



**Housing and Adult Social Services
Directorate Plan
2008/09 – 2010/11**

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Foreword from Director of Housing and Adult Social Services



The Housing and Adult Social Services department came into being in 2005 but these services have been managed together in York since the council began in 1996. There are very good reasons for this – people need a decent place to live if they are going to enjoy happy and fulfilling lives and get the support they need to live independently. Equally, many people need individual support so that they can keep their home. I think this is self evident but we have never tried to demonstrate those links explicitly in one document before. This is what the directorate plan does and I hope that staff, elected members and partners find it helpful in seeing how we join up the different activities to meet the council's overall aims.

Bill Hodson, December 2007

Corporate Planning System

This page summarises how York’s sustainable community strategy which sets out a long term vision for the city, links through to influence personal development plans for staff within Housing and Adult Social Services, via corporate, directorate and service level plans. These links ensure that individuals and teams work consistently towards clear objectives that build towards delivering the priorities set out in city and corporate level strategies.

	Sustainable Community Strategy	Without Walls (York’s Local Strategic Partnership) has produced a City Vision and Community Strategy, which was agreed in April 2004. www.yorkwow.org.uk
Corporate Strategy	Corporate Vision (Values and Direction Statements)	The Council’s corporate vision includes four values and seven direction statements.
	Corporate Priorities & Corporate Imperatives	<p>The Council has ten corporate improvement priorities – ten areas of council business where we have chosen to make significant improvements. ? of the ten are led by Housing and Adult Social Services:</p> <ul style="list-style-type: none"> ○ ○ ○ <p>The Council has seven corporate imperatives. These are highly significant ‘must-do’ projects and programmes.</p>
	Strategic Plans	<p>Housing and Adult Social Services Directorate Plan which:</p> <ul style="list-style-type: none"> ○ Sets out clear direction for the directorate – service development and staff development. ○ Shows how we contribute to the corporate agenda. <p>A HASS Portfolio Management Board sets priorities within this strategic direction for the delivery of its major change projects and manages the capacity available to deliver these.</p> <p>In addition, Housing and Adult Social Services has a number of service specific strategic commissioning plans that can be seen in their respective service plans.</p>
	Service Plans / Team Workplans	HASS has SIX service plans, supported by detailed Workplans. Taken together these set out how the directorate plan’s priorities will be delivered. The service plans can be found on the intranet under: <i>Council / Service Planning / 2007/08 Service Plans / Housing and Adult Social Services</i>
	Performance & Development Review	It is expected that all staff have an annual appraisal to help set personal objectives, informed by Team, Service, Directorate and Corporate Plans.

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. Six service plans are produced to cover the period 2007-10 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;

- A landlord service that manages approx 8039 tenancies and 428 leasehold properties
- Provides advice and information in accordance with the Housing Act 1996. In 2006/7 503 homelessness decisions were made and 214 acceptances.
- Contracts and provides homelessness prevention services, in 2006/7 287 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 2006/7 over 135 Repair grant, and over 25 landlord grants and more than 150 energy efficiency grants were completed

- Provides the statutory enforcement function in accordance with Housing Act and related legislation. In 2006/7 licensing of houses in multiple occupation was introduced and more than 305 HMOs were licensed and 40 properties inspected.
- 21 empty properties were returned to use.
- Negotiates and draws up agreements with developers and registered social landlords (RSLs) regarding the provision of housing in new developments. In 2006/7 56 units of affordable housing were completed and planning permission was granted for 232 units.

