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## **SCRUTINY BOARD (ADULT SOCIAL CARE)**

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**Meeting to be held in Civic Hall, Leeds on  
Wednesday, 7th January, 2009 at 10.00 am**

***(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)***

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### **MEMBERSHIP**

#### **Councillors**

S Andrew	-	Guiseley and Rawdon
S Armitage	-	Cross Gates and Whinmoor
J Chapman (Chair)	-	Weetwood
D Coupar	-	Middleton Park
P Ewens	-	Hyde Park and Woodhouse
Mrs R Feldman	-	Alwoodley
C Fox	-	Adel and Wharfedale
T Hanley	-	Bramley and Stanningley
A Hussain	-	Gipton and Harehills
T Murray	-	Garforth and Swillington
A Taylor	-	Gipton and Harehills
E Taylor	-	Chapel Allerton

#### **CO-OPTEEES**

Ms Joy Fisher – Alliance Service Users and Carers  
Sally Morgan – Equality Issues

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED</b> – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATIONS OF INTEREST</b></p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
6			<p><b>MINUTES OF THE PREVIOUS MEETING</b></p> <p>To receive and approve the minutes of the previous meeting held on 10<sup>th</sup> December 2008.</p>	1 - 10
7			<p><b>PERSONALISATION</b></p> <p>The Head of Scrutiny and Member Development submitted a report and appendices to consider the scope of its consideration of the personalisation agenda, taking account of the recommendations presented on behalf of the Proposals Working Group and any future activity of that Working Group.</p>	11 - 26

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p><b>LEEDS STRATEGIC PLAN PERFORMANCE REPORT FOR QUARTER 2 2008/09 - PERFORMANCE MANAGEMENT</b></p> <p>To receive a report of the Head of Policy, Performance and Improvement presenting performance management information for Quarter 2 (July-September 2008).</p>	27 - 42
9			<p><b>UPDATE ON WORK IN LEEDS ON THE DIGNITY IN CARE CAMPAIGN</b></p> <p>To consider a report of the Head of Strategic Partnerships and Development (Older People and Disabled People) – Leeds PCT providing a further update to the Scrutiny Board for Adult Social Care on the Dignity in Care campaign in Leeds.</p>	43 - 48
10			<p><b>PROGRESS OF THE JOINT ADULT SOCIAL CARE AND NHS LEEDS REVIEW OF LEEDS NEIGHBOURHOOD NETWORK SCHEMES</b></p> <p>To consider a report of the Chief Officer Commissioning on the progress of the joint Adult Social Care and NHS Leeds Review of Leeds Neighbourhood Network Schemes (NNS) to date and of ongoing and future tasks.</p>	49 - 58
11			<p><b>SCRUTINY INQUIRY: ADAPTATIONS – UPDATE REPORT</b></p> <p>To consider a report from the Adaptations Working Group providing an update on the progress of the Scrutiny Inquiry into adaptations.</p>	59 - 82

Item No	Ward/Equal Opportunities	Item Not Open		Page No
12			<p><b>WORK PROGRAMME</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development, which incorporates the minutes of the Executive Board meeting held on 3<sup>rd</sup> December 2008 and an extract from the Council's Forward Plan of Key Decisions for the period 1<sup>st</sup> January 2009 to 30<sup>th</sup> April 2009.</p>	83 - 112
13			<p><b>DATES AND TIMES OF FUTURE MEETINGS</b></p> <p>Wednesday, 11<sup>th</sup> February 2009  Wednesday, 11<sup>th</sup> March 2009  Wednesday, 8<sup>th</sup> April 2009</p> <p>All at 10.00 a.m. (Pre-Meetings at 9.30 a.m.)</p>	

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# Agenda Item 6

## SCRUTINY BOARD (ADULT SOCIAL CARE)

WEDNESDAY, 10TH DECEMBER, 2008

**PRESENT:** Councillor J Chapman in the Chair  
Councillors S Andrew, S Armitage,  
P Ewens, Mrs R Feldman, C Fox,  
T Hanley, T Murray, A Taylor and E Taylor

**CO-OPTees** Joy Fisher – Alliance Service Users and Carers  
Sally Morgan – Equality Issues

### 51 Chair's Opening Remarks

The Chair welcomed everyone to the Board meeting and thanked them for their attendance.

### 52 Declarations of Interest

The following interests were declared on Agenda Item 7 – Annual Performance Assessment (Star Rating) for Adult Social Services 2007/2008 and Agenda Item 8 Independence Well-Being and Choice Inspection of Adult Social Services 2008:-

Councillor J Chapman declared a personal interest in the above items as she has a relative who works in private industry as a homecare worker, and also in her capacity as a Director of West North West ALMO (Minutes 56 & 57 refers).

