



## Notice of a public meeting of

### Housing and Community Safety Policy and Scrutiny Committee

**To:** Councillors Fenton (Chair), Pavlovic (Vice-Chair), Baker, Mason, Vassie, Wells and Musson

**Date:** Monday, 24 June 2019

**Time:** 5.30 pm

**Venue:** The Thornton Room - Ground Floor, West Offices (G039)

### AGENDA

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

At this point in the meeting, members are asked to declare any personal interests not included on the Register of Interests, any prejudicial interests or any disclosable pecuniary interests which they may have in respect of business on this agenda.

#### 2. **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 Committee's remit can do so. The deadline for registering is **5:00 pm on Friday 21 June 2019**.

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- 3. Arrangements for Scrutiny in York** (Pages 1 - 18)  
This report highlights the structure for the Council's provision of the scrutiny function and the resources available to support it. It also details the current terms of reference for the individual Policy & Scrutiny Committees.
- 4. Attendance of Assistant Director for Housing and Safer Neighbourhoods - Overview of Housing and Community Safety Service Areas** (Pages 19 - 38)  
This cover report introduces Members of the new Housing and Community Safety Policy and Scrutiny Committee to the service areas relating to Housing and Community Safety within the broader CYC Health, Housing and Adult Social Care Directorate.
- 5. Draft Work Plan** (Pages 39 - 40)  
To consider the draft work plan for 2019/20.
- 6. Urgent Business**  
Any other business which the Chair considers urgent.

## **Democracy Officer:**

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

- Registering to speak
- Business of the meeting
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我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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## **Housing and Community Safety Policy and Scrutiny Committee**

**24 June 2019**

Report of the Assistant Director – Legal & Governance

### **Arrangements for Policy and Scrutiny in York**

#### **Summary**

1. This report highlights the structure for the Council's provision of the scrutiny function and the resources available to support it. It also details the current terms of reference for the individual Policy & Scrutiny Committees.

#### **Background**

2. In 2009 the Council restructured its overview and scrutiny function which led to the formation of a number of overview & scrutiny committees. In May 2015 the Council agreed to change these to Policy and Scrutiny Committees and in May 2019 it agreed to create a further Policy and Scrutiny Committee to look at issues around climate change.

#### **Introduction**

3. This report has been designed to provide practical information and guidance to help Members carry out and assist with Scrutiny activities for City of York Council. It outlines some of the skills required to operate Scrutiny successfully for the benefit of the residents of the city.
4. The purpose of the Scrutiny function is to ensure that Councils provide better public services, and it is enshrined in legislation.
5. The Local Government Act 2000 introduced changes to decision making and accountability within local authorities. This included separating executive and non-executive councillors. Executive councillors propose and implement policies, non-executive councillors review policy and scrutinise decisions.

6. The purpose of scrutiny is to make the decision-making process more transparent, accountable and inclusive in improving services for people by being responsive to their needs. For scrutiny to be effective, the process must be open, fair, constructive and positive.
7. The aim is to challenge so improvements can be made, not apportion blame when things go wrong. The scrutiny process should be inclusive and aim to give all those who wish to contribute, whether as Councillors, Officers, Co-optees, specialists or members of the public giving evidence, to feel valued and to be able to speak freely and openly.
8. As a Councillor you have been elected by your local community because they believe you will represent them in ensuring the Council provides the services they need to the standard they expect. By understanding their needs you can bring a different perspective to the decision-making process to that provided by the Council, Executive and Officers, which can help decisions to be more robust.
9. The Council's policy and scrutiny function currently has the following Policy and Scrutiny Committees in place:
  - Customer and Corporate Services Scrutiny Management Committee
  - Health and Adult Social Care
  - Children, Education and Communities
  - Economy and Place
  - Housing and Community Safety
  - Climate Change

### **Customer and Corporate Services Scrutiny Management Committee**

10. This Committee oversees and co-ordinates the scrutiny function, including:
  - allocating responsibility for issues which fall between more than one Scrutiny Committee;