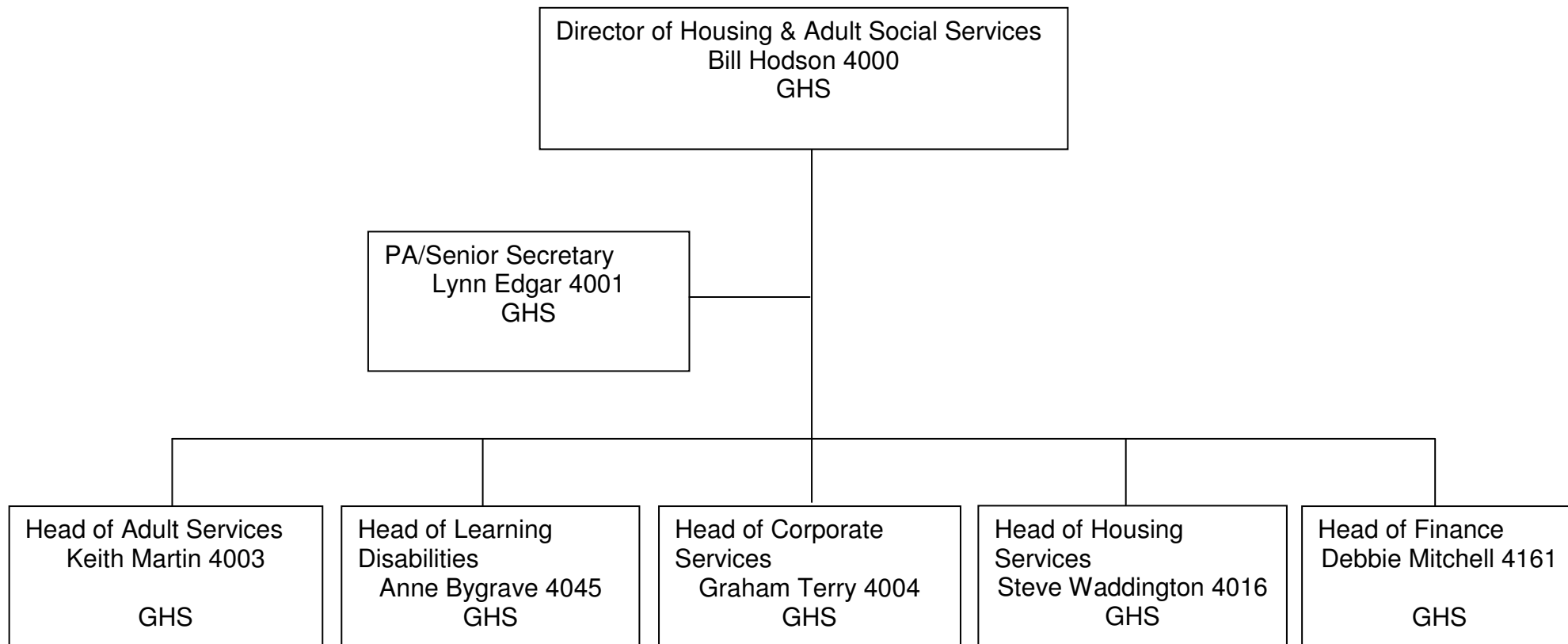
- Social care services to approx 4600 adults, and responds to over 2200 new referrals pa.
- Provides Social and Health Care services on behalf of the council and the North Yorkshire and York Primary Care Trust to a population of approx 902 adults with a learning disability
- Support to young people who 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 2750 residential customers and 1200 homecare customers.
- The Customer Advice Centre handles approx 50,000 enquiries a year
- The Supporting people team administer a grant of over £8M funding 210 services secured within 189 contracts, providing support for 4500 customers through 45 different organisations
- The Complaints team manages the response to around 330 complaints, 15 Ombudsman, 60 MP, 50 Councillor and 50 Freedom of information enquiries a year.

HASS employs approx 1075 full time equivalent staff, with an overall gross operating budget of £56.5m and a nett budget of £32.7m. 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 2006/07 Outturn