Councillor E Taylor declared a personal interest in the above items in her capacity as a nurse who works for Leeds Community Mental Health (Minutes 56 & 57 refers).

Councillor S Armitage declared a personal interest in the above items in her capacity as a member of Swarcliffe Good Neighbours (Minutes 56 & 57 refers).

Joy Fisher declared a personal interest in the above items as a member of the Safeguarding Committee, Trustee of the Independent Disabled Council and as user receiving aids and adaptations (Minutes 56 & 57 refers).

Sally Morgan declared a personal interest in the above items as a service user receiving aids and adaptations (Minutes 56 & 57 refers).

### 53 Late Item

In accordance with her powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair admitted to the agenda a late report from the Head of Scrutiny and Member Development introducing a report that was

Draft minutes to be approved at the meeting  
to be held on Wednesday, 7th January, 2009

submitted to the Executive Board at its meeting on 3<sup>rd</sup> December 2009 on the outcome of an Independence, Wellbeing and Choice inspection of Adult Social Services conducted by the Commission for Social Care Inspection. The report was embargoed by the Inspector until it had been considered by the Executive Board on the 3<sup>rd</sup> December 2008. For this reason the report had not been available for agenda despatch.

#### **54 Apologies for Absence**

Apologies for absence were submitted on behalf of Councillors D Coupar and A Hussain.

#### **55 Minutes and Matters Arising - 12th & 24th November 2008**

##### Minute 41 – 12<sup>th</sup> November 2008 – Mental Capacity Act 2005

Members noted that contact had been made with the Member Development Officer regarding holding a general Members Seminar on the implications of the Mental Capacity Act 2005.

##### Minute 42 – 12<sup>th</sup> November 2008 – Leeds Joint Strategic Needs Assessment

Members noted that a further update report was now schedule for the 11<sup>th</sup> March 2009 Board meeting.

##### Minujte 48 – 24<sup>th</sup> November 2008 – Income Review for Community Care Services – Consultation

Members noted that the report on the review of the Consultation process would now be presented to this Board in April 2009. It was explained to the Board that the proposals in relation to Charging and Income Review would be presented to the Executive Board in February 2009 and as the dates for the March 2009 meeting were quite early in the month for Scrutiny Board Adult Social Care, the report would not be ready in time.

**RESOLVED** – That the minutes of the meeting held on 12<sup>th</sup> and 24<sup>th</sup> November 2008, be confirmed as a correct record.

#### **56 Annual Performance Assessment (Star Rating) For Adult Social Services 2007/2008**

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- The report that was submitted to the Executive Board on 3<sup>rd</sup> December 2008 on the Annual Performance Assessment (Star Rating) for Adult Social Services 2007/2008.
- A letter from the Commission for Social Care Inspection (CSCI) dated 27<sup>th</sup> October 2008 regarding the Performance Ratings for Adult Social Care Services.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 7th January, 2009



- A letter from the Commission for Social Care Inspection dated 27<sup>th</sup> October 2008 regarding the Performance Summary report of 2007-2008 Annual Performance Assessment of Social Care Services for Adult Services.

The Chair informed the meeting that the CSCI Inspector involved in the production of the Star Rating report had been invited to attend the meeting on the 21st October 2008. A further reminder was issued on the 26<sup>th</sup> of November. The invitation was declined on the 2<sup>nd</sup> December 2008. The CSCI Inspector, responsible for overseeing the Independence Wellbeing and Choice inspection, had also been invited in October 2008. Unfortunately the CSCI administrative team did not pass the invitation to the inspector and therefore the Board meeting had been removed from his diary. The Chair expressed her disappointment that neither inspector was present. This was echoed by other members of the Board.

The Chair welcomed the following attendees/witnesses to the meeting who outlined the report and responded to Members questions and comments:

- Councillor P Harrand , Executive Board Member with the portfolio for Adult Health and Social Care.
- Sandie Keene – Director of Adult Social Services
- Dennis Holmes – Chief Officer (Commissioning) – Adult Social Services

Councillor Harrand informed the meeting that the CSCI Inspector had attended the Executive Board meeting held on 3<sup>rd</sup> December 2008 to present the inspection report.

The main areas of clarification and discussion were as follows:-

- Clarification on the judgement of leadership as described in the Inspectors report.

The Director informed the meeting that the leadership judgement refers to the whole of the Authority, political, senior and middle management and front line leadership in terms of the Authority's whole corporate leadership. The Inspector concluded that the Authority did not have a significant track record of improvement and change but other elements of professionalism were deemed adequate.