- allocating, in consultation with the Chair/Vice-Chair, urgent issues to be considered by an appropriate Committee (including an Ad-Hoc Scrutiny Committee), as may be necessary;
- reviewing progress against the Work Plans of the Scrutiny Committees, as may be necessary and receiving bi-annual updates from Chairs of those Scrutiny Committees, as required;
- receiving periodical progress reports, as appropriate, on particular scrutiny reviews;
- considering and commenting on any final reports arising from completed reviews produced by the Scrutiny Committees, as required;
- provides an annual report to Full Council on the work of the Scrutiny function;
- recommends to the Executive an appropriate budget to support the undertaking of scrutiny reviews as part of the Council's budget setting process, and manages the overall allocation of any such budget;
- periodically reviews the overview and scrutiny procedures to ensure that the function is operating effectively and recommends to Council any appropriate constitutional changes relating to the scrutiny structure or procedural rules;
- considers any decision "called in" for scrutiny in accordance with the Scrutiny Procedure rules.

11. In Addition, CSMC exercises the powers of an Overview & Scrutiny Committee under section 21 of the Local Government Act 2000, by promoting a culture of continuous improvement across all corporate, strategic and business services through developing, challenging and reviewing those services and by monitoring the performance of the following Council service plan areas through regular performance monitoring reports:

- Legal Services
- Information Governance and Complaints
- Electoral Services
- Corporate Finance and Procurement

- Human Resources and Organisational Development
- Customer, Resident and Exchequer Services,
- Digital and ICT
- Civic and Democratic Services

## **Standing Policy and Scrutiny Committees**

12. Each of the standing policy and Scrutiny Committees has its own individual remit as detailed below.

### Health and Adult Social Care Policy and Scrutiny Committee

This Committee is responsible for monitoring the performance of the following service areas through regular performance monitoring reports

- Public Health
- Services for carers
- Adult Safeguarding
- Adult Social Care Provision
- Adult Social Care Community Teams
- Commissioning, Quality Improvement and Partnerships
- Early Intervention and Prevention

In addition, the Health and Adult Social Care Policy and Scrutiny Committee is also responsible for:

- (a) the discharge of the health and scrutiny functions conferred on the Council by the Local Government Act 2000
- (b) undertaking all of the Council's statutory functions in accordance with section 7 of the Health and Social Care Act 2001, NHS Reformed & Health Care Professional Act 2002, and section 244 of the National Health Service Act 2006 and associated regulations, including appointing members, from within the membership of the Committee, to any joint overview and scrutiny committees with other local authorities, as directed under the National Health Service Act 2006.
- (c) reviewing and scrutinising the impact of commissioning service provision and policies of key partners on the health of the City's population

- (d) reviewing arrangements made by the Council and local NHS bodies for public health within the City
- (e) making reports and recommendations to the local NHS body or other local providers of services and to evaluate and review the effectiveness of its reports and recommendations
- (f) delegating functions of overview and scrutiny of health to another Local Authority Committee
- (g) reporting to the Secretary of State of Health when:
  - i. concerned that consultation on substantial variation or development of service has been inadequate
  - ii. it considers that the proposals are not in the interests of the health service.

Children, Education and Communities Policy and Scrutiny Committee

- 13.** This Committee is responsible for monitoring the performance of the following service areas through regular performance monitoring reports.
- School effectiveness and achievement, including school attendance and school safeguarding.
  - School Services which includes School place planning and capital maintenance, School transport, admissions, the school governance service and SENDIASS, behaviour and attendance, elective home education and children missing education.
  - Local Area Teams
  - Skills
  - Early years and childcare
  - The virtual school for children in care
  - SEN and disability services
  - Educational Psychology
  - Neighbourhood Working
  - Community Centres
  - Voluntary Sector including CVS
  - Culture
  - Museums
  - Libraries & Archives

- Sports Facilities
- York Learning

### Economy and Place Policy and Scrutiny Committee

This committee is responsible for examining long term policy development, strategic objectives and horizon scanning for best and emerging practice across the Economy & Place Directorate and for examining performance, operational outcomes and customer expectations and major project progress across the following Economy& Place service areas:

- Highways
- Transport & Parking
- Planning & Development
- Regeneration & Asset / Property Management
- Economic Growth
- Emergency Planning
- Flood Risk
- Public Realm
- Waste
- Fleet
- Public Protection (Trading Standards, Environmental Health, Food Safety Licensing)
- Client Management: Make it York
- Client Management: YorWaste

### Housing and Community Safety Policy and Scrutiny Committee

The committee is responsible for monitoring the performance of the following service areas through regular performance monitoring reports:

- Housing Revenue Account
- Housing Strategy and Regeneration
- Housing General
- Commissioning and contracts
- Older People's accommodation Programme

- Landlord services
- Homelessness and Housing options, standards and adaptations
- Community Safety
- Early intervention, prevention and community development
- People & Neighbourhoods Strategy & Policy
- Anti Social Behaviour
- Building Services
- Repairs and Maintenance
- Housing Development

### Climate Change Policy and Scrutiny Committee

The remit for this Committee has still to be agreed.

### **Work Planning**

14. Each of the Policy and Scrutiny Committees will produce and maintain an annual work plan. This will appear on the agenda for each meeting and will show the different stages of any ongoing review and the scheduled dates for receiving the following:
  - Performance and Finance Monitoring Reports
  - Reports from Local Strategic Partners
  - Updates from Executive Members
  - Updates on the implementation arising from previous scrutiny reviews.

### **Aims of Scrutiny**

15. Scrutiny should not be a confrontational or divisive process, its aim is not to apportion blame; rather it should enable Members (and officers) to be inquisitive, to increase understanding of community issues, and to seek to understand the causes of poor performance so as to be able to identify ways of improving. It is intended to complement and add value to the work of the Executive which is charged with making day-to-day decisions - *The Centre for Public Scrutiny, Good Scrutiny Guide*.
16. Scrutiny should:

- i. Help improve the Council's (and other public sector partners) overall performance.
  - ii. Help the Council deliver the services local people require in the way they want them within the resources available.
  - iii. Engage service users and the wider community in decision-making and public sector governance.
  - iv. Ensure decision-making is clear, transparent and accountable.
17. A guide to good scrutiny published by the centre for Public Scrutiny sets out four principles for good scrutiny as:
- Providing 'critical friend' challenge to the Executive as well as external organisations and agencies
  - Reflecting the voice and concerns of the public and its communities
  - Taking the lead in the scrutiny process on behalf of the public
  - Making an impact on the delivery of public services

### **How Scrutiny Works**

18. Scrutiny provides a perspective on how well public services are being delivered and how they could be improved from the point of view of those receiving and using those services. These include education, health and social care, housing and regeneration, economic development, public transport, leisure and cultural services and community safety. Scrutiny achieves this by:
- Reviewing and developing policy recommendations for the executive's consideration
  - Providing a means to review the Council's own achievements against its planned targets
  - Setting out to influence Council/Executive decisions and policies
  - Playing a part in the Community leadership role of the Council i.e. by reviewing services provided by other organisations on issues that affect the public and by calling individuals/organisations to account
  - Contributing to the democracy by stimulating public engagement
19. It should be noted that Scrutiny cannot:
- Make policy decisions

- Review individual planning, licensing, housing or grant decisions
- Veto decisions of the Council, Executive, Committees or Officers
- Commit the Council to expenditure

20. Scrutiny committees can make recommendations to Executive for any functions which are the Executive's responsibility. They may also examine any issues which are being considered, or have been considered, by the Executive in order to make recommendations on how future developments should progress.