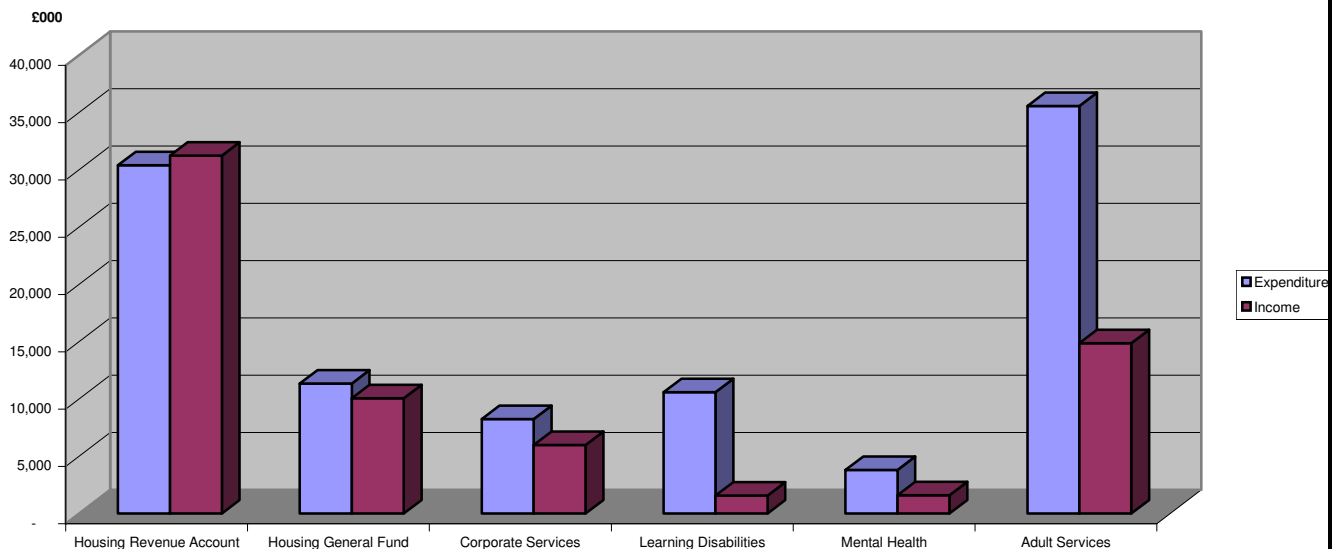
Savings/Growth: The Department identified £768k worth of in year savings in 2006/07 to help fund council budget pressures. The main areas were in Home Care efficiencies (£145k), revisions to charging policies (£160k) and staffing and procurement savings (£115k). £514k growth was identified. £100k was set aside for increasing Residential and Nursing Fees over and above inflation, £126k for staff increments and £98k to reprovide Windsor House as an EPH for those with dementia.

Total savings of £702k were offered up in the corporate budget savings round for 07/08 and £1413k of growth bids were also approved for the year. The major growth bid items concerned retraction of Supporting people funding (£700k), continued support for the implementation of the Electronic Social Care Record (ESCR) system (£226k and children transferring to Learning disabilities services (£145k). The major savings proposed included increasing income from customers (£416k) and service efficiencies (£178k). All growth and savings are on target except £40k saving identified in Learning Disability services.

Out-turn: Year end out-turn 2006/07, saw the Department underspend by £205k.

General Fund Services	Expenditure Budget £000	Income Budget £000	Net Budget £000	Outturn £000	Under spend £000	%
Total	56,560	23,830	32,730	32,525	205	0.6

HASS expenditure and Income budget 2007/08 by Service



Budget 2007/2008 – HASS GENERAL FUND*(£000)

Employees	£22,145
Premises	£1,090
Transport	£1,586
Supplies and Services	£36,031
Miscellaneous:	
– Recharges	£7,393
– Other	£235
Capital Financing	£1,042
Gross cost	£69,522
Less Income	£34,039
Net cost	£35,483

*For details of HRA budgets see Appendix 1 – HRA service plan

Section 2: Key Challenges and Opportunities

In considering the service plans for 2008-11 we need to be aware of the key contextual issues both nationally and locally. These include:

a) **The White Paper – Our Health, Our Care Our Say**

Our service plans for 2007-10 continue to move in the direction set out in the White Paper e.g. more work is being done to promote direct payments and to develop individualised budgets for self directed support (the 'In Control' project for people with a learning disability) whereby people directly manage the money for their care costs.

The White Paper has also confirmed the shift to achieving 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.

Putting People First, a 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.

b) **Neighbourhood Management**

A key element of managing Neighbourhoods is addressing anti-social behaviour. The Respect Standard sets out that all residents must respect their neighbours and the local environment and be aware of and abide by the conditions of their tenancy. It states that 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.

c) **Increasing demand for services and the need for long term commissioning decisions**

The work on the long term needs of older people in York and the gap analysis (i.e. what needs to be put in place to meet those needs) will be key to determining some of our long term commissioning decisions and we will want to work on this in partnership with the PCT, care providers and customers/carers.

This has set out the growth in the number of people over 85 (from 3,700 to 6,000 by 2020) and the potential impact on services (e.g. 700 more people with dementia). If services remain as they are it would cost over £7m more to provide care in the current way. That is why the next step is to look at alternative means of supporting people in the community. A major consultation exercise begins in Jan 08 to gain the views of all stakeholders on this issue and is due to report back to the March 08 EMAP meeting.

Work is completed on a commissioning strategy for people with a learning disability. There are significant demographic issues here as well with a clear trend for customers in transition from children's services having increasingly complex support needs. The number of 'transitions' customers is expected to increase by 70% by 2010. This will encompass a 55% increase in customers with complex support needs. There are currently approximately 70 customers in transitions, half of whom have complex support needs. There is also an aging population of both customers and carers which presents a different range of issues but cumulatively also adds to the number of people remaining in need of services.