- The action taken by the Adult Social Services Department in response to the Inspector's judgement on Leadership.

The Director informed the Board that the department had identified a range of problems at senior/ middle and front line management and have acted quickly to resolve the immediate safeguarding issues. The department had developed an Action Plan (referred to in Minute 57), which the Inspector deemed a well constructed and realistic action plan.

- Clarification of when the Authority was last reviewed by the CSCI Inspectors.

The Director informed the Board that there were two elements to the star rating.

- Self Assessment - A desk top exercise which relied on information the Authority had provided to the Commission for Social Care Inspectors. This had occurred in previous years.
- Direct Inspection - This year the Inspectors carried out a rigorous inspection at Leeds City Council using data specifically selected by them.

The Inspector's main areas of concern were as follows:

- Quality assurance mechanisms insufficient
- Lack of progression, not keeping pace with the times.
- The fragility of the Authorities relationship with other agencies in order to maintain effective communications and function on a productive basis.

The department is looking at various authorities across the country that have an excellent star rating in order to identify best practice and understand the mechanisms they have in place.

- It was stated that the role of Elected Members in monitoring the department's performance should be enhanced. Clarification of the membership of the Safeguarding Board was also sought.

The Chief Officer (Commissioning) informed the Board that he is now chairing the Safeguarding Board. Membership of the Safeguarding Board are professional officers and it was reported that a number of local authorities have an independent chairperson, however the Chief Officer stipulated that to fulfil this role the chair must have the necessary skills.

Councillor Peter Harrand added that it would be inappropriate to have a political chair on this board.

The Director went on to inform the meeting that there were proposals to establish a Quality Assurance Sub Group of the Safeguarding Board which will be examining individual cases. Their findings would be communicated to the different stakeholder agencies.

- The Board sought clarification about the size of the Authority and if responsibility for a large number of service users in part had an influence on the star rating.

The Director advised the board that this had no influence. Other large authorities have performed well.

- Clarification was sought on the level of investigation the Inspector had undertaken for the customer facing service delivery functions.

The Director informed the Board that the inspector had undertaken the following review:

- Surveyed 200 service users
- Advertised in the local press requesting people to write to them with their comments.
- Scrutinised in detail 35 cases.
- Front line workers were interviewed.
- A range of groups, carers and partnerships were interviewed over a two week period.

The Inspector found a number of weaknesses around administration, filing, ordering and the department's mixture of file and IT systems. The department were informed that the best star rated authorities had paperless offices and that everything was computerised.

The Chief Officer (Commissioning) added that to enhance the practices of our front line staff and strengthen partnership working more training and monitoring would be undertaken.

- Concern was expressed that the Inspector's report implied that this Authority was more focused on cost rather than quality of services provided for users.

The Director informed the meeting that she recognised that a focus on the budget was required. The service will be working on personalisation changes to deliver the level of independence people want, again pledging commitment to providing the very best service for the people of Leeds.

- Clarification on whether there had been any additional investment in the budget for Adult Social Care over the last few years.

The Director informed the meeting that it was hard to provide precise figures, as budgets for previous years had been combined for both Adults Social Care and Children's Services, however there had been significant additional funding.

It was reported that there was a need for additional money over and above the Council's settlement and the department was proposing the need for additional funding in the 2009/2010 budget negotiations as well as analysing the best use of the current budget.

- The Director advised the Board of the Safeguarding Conference which was delivered to front line staff and attended by Tim Willis (CSCI Inspector). The attendees were given a presentation about the Performance Assessment and the Safeguarding Action Plan

Annual Safeguarding Conferences had been held for the past two years. In addition a Personalisation Conference had been delivered. Road shows were also undertaken to provide Adult Social Care staff with updates and information.

The Board requested that Elected Members be invited to any future conferences held by the Adult Social Services Department.

- Clarification on the specific implications for ethnic minorities and disabled groups and the Authority's overall approach to attainment of level 4 of the Equality Standards.

The Director informed the meeting that the Authority's performance was classed as good and were performing well. As stated in the report there were no further recommendations made by the Commission.

Further information relating to the equality standard were to be provided to the Co-opted Members on this Board.

The Chair thanked the Executive Board Member and Officers for their attendance.

#### **RESOLVED –**

- (a) That the contents of the report and appendices be noted.
- (b) That any outstanding issues referred to above be dealt with by those Officers now identified within the minutes and reported back to Board Members.
- (c) That a letter be issued to Linda Christon, Commission for Social Care Inspection expressing the Boards disappointment that no CSCI representative attended for this item.

#### **57 Independence, Wellbeing and Choice Inspection of Adult Social Services 2008**

The Director of Adult Social Services submitted a late report on the outcome of the Independence Wellbeing and Choice inspection and presented an Action Plan relating to the 25 recommendations contained in the Inspection report (Minute 53 refers).