### **Principles of good Scrutiny**

21. Scrutiny Committees provide the Council with its own watchdog. They follow a common sense approach to reviewing decisions and policies and considering whether they are right for the city. They are effectively a quality improvement tool.
22. Effective scrutiny can hold services to account and create opportunities for communities and decision-makers to improve the quality of services by producing solutions to problems together.
23. The principal power of a scrutiny committee is to influence the policies and decisions made by the council and other organisations involved in delivering public services. The scrutiny committee gathers evidence on issues affecting local people and makes recommendations based on its findings.
24. Scrutiny can investigate any issue which affects the local area or the city's inhabitants. However, effective scrutiny work relies on scrutiny's 'soft' influencing power, as it has no formal power to compel anyone to make changes.
25. For this reason it is important to think about how to build a positive working relationship with those who are the subject of scrutiny's recommendations. This ensures a much higher chance of scrutiny's recommendations being implemented.
26. For scrutiny to be effective it needs to be seen as a 'critical friend' and it is important to identify where decisions could be improved and how to prevent mistakes being made or repeated.
27. The focus should be on forward thinking and making positive changes, rather than apportioning blame and focusing on the negatives. This will

help foster positive and constructive relationships between Scrutiny, Councillors and Officers.

28. Scrutiny is an essential part of ensuring that the Council remains effective and accountable. It does this by:
- Holding the Executive to Account: This can involve scrutinising decisions of the Executive or an Executive member at a number of different stages of the decision-making process; before decisions are made; before they are implemented and after they are implemented.
  - Policy Review and Development: Policy reviews involve the in-depth scrutinizing of existing Council Policies to examine intended policy outcomes and whether these outcomes are being achieved. Policy development involves shaping the formulation of key policies, through examining alternatives set against needs, resources and other issues and making recommendations to the Executive.
  - Review of Council Services: This involves Scrutiny reviewing Council services to ensure they are achieving customer satisfaction and value for money together with monitoring Council performance and ensuring standards are met.
  - External Scrutiny: This involves scrutinising the work and impact of external agencies on local residents e.g. local NHS trusts and other partners.
29. In summary, Scrutiny should be a Member-led, non party-political review mechanism that works to improve quality of life for residents. It should play a central role in ensuring the Council has open and accountable democratic arrangements in place.

### **Post-Decision Call-Ins**

30. Where councillors (a minimum of three) have concerns or disagree with a decision made by the Executive they can call-in the decision and this will be considered by the Customer and Corporate Services Scrutiny Management Committee. CSMC will receive details of the decision, and hear from the councillors who called it in and from the relevant Executive Member and Director. CSMC will be asked to confirm the decision or make an alternative recommendation for Executive to consider.

## Scrutiny Reviews

31. During the course of the municipal year scrutiny committees will usually undertake scrutiny reviews into issues affecting the city. Suggestions for reviews can come from anywhere; councillors, petitions, request by Executive, partners, senior officers or by direct request from the public or service users. The scrutiny committee usually appoint a Task Group to carry out this work.
32. Task Groups consist of councillors who volunteer to take part and carry out activities over a few months on an informal basis to gather evidence about the particular issue. Evidence can be collected from various sources including Council officers, representatives from other partnership organisations and agencies, voluntary organisations and city stakeholders. Evidence is also gained by research and use of best practice.
33. Once the activities are complete the Task Group draws up a report with recommendations that it would like the Executive to consider implementing. Reviews must have a clear purpose and should help to improve service delivery throughout the Council. For each scrutiny review topic the committee should:
  - Identify a good reason and benefits for doing the review
  - Identify outcomes and constraints
  - Specify how evidence will be collected
  - Agree consultation
  - Evaluate resource requirements
  - Set a timetable for completion
  - Involve stakeholders

## Making Effective Scrutiny Recommendations

34. Recommendations are the way that scrutiny can have an impact. Making good recommendations, and monitoring them, makes it more likely that scrutiny's work will add value.
35. Recommendations need to be **SMART** (Specific, Measurable, Attainable, Realistic and Timely). The report and recommendations will be submitted

to Executive for them to consider. The more clear and concise the recommendations are, and the more robust the evidence to support the recommendations, then the greater chance of a positive response.