There is a clear link across housing and social care in responding to these challenges e.g. the opportunities that the redevelopment of the Discus bungalow sites offers to commission new homes that will meet future care needs.

The Private Sector Housing Renewal Strategy is currently being updated to reflect these challenges and will consider a change in emphasis from grant based support to equity loan products.

d) Affordable Housing

It is one of the council's 13 corporate priorities "to improve the quality and availability of decent, affordable homes in the city".

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

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.

The North Yorkshire Sub Regional Housing Partnership has successfully applied to CLG for funding to explore the opportunities for sub regional Choice Based Lettings. This work will be progressed in 2008.

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)

e) Health Improvement and the Local Area Agreement

This is also one of the council's 13 corporate priorities – 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 Local Area Agreement offers an opportunity to bring all the key statutory and voluntary partners together to work on joint objectives and programmes.

f) The need to continue the momentum to modernise and improve services for customers

A major piece of work is underway to modernise day care for people with disabilities to

build on the success of previous projects e.g. the re-provision of Hebden Rise. This is being linked to the opportunity to enable people to take more control of their care by determining their own care package and having the money to purchase it (see 2a) above). The replacement of the Peasholme hostel will provide residents with en suite facilities and space for training and support within the building.

In 2008 we will be introducing customer expert panels to ensure that customers are closely involved in service improvements taking place in housing services.

g) The introduction of improved IT systems to enable the council to meet statutory 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 2008. 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.

There is a major upgrade due to iworld in 2008 though the details are yet to be specified.

Housing Service are recruiting a post on a 6 month secondment to implement DMS within the Homelessness and Housing Registrations Teams and to update existing processes, and evaluate the use of the system by the Strategy and Enabling Team

The development of 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 due to commence in January 2008 and run for 3 months. The success of this will be evaluated prior to any decisions on further rollout.

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.

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"> ○ Failure to deliver council strategy ○ Failure to maintain or improve the Comprehensive Performance Assessment score in 2008
Partnership Risks	<ul style="list-style-type: none"> ○ Failure to deliver Local Area Agreement ○ Partnering-Regulation and Governance
Operational Risks	<ul style="list-style-type: none"> ○ Completion of the Pay & Grading Review ○ Implications of the forecast budget funding gap by 2020 ○ Failure of major programme and project management ○ Failure to deliver ‘Transformational’ Government ○ Failure to address Business Continuity Planning

Section 3: Priority Improvements

We have identified 5 high level themes that summarise the required developments in HASS in response to section 2. These 5 key themes have informed the prioritising of our major projects to be delivered, and overseen by the HASS Portfolio (of projects) Management Board.

Housing and Adult Social Services Vision and Departmental Service Plan Framework				
Long Term Business Change	Independence, Choice & Control	Preventative Strategy	Quality and Excellence	Customer Participation
<ul style="list-style-type: none"> ❑ Commissioning strategies for: <ul style="list-style-type: none"> • Older People • Learning Disabilities • Long term health conditions ❑ Housing Revenue Account: Financial options to be updated ❑ Affordable Housing Strategy ❑ Social Care IT system replacement ❑ Workforce Planning and Development 	<ul style="list-style-type: none"> ❑ Review of accommodation and support for older people ❑ Redevelopment of the Discus Bungalow sites ❑ Home Care Review ❑ Self directed support (individualised budgets) ❑ Consideration of Choice based lettings ❑ Learning Disabilities Accommodation review (with Joseph Rowntree Trust) ❑ Updated Private Sector Renewal Strategy will focus on the move from grants to equity based loans for owner occupiers 	<ul style="list-style-type: none"> ❑ Commissioning of voluntary sector support services ❑ 'Refresh' of the Supporting People Strategy ❑ Use of assistive technology in the home ❑ Review of the Homelessness Strategy with emphasis on a proactive preventative approach ❑ Reduction in the number of people in temporary accommodation 	<ul style="list-style-type: none"> ❑ Improvement plan for housing to achieve service excellence ❑ Day Services modernisation at Yearsley Bridge and Huntington Road ❑ Closure and re-provision of the NHS 'campus' at Easingwold ❑ Sign up to the RESPECT standard for housing management (tackling anti-social behaviour) 	<ul style="list-style-type: none"> ❑ Developing the Carers strategy and support services ❑ Increasing the involvement of tenants in housing strategy & management ❑ Linking partnership boards into service planning (e.g. via the Local Area Agreement) ❑ Developing an outcomes based approach to service delivery

