with CSCI (Commission for Social Care Inspection) and regular meetings with the Government office for Yorkshire and Humber and the Communities and Local Government Offices on specific issues such as homelessness etc.

HASS was awarded 1 stars (in a range from zero to 3 stars) by CSCI in 2008 for delivering adequate social care services with uncertain prospects for improvement. Similar to the rating for LCCS this star rating is important to the overall rating of the council in its Council Performance Assessment.

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

27<sup>th</sup> January 2009

Report of the Director of Housing and Adult Social Services

### **Improvement Plan in response to Commission for Social Care Inspection (CSCI) Annual Performance Assessment (APA) of Adult Social Services 2007/8**

#### **Purpose of Report**

- 1 To comment on and approve the high level improvement plan following the Annual Performance Assessment (APA) for adult social services 2007/8.

#### **Background**

- 2 Members received the annual letter from CSCI at the meeting on 10<sup>th</sup> December, which set out the Annual Performance Assessment (APA). This set out a number of key areas for development and a high level, summary improvement plan has been drawn up (attached as Annex 1).
- 3 The process for assessing adult social care will be very different in 2008/9 and will form part of the Comprehensive Area Assessment (CAA). However, for the current year social service authorities have been asked to maintain the information systems that comprise the performance assessment framework used in 2007/8. A detailed statistical submission for 2008/9 will also be required although we do not yet know precisely what will be required.
- 4 The Commission for Social Care Inspection (CSCI) will cease to exist at the end of March 2009 and its functions in terms of social care performance assessment and regulation will pass to the Care Quality Commission (CQC). This new body will also be responsible for health services assessment and regulation (also taking on the functions of the Health Care Commission and the Mental Health Act Commission) and is currently consulting on the performance and regulation framework to be employed for 2009/10.
- 5 Given that this is a transitional year that will see changes in the organisations and personnel responsible for performance assessment it is important that the council focuses on the key objectives and improvement issues for adult social care and takes responsibility for moving forward on these.

## Action since the December meeting

- 6 It has been agreed with CSCI that there will be three business meetings for the remainder of 2008/9 to ensure that there is good communication on the key issues. The first of these took place on 21<sup>st</sup> January.
- 7 The regular performance clinics in HASS (which look at key performance issues in detail so that corrective action can be taken if necessary) have become part of a Performance Board chaired by the Director and involving all the departmental management team. This will be supported by a project plan and it is intended to designate a senior manager in the department with responsibility for co-ordinating performance activity in HASS. The first meeting of the Board was on 16<sup>th</sup> December 2008.
- 8 Contact has been made with the new, interim, Deputy Regional Director of Social Care in the Department of Health (DoH). Regional posts were created during 2008 to strengthen the presence of the DoH in the Government Offices and the post-holder has a responsibility to ensure Directors of Adult Social Services are making progress on key performance and policy issues. This is in the context of another agency, the Care Services Improvement Partnership (CSIP), being phased out by 31<sup>st</sup> March 2009 and some of its functions coming under the remit of the Deputy Regional Director.
- 9 The Deputy Regional Director has confirmed that the council can expect to receive some financial support in 2009/10 from the DoH to assist in its improvement plan. Discussions have taken place on the key areas that would benefit from some external advice and support, namely:
  - Performance Management
  - Safeguarding
  - Closer integration with health services
  - Capacity to manage changeArrangements are being put in place to establish working relationships with 2 or 3 councils with excellent track records in these areas who can act as advisers or 'critical friends' to the department to ensure that actions being taken are consistent with proven best practice.
- 10 As members are aware a very detailed improvement plan is being implemented following the Independence, Well Being and Choice inspection that was reported to members in October. The improvement plan that is attached at Annex 1 in response to the APA does have some overlap (given that the APA was heavily influenced by the inspection findings) but has been kept at a high level to prevent any confusion or duplication.

## Safeguarding Update

- 11 This was a key part of the recent inspection and is also reflected in the APA. An undertaking was made to keep members updated regularly on progress on this issue.

12 As part of the December 08 EMAP report on the outcomes for the Older Persons CSCI inspection, (HASS 92) a safeguarding action plan was recommended and agreed. Progress has been made on all the milestones referred to in that paper, within the timescales allocated.