36. There is no single “best” approach to making recommendations. What they look like will differ from topic to topic. However, there are some basic principles.
- Recommendations should be evidence-based, specific and realistic enough to be implemented.
  - Recommendations should have a clear focus on outcomes. They should focus on a measurable change in a service, which you can use to establish the return on investment of scrutiny’s input. Members should think about possible measures of success from the very outset.
  - Recommendations should be addressed to a specific person or group. Where responsibility for delivering a recommendation’s outcome is unclear, it makes it less likely that it will be implemented.
  - Recommendations should engage with financial realities – for example, where a recommendation involves additional expenditure, it may increase the force of the recommendation if funding sources can be recognised. However, it should not be required for scrutiny to fully cost all of its recommendations; this is an issue for Executive.
  - Recommendations should be developed in partnership. You should be prepared to speak to the Executive, to senior officers and to partners about recommendations in draft, before they have been agreed. Provided it is accepted that the decision as to what recommendations are submitted remains at the absolute discretion of scrutiny councillors, such discussions can help to ensure that recommendations are more robust and realistic.
37. Open-ended recommendations, where acceptance does not actually commit decision-makers to further action, should be avoided. For example, recommendations beginning, “Executive should consider...” or “Executive should investigate further...”

### **Monitoring**

38. Recommendations should be monitored and evaluated after they have been made, and that scrutiny’s recommendations continue to be “owned” by scrutiny, even though it is for Executive, and/or partners, to deliver.

39. Generally an update on the implementation of recommendations should return to scrutiny after six months. This should not be a re-run of a scrutiny review but a way of tracking their progress and picking out any that have not been fully implemented.
40. Members should recognise that some recommendations may take many years to bear fruit and that all you can hope for after a year may be some indication that the Council is heading in the right direction.
41. Members should also trust the Executive to implement recommendations and only bring back issues where there is a clear failure to do so.

### **Pre-Decision Scrutiny**

42. Pre-decision is where the Council's scrutiny function looks at a planned decision before it is made by Executive. It is a contrast with post-decision scrutiny through the Council's call-in arrangements, where by the implementation of Executive decisions can be delayed.
43. Looking at decisions before they are made provides an important means to influence those decisions, and to improve them. Scrutiny councillors bring a different perspective to the decision-making process than that provided by Executive Members or officers, which can help decisions to be more robust.
44. Looking at a decision before it is made can often be seen as a more effective means of scrutiny than looking at a decision after it is made (for example, through the call in process), when the opportunity to influence and change that decision is quite limited.
45. This should not be confused with Pre-Decision Call-in which has been removed from the Constitution and the new arrangements are designed to strengthen scrutiny's role in the decision-making process.

### **Role of Scrutiny Councillors**

46. Principal Accountabilities
  - Contribute to good government of the area by monitoring decision-making, standards of service provision and examining policy issues.
  - Monitor the work of the Executive and the work of officers in carrying out Council policy through decision-making.
47. Key Duties

- Participate constructively in the activities of the committee under the guidance of the chair.
- Monitor the council's decision-making process.
- Investigate the basis on which major decisions are taken and ensure they are consistent with council policy.
- Monitor the effect of national legislation on the council.
- Hold the Executive and officers to account in respect of their actions in carrying out council policy.
- Monitor the council's performance, jointly, where appropriate, with the Executive Member.
- Investigate the quality of services provided.
- Participate in reviews in carrying out existing policies and the development of new policies by the council through the scrutiny arrangements available and through group consultation mechanisms.
- Contribute to discussions as community representatives, but without a political agenda.
- Participate constructively in any time-limited Task Group reviews agreed by the committee.
- Identify items on the Executive Forward Plan for potential consideration by the Committee
- Treat officers, witnesses and other members with respect and consideration

### **Role of Scrutiny Chairs**

48. Scrutiny Chairs, and in their absence the Vice-Chairs, should:

- Provide leadership and direction

- Work closely with Scrutiny Officers
- Ensure work is Member led on developing a work programme.
- Ensure that Members have the necessary skills.
- Try to engage all Members of the committee.
- Ensure that adequate resources (financial and officer support) are provided.
- Prioritise main work
- Work to minimise common pitfalls that befall overview and scrutiny
- Co-ordinate work with other scrutiny committees and chairs and share learning and experience
- Develop a constructive, 'critical friend' relationship with the Executive, especially with relevant portfolio holders and chief officers.
- Ensure that officers and witnesses are properly introduced at meetings and are always treated with respect and consideration.
- Present the Committee's review final report and recommendations to the Executive.