The HASS Portfolio of Projects

HASS introduced a project toolkit in 2007 for use in delivering all its medium and large scale projects. Based on the Prince 2 Methodology it supports the application of sound project management disciplines and standards within HASS to underpin the work of the Portfolio Management Board. The full toolkit can be accessed via the following link
http://intranet.york.gov.uk/docsinf/navigate_tree.asp?intnavid=11416

The Portfolio Management Board assesses new and existing programmes and projects considering them in relationship to:

Strategic fit – how well each initiative supports corporate and directorate objectives

Achievability – the likelihood of achieving success with our current capability and capacity

‘Affordability’ – whether it can be done with our available resources

All major programmes and projects are included in the Board’s portfolio, which receives exception, reports on their progress. Reshaping the portfolio will depend on:

current capability and capacity to deliver programmes and projects within the portfolio

Strategic plans and policy imperatives

Possible trade-offs in the areas of benefits, risks, achievability, and scope

Current commitments externally with partners and internally to existing service levels and operations.

Ongoing management of the portfolio

Track the portfolio’s performance and progress against key outcomes

Take prompt corrective action when required

Make hard choices when needed – reprioritise, defer or stop projects

Check monthly on the mission-critical projects

Monitor the organisation’s total exposure to risk

Look to the future – plan for known changes and forecast the future demands on resources.

A group of key officers in HASS offer advice and support to managers and challenge their business case for individual initiatives, from start-up to close-down.

Constructively “challenging” projects and programmes so as to optimise overall delivery and benefits realisation possibilities. Those projects that are considered not to warrant further work are reported to the Portfolio along with those that pass this ‘challenge’ stage.

The Portfolio Board can accept new projects into the Portfolio if they can be adequately resourced eg; Project manager time, Finance, HR, IT, Planning, Commissioning etc.

A group of trained project managers provide advice, support and assurance to programme and project teams. Our ambition is to ensure that every team has access to the programme/project management skills it needs but in the interim we will focus on developing capability as required. The Project Toolkit includes steps to promote programmes and projects that are managed in line with best practice, so that they can do things in a repeatable way, learn and improve. We are seeking to promote the use of project management within the Council and through networking with peers and central bodies so as to learn from them and share experiences.

The current projects within the Portfolio for 2007-08 are;

Discus Bungalows

Day service modernisation (Yearsley and HRDC)

Home Care

Framework electronic social care record system

In Control

Attendance Management

The Long Term Commissioning Strategy for Older People Programme Board

HASS contribution to Corporate Projects: Council Performance Assessment, Pay & Grading/Job Evaluation

There are currently 4 project outlines being scoped for potential inclusion in the Portfolio for Jan 2008 to March 2009.

Section 4: Organisational Improvements

In addition to the 5 key themes and the Portfolio of Projects in HASS we also have 6 cross cutting directorate priorities to improve our organisational effectiveness;

Cross Directorate Organisational Effectiveness Priorities	Action	By when	Directorate Lead
1. Improving absence management.	1) Working with the HSE on a pilot use of their stress management standards to reduce absence due to stress. Established an Attendance Management Steering Group (reporting to Portfolio Board) to oversee work on occupational health, data collection, implementation of new Corporate attendance policy, a targeted support team, HSE stress pilot, training, and monitoring our performance.	Complete pilot in Oct 08 Ongoing	G Terry
2. Staff development.	2) Drafting a HASS Workforce Development Plan and a 3 Year Training plan to meet our key themes and challenges.	Agree plans by Mar 08	G Terry
3. Implementing job evaluation / pay & grading.	3) To ensure that the outcomes are implemented efficiently and fairly and we recognise the contribution of all HASS staff.	Ongoing	G Terry
4. Improving health & safety culture.	4) The Directorate Management Team and the HASS Health & Safety Panel will ensure that all services have active, current risk assessments in place and that we respond to inspection findings.	RA's in place by Oct 08	G Terry
5. Equalities	5) Conduct a baseline assessment of our current compliance with Equality Standards and produce an action plan for the achievement of a level 3 standard by 2009.	Agree the action plan by Feb 08	G Terry
6. Business Continuity	6) To produce a single overarching HASS Business Continuity Plan based on the individual service continuity plans. This will include areas for improvement and how they will be delivered.	Agree Plan by Feb 08	G Terry