13 Particular areas to note are:

- A Safeguarding Adults Board for York has been established with agreed membership and terms of reference
- The revised practice and policy guidance is finalising its consultation process for sign off by the Safeguarding Board in January's meeting
- Additional resources have been committed and recruitment is currently underway for a safeguarding manager and professional note taking support. Additional care management time has been put into place
- Sub groups for performance monitoring, and practice development & training have terms of reference and membership in place
- A training audit has been undertaken within CYC and ongoing multi-agency training is being planned for the financial year 2009-10
- A customer engagement plan is being commissioned

14 An overview of assessment numbers from April 08- November 08 is as follows:

- 121 assessment of safeguarding completed
- 39 of these for people with a learning disability, 63 for physical disability, sensory impairment or frailty, 1 for substance misuse customer, 10 for people with mental health issues and 8 for older vulnerable people. These figures show a higher referral rate than last year (07/08) when figures show 88 cases were referred for assessment. Already in 08/09 the figure for 2/3 of the year ( April to November) show an increase of over 50% in the number of referrals.

15 As part of on-going governance a further update will be given to EMAP in next quarter

## **Consultation**

16 There was no consultation on the improvement plan itself.

## **Options**

17 **Option 1** – to accept the improvement plan and to receive an update on progress in June 2009.

18 **Option 2** – to ask for amendments to the improvement plan and to receive an update on progress in June 2009.

## Corporate Priorities

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

## 20 Implications

**Financial** - no implications arising directly from this report.

**Human Resources** – as above

**Equalities** –Equalities Impact Assessments have been carried out on Safeguarding and Personalisation – two of the main issues facing adult social care – and are being fed into the detailed work on both issues.

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

**Crime and Disorder** – none arising directly from this report.

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

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

**Other** – not applicable

## Risk Management

21 The risk/s associated with the recommendations of this report are assessed at a net level below 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

## Recommendation

22 That the Advisory Panel advise the Executive Member to approve the improvement plan attached as Annex 1 subject to any requests for amendments agreed at the meeting.

Reason: To enable progress to be made on the key areas for development identified in the APA.

23 That the Advisory Panel advise the Executive Member that a progress report on the improvement plan be brought back in June

Reason: To ensure ongoing and effective member scrutiny of the improvement plan.

**Author:**

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Director  
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Services  
554000.

**Chief Officer Responsible for the report:**

Bill Hodson  
Director

**Report Approved**

**Date** 12/1/09

**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:** None

**Annexes:**

Annex 1 - Improvement Plan

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## Adult Social Care Improvement Plan in response to the Annual Performance Assessment 2007/8

Key Area for Development	CYC Lead & Summary of Response	Milestone
<p>1. The Council should ensure that assessment and care management and services are in place to deliver personalised outcomes that promote wellbeing</p>	<p><b>Anne Bygrave</b>  A personalisation project plan has been drawn up and approved by the Programme Board. We are working in partnership with “In Control” and as part of a regional network.  The plan relates to the “Putting People First” initiative and covers the next 3 years</p>	<p>1. Care management Staff briefings- Jan-March 09. Dates set and staff aware.  2. Briefing sessions for Members and Senior CYC managers being organised- Feb/March 09.  3. Involvement with three “In Control” sub groups:  a) Care management culture change,  b) safeguarding and personalisation,  c) community development.</p>
<p>2. Increase the number of service users whose needs for support are reviewed, and increase in the numbers receiving a statement of their needs</p>	<p><b>Anne Bygrave</b>  With support from the Performance Board staff in Assessment and Personalisation are focussing on key process improvements to benefit customers.</p>	<p>1. Performance clinics now delivering regular monitoring information to allow resource allocation moves/changes.  2. Process improvement work underway with outcome report expected Feb ( intake) March (rest of teams)</p>
<p>3. Further development of the range of preventive services to promote independence for people and help more people to live at home including the provision of intensive home care.</p>	<p><b>Keith Martin</b>  Prevention Strategy is one of the 4 joint programmes agreed as a priority with North Yorkshire and York P.C.T. and monitored by the Joint Strategic Integrated Commissioning Group which includes the Executive Member</p> <p>In house home care project will allow the whole system to operate better</p>	<p>1. Joint action and investment plan agreed by April 2009  2. New Handypersons service operational March 2009  3. New case finding and signposting service operational by end of March 2009  4. Improved delivery of telecare provision through relaunch in early 09  5. In house home care changes in place April 2009  6. Review of performance data October 2009</p>