### **Scrutiny Services Team**

49. Each Scrutiny Committee is served by a dedicated Scrutiny Officer who supports Members in a number of ways:
- Facilitate and support CSMC and the Policy & Scrutiny Committees, and organise events and meetings
  - Support CSMC in reviewing and improving the Scrutiny function
  - Work with individual Committees to develop their annual work plans, and with CSMC to co-ordinate the overall scrutiny function
  - Provide independent and impartial advice to Councillors

- Carry out research and gather information as directed by the Committees
- Provide a link between the Committees, senior officers of the council and external witnesses, inviting them to meetings and supporting them throughout the scrutiny process to ensure an effective exchange of information
- Liaise and consult with residents, partnerships and other external parties on behalf of the Committees
- Draft final reports in close consultation with the Chairs of the Committees
- Forward reports and agenda items to the appropriate Democracy Officer on time so these can be published
- Stay up to date with new developments in Scrutiny legislation and implement changes as necessary.

### **Consultation**

50. This report is for information only – no specific consultation has taken place.

### **Implications and Risk management.**

51. There are no known Legal, HR, Finance, Equalities, Crime & Disorder, Property or other implications associated with the recommendation in this report and there are no known risks associated with the recommendations in this report.

### **Recommendation**

52. Members are asked note the contents of this report and the specific remits of the individual Policy & Scrutiny Committees.

Reason: To inform Members of scrutiny arrangements

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**Report Approved**  **Date** 21/05/2019

**Wards Affected:**

**All**

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

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## **Housing and Community Safety Policy & Scrutiny Committee**

**24 June**

Report of the Assistant Director – Legal & Governance

### **Overview of Housing & Community Safety service areas**

#### **Summary**

1. This cover report introduces Members of the new Housing and Community Safety Policy and Scrutiny Committee to the service areas relating to Housing and Community Safety within the broader CYC Health, Housing and Adult Social Care Directorate.
2. Annex 1 to this report provides an overview of Building Services, Community Safety, Older persons accommodation, Housing Delivery and Housing ICT, incorporating the following service areas under this committee's remit, which are set out in more detail in a separate report on the agenda for this meeting:
  - a) Housing Revenue Account
  - b) Housing Strategy and Regeneration
  - c) Housing General
  - d) Commissioning and contracts
  - e) Older People's accommodation Programme
  - f) Landlord services, Homelessness and Housing options, standards and adaptations
  - g) Community Safety
  - h) Early intervention, prevention and community development
  - i) People & Neighbourhoods strategy & Policy
  - j) Anti Social Behaviour

- k) Building Services
- l) Repairs and Maintenance
- m) Housing Development

### **Background**

3. Following a review by Customer and Corporate Services Scrutiny Management Committee into scrutiny operations during the last municipal year, Full Council approved that the then Health, Housing and Adult Social Care Policy and Scrutiny Committee (HHASC) be split into two separate scrutiny committees: the Health & Adult Social Care Policy and Scrutiny Committee and the Housing and Community Safety Policy and Scrutiny Committee. This was done in order to create a more manageable workload and to provide capacity for the proper scrutiny of the housing and community safety functions.

### **Consultation**

4. No consultation on the preparation of this cover report was necessary; Annex 1 has been provided by the Assistant Director of Housing and Community Safety and his team.

### **Options**

5. Members of the Committee can:
6. (i) receive and note the annex document from the Assistant Director of Housing and Community Safety; and/or
7. (ii) request further information at future meetings arising from the issues raised in the presentation.

### **Analysis**

8. The Assistant Director of Housing and Community Safety will attend the meeting to present his team's areas of operation and discuss the challenges and priorities the team faces in the coming year. The information provided is intended to help shape the Committee's work plan, where Members and the Assistant Director feel scrutiny involvement would add value or be beneficial in relation to any of the challenges or priorities identified.