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
Corporate Vision	
<p>Corporate Values.</p> <p>We will:</p> <ul style="list-style-type: none"> • Deliver what our customers want. • Provide strong leadership. • Support and develop our people. • Encourage improvement in everything we do. 	<p>HASS will contribute through:</p> <p>Process redesign of customer access with easy@york phase 2 and consultation with customers on commissioning strategies and housing improvements.</p> <p>HASS1): Improved Absence Management. HASS2) Staff development HASS3): Implement Job Evaluation /Pay & Grading HASS4): Improved Health & Safety HASS5): Equalities HASS6): Business Continuity</p>
<p>Corporate Direction Statements.</p> <ul style="list-style-type: none"> • We want services to be provided by whomever can best meet the needs of our customers. • 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. • The Council will provide strong leadership for the city using partnerships to shape and deliver the Community Strategy for the City. • We will listen to communities and ensure that people have a greater say in deciding local priorities. • We will seek to place environmental sustainability at the heart of everything we do. • We will be an outward looking council, working across boundaries to benefit the people of York • We will promote cohesive and inclusive communities 	<p>HASS will contribute through:</p> <p>A consultation with stakeholders on the Long Term Commissioning Strategy for Older People on how services could be configured and a prevention agenda adopted to meet the demographic challenges ahead.</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>Use the baseline data to develop the Private Sector Renewal Strategy and investment for private sector housing.</p> <p>Remaining on target to meet the Decent Homes Standard by 2010</p> <p>The new Arclight and Peasholme developments to meet eco standards, installing energy saving boilers in our housing stock and offering insulation schemes.</p>

In addition to the 5 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.

Corporate Strategy	HASS Directorate Plan
Corporate Priorities	HASS Priorities
<p>Corporate Priorities for Improvement.</p> <ul style="list-style-type: none"> • Waste Management / recycling / landfill. • Environmentally friendly transport. • Condition of the city’s streets, housing estates and publicly accessible spaces. • Reducing violent, aggressive and nuisance behaviour. • Skills and knowledge. • Promoting economic prosperity (income differentials). • Health and lifestyles. • Life chances of disadvantaged children and families. • Decent, affordable housing. • Reducing environmental impact. 	<p>HASS will contribute through:</p> <p>Running switch off campaigns and extending recycling to our offices and buildings.</p> <p>Reviewing Estate Walkabout process to improve effectiveness Estate improvement grants for Residents groups Tackling empty properties through improved void management processes</p> <p>Continue recruitment campaign with Job Centre Plus. Increased emphasis on supporting people with disabilities into employment Improved training resource in the new Peasholme and Arc Light to improve people’s life chances.</p> <p>Undertake a Joint Health Needs Assessment with NYYPCT. Jointly deliver with the NYYPCT a campaign to improve nutrition and hydration for older people.</p> <p>Holistic approach to addressing young peoples training and employment needs in supported housing</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</p>

Corporate Imperatives.	HASS will contribute through:
<ul style="list-style-type: none"> • Pay & Grading • School Modernisation Strategy • York Stadium • Administrative Accommodation Review • Local Development Framework • FMS Replacement • Demographic Change: ageing population 	<p>Implementing pay and grading Preparing customer access points for integration into the new Hungate centre in 2010. Integrate Financial systems into Framework Convey outcomes of the Strategic Housing Market Assessment to the LDF</p> <p>See Older people & Physical Disability Service Plan</p>

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

- Housing General Fund Service Plan**
- Housing Revenue Account Service Plan**
- Corporate Services Service Plan**
- Learning Disability Services Service Plan**
- Older People and Physical Disability Services Service Plan**
- Mental Health Services Service Plan**

Monitoring and Reporting Arrangements

HASS Directorate management team receives and considers on a monthly basis a dashboard of indicators to highlight the health of our Directorate and key performance information to monitor our progress. This includes dedicated Finance budget reports, HR information, Key PI's, Health & Safety, Training, and complaints. A performance statement is reported to EMAP meetings through the quarterly monitoring process. The Portfolio Management Board and individual project steering groups also report exceptions on progress to the DMT mtg.

Our Directorate priorities are used to inform the six 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 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 2 stars (in a range from zero to 3 stars) by CSCI in 2007 for delivering good social care services with promising 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.