Appended to the report were copies of the following documents for the information/comment of the meeting:

- Report submitted to the Executive Board meeting held on 3<sup>rd</sup> December 2008.
- Service Inspection Report on Independence, Wellbeing and Choice July/August 2008.
  - Appendix 1 Inspection Themes and Descriptions
  - Appendix 2 Methodology

- Leeds City Council Action Plan in response to the Commission for Social Care Inspection (CSCI).

The Chair welcomed the following attendees/witnesses to the meeting who provided additional detail on the report and Action Plan and responded to Members' questions and comments:-

- Councillor P Harrand , Executive Board Member with the portfolio for Adult Health and Social Care.
- Sandie Keane – Director of Adult Social Services
- Dennis Holmes – Chief Officer (Commissioning) – Adult Social Services

In summary, the main areas raised and discussed were as follows:

- Following on from the previous item Members sought clarification of the governance arrangements for the Adult Safeguarding Board.

In response, the Director informed the meeting that the representative from the following organisations formed the membership of the Adult Safeguarding Board as follows:

- Leeds Teaching Hospitals Trust
- NHS Leeds (formerly PCT)
- Partnership Trust
- Mental Health Trust
- Police Authority
- Leeds City Council – Adult Social Services Department
- Service Users and Carers representatives
- Voluntary representatives
- Commission for Social Care Inspection
- Probation Service

Members expressed their concern that 90% of the above membership were outside bodies who were renowned for sending substitute members.

The Director informed the Board that she had met with all of the Chief Officers from the above mentioned organisations and would continue to monitor the commitment and function of the Adult Safeguarding Board. The membership of the Board listed above had all signed up to a Concordat, a copy of which would be provided.

It was also reported that details of attendance were included in the Annual Safeguarding Report.

- It was also pointed out at the meeting that some Members had still not received a copy of the blue booklet on Safeguarding.

The Director informed the meeting that she would arrange for the booklets to be distributed.

- Concern was expressed at the lack of Advocacy and the important role it can play especially in cases of abuse. It was felt that there were many gaps within Advocacy.

The Director assured the meeting that there were proposals for a review of the Advocacy Service.

The Chair thanked the Executive Board Member and Officers for their attendance.

#### **RESOLVED –**

- (a) That the contents of the report and appendices be noted.
- (b) That any outstanding issues referred to above be dealt with by those Officers now identified within the minutes and reported back to Board Members.
- (c) That future minutes of the Adult Safeguarding Board and its Sub Groups be circulated to the Adult Social Care Scrutiny Board.
- (d) That a letter be issued to Tim Willis, Commission for Social Care Inspection expressing the Boards disappointment that no CSCI representative attended for this item.

### **58 Work Programme**

The Head of Scrutiny and Member Development submitted:

- A report regarding the Board's work programme, updated to reflect decisions taken at previous meetings
- A schedule of the established Working Groups
- An extract of the Council's Forward Plan of Key Decisions for the period 1<sup>st</sup> December 2008 to 31<sup>st</sup> March 2009
- A copy of the minutes of the Executive Board meeting held on 5<sup>th</sup> November 2008.

In brief, the main points discussed were:

- That the Director of Adult Social Services submit a monthly progress report on the Action Plans to the Proposals Working Group. A member of the Health Scrutiny Board would be invited to join the working group for this item.
- That the Adult Social Care Scrutiny Board focus on the following elements within safeguarding :
  - Strengthening Strategic Partnerships
  - Quality Assurance Proposals and Procedures

There were elements within the action plan that would necessitate the focus of both this Board and Scrutiny Board (Health), therefore, the Chair would invite Members from the Health Scrutiny Board to work jointly with

the Adult Social Care Scrutiny Board and to participate in future meetings for the relevant items.

- A request be presented to the Health Scrutiny Board for an inquiry into Hospital Discharges.

**RESOLVED** – That subject to any changes necessary as a result of today's meeting, the work programme be approved.

## **59 Dates and Times of Future Meetings**

The following schedule of meetings were noted:

Wednesday, 7<sup>th</sup> January 2009  
Wednesday, 11<sup>th</sup> February 2009  
Wednesday, 11<sup>th</sup> March 2009  
Wednesday, 8<sup>th</sup> April 2009

All at 10.00 am (Pre-meetings at 9.30 am)

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Adult Social Care)

Date: 7 January 2009

Subject: Personalisation

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 INTRODUCTION

1.1 At its meeting on 8 October 2008, the Executive Board received an update on the work undertaken in Leeds to prepare for the personalisation agenda, since