## Adult Social Care Improvement Plan in response to the Annual Performance Assessment 2007/8

4. Improved waiting times for the delivery of major adaptations.	<p><b>Steve Waddington</b> Performance in 2008/9 shows significant improvement and some of the issues of funding that have held back bathing adaptations have been alleviated by a one-off cash injection. Longer term funding issues remain as highlighted at the December EMAP.</p>	Outturn figures for 08/9
5. Development of the provision of extra care housing and a clear forward strategy for such future development.	<p><b>Steve Waddington</b> The assessment in 07/8 looked at that year in isolation without seeing the overall trend and the impact of previous investment. The development of more extra care housing remains a departmental priority.</p>	EPH review will take extra care into account with date for completion of Sept 09
6. Progress in the take up of people and users self-assessing their needs.	<p><b>Keith Martin &amp; Anne Bygrave</b> A new customer 'channel' will be developed during 2009 to enable people to directly refer themselves. More work needs to be done to enable people to request simple services directly and move towards self assessment.</p>	<ol style="list-style-type: none"> <li>1. Work on self assessment tool being discussed as part of personalisation of customer experience- with <a href="#">Easy@York</a></li> <li>2. An interim "paper based version " is in development</li> </ol>
7. The Council and partners should implement the SAP in accordance with national expectations.	<p><b>Keith Martin &amp; Anne Bygrave</b> This has moved forward where services are integrated but not for people with long term health conditions. It has been agreed with NY&amp;YPCT and the York Health Group (as part of the JSICG) to introduce</p>	<ol style="list-style-type: none"> <li>1. New Case finding and signposting service undertaking Initial assessments by June 2009</li> <li>2. Single assessment documentation, could have an effect on the timescale and single point of contact for intermediate tier services with an agreement required</li> </ol>



Adult Social Care Improvement Plan in response to the Annual Performance Assessment 2007/8

	<p>common assessment in the joint projects. At present that is focussed on paper based records but will progress into the use of electronic records.</p>	<p>on how this will proceed by March 09 for implementation within 3-6 months</p> <ol style="list-style-type: none"> <li>3. Evaluation of these changes by March 2010</li> <li>4. Person Held Record Pilot is currently being put in place within one section of the city for people with dementia &amp; will be reviewed by April 09.</li> </ol>
<p>8. Equalities</p> <ol style="list-style-type: none"> <li>a) Equality Standards: further work is needed to ensure that all of the standards are implemented</li> <li>b) Race Equality Standards: to ensure that access and take up of services is ongoing for people from ethnic minority backgrounds</li> <li>c) Improve the engagement with the BME communities within the council area</li> <li>d) Access and take up of breaks services for people from black minority ethnic backgrounds, and ensure that under-represented groups have fair access to services.</li> </ol>	<p><b>Bill Hodson</b></p> <ol style="list-style-type: none"> <li>a) The corporate improvement plan for Equalities is on course as part of the Single Improvement Plan for the council. Equality Impact Assessments on Supporting People, Personalisation and safeguarding were completed in 2008.</li> <li>b), c) &amp; d) Work is in hand with York Race Equality Network and 2 events took place in 2008 with contact made with people who can help in developing ongoing engagement with BME citizens. This is also part of a wider community engagement issue for the council.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completion of priority EIAs for the EPH Review and Choice Based Lettings in 2009.</li> <li>2. Completion of Equalities scorecard for HASS from July 2009</li> <li>3. HASS Equality Scheme for 2009/10</li> </ol> <p>(Also see Directorate Plan HASS 5)</p>
<p>9. The Council should work closer with partners on a range of income maximisation issues and including fuel poverty etc, to address economic disparities, for</p>	<p><b>Debbie Mitchell</b></p> <p>In fact, the council performed well on income maximisation in 2007/8 with over £770k of additional benefits claimed by customers following</p>	<p>As at 30.11.08 the Customer Finance Team have carried out over 1000 welfare benefit checks which have resulted in additional benefits of £714k per annum being claimed.</p>

## Adult Social Care Improvement Plan in response to the Annual Performance Assessment 2007/8

people.	advice.	
10. The Council and partners should improve the coverage of adult safeguarding training within the independent sector.	<b>Anne Bygrave</b> This is part of the Safeguarding Adults improvement plan	See safeguarding plan update
11. Continue to make improvements in rates of staff turnover and vacancies.	<b>Graham Terry</b> Improvements have continued in the levels of sickness absence and the department is on course to hit single figures by 2010/11. Turnover has also continued to improve in 2008/9. Recruitment issues continue to affect some professional posts and some that were detrimentally affected under job evaluation.	Outturn figures for 08/9 and targets for 09/10.  (Also see Directorate Plan HASS 3)
12. The areas for improvement highlighted in the CSCI Independence Wellbeing and Choice Service Inspection for Older People with respect to safeguarding vulnerable people, Leadership etc..	<b>Bill Hodson</b> These are covered by the improvement plan approved by members at the December EMAP meeting.	Progress will be reported to Members quarterly.