### Council Plan

9. Following the recent local elections in York, the Council is currently preparing a new strategic Council Plan, in conjunction with the new ruling administration. That Plan will, of course, identify its priorities over the coming term and matters relating to housing and community safety are likely to play an important part in those priorities.

### Implications

10. There are no financial, HR, equalities, legal, crime and disorder, IT, property or other implications arising from the recommendations in this report.

### Risk Management

11. There are no risks arising from the recommendations in this report.

### Recommendations

12. That Members;
13. (i) note the report and information provided in the annex; and
14. (ii) Consider whether they wish to receive any further information or reports on any issues raised.

Reason: To inform Members of the service areas under its remit.

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Report Approved  Date 12/06/2019

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

All

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

**Annexes**

Annex 1 Overview of Housing and Community Safety Services Report

**Abbreviation**

CYC- City of York Council

HHASC- Health Housing and Adult Social Care Policy and Scrutiny  
Committee

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

### **BUILDING SERVICES**

#### **OVERVIEW OF SERVICE**

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

#### **Repairs and Voids**

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

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

7. The Planned and Cyclical Team are responsible for:

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

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

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

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

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

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

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

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

### **OVERVIEW OF SERVICE**

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

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

#### *Keeping the City Centre Safe*

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

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

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

#### *Counter Terrorism*

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

#### *Protecting People From Harm*

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

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

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

### *Serious Organised Crime*

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

### *Tackling Substance Misuse*

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

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

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

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

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

### **KEY ISSUES FOR THE FUTURE**

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

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

### **OVERVIEW OF SERVICE**

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

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

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

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

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

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

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

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

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

### **OVERVIEW OF SERVICE**

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

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

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

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

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

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

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## **HOUSING ICT PROGRAMME**

### **OVERVIEW OF SERVICE**

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

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

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

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

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

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

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

#### Abbreviations

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

JRHT- Joseph Rowntree Housing Trust

NICEIC- The National Inspection council for Electrical Installation  
Contracting

NYCC- North Yorkshire County Council

PLC- Public Limited Company

YBAC- Yorkshire Business against Crime

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## Housing and Community Safety Policy and Scrutiny Committee

### Draft Work Plan 2019-20

Monday 24 June 2019 @ 5.30pm	<ol style="list-style-type: none"><li>1. Arrangements for Scrutiny in York</li><li>2. Attendance of Executive Member for Housing and Safer Neighbourhoods – Challenges and Priorities for 2019-20</li><li>3. Draft Work Plan</li></ol>
Monday 22 July 2019 @ 5.30pm	<ol style="list-style-type: none"><li>1. Year End Finance and Performance Monitoring Report</li><li>2. Work Plan</li></ol>
Monday 23 September 2019 @ 5.30pm	<ol style="list-style-type: none"><li>1. 1<sup>st</sup> Quarter Finance and Performance Monitoring Report</li><li>2. Work Plan</li></ol>
Monday 28 October 2019 @ 5.30pm	<ol style="list-style-type: none"><li>1. Safer York Partnership Bi-Annual Report</li><li>2. Work Plan</li></ol>
Monday 25 November 2019 @ 5.30pm	<ol style="list-style-type: none"><li>1. Work Plan</li></ol>
Monday 23 December 2019 @ 5.30pm	<ol style="list-style-type: none"><li>1. 2<sup>nd</sup> Quarter Finance and Performance Monitoring Report</li><li>2. Work Plan</li></ol>
Monday 27 January 2020 @ 5.30pm	<ol style="list-style-type: none"><li>1. Work Plan</li></ol>
Monday 24 February 2020	<ol style="list-style-type: none"><li>1. Work Plan</li></ol>

@ 5.30pm	
Monday 23 March 2020 @ 5.30pm	<ul style="list-style-type: none"> <li>1. 3<sup>rd</sup> Quarter Finance and Performance Monitoring Report</li> <li>1. Safer York Partnership Bi-annual Report</li> <li>2. Work Plan</li> </ul>
Monday 27 April 2020 @ 5.30pm	<ul style="list-style-type: none"> <li>1. Work Plan</li> </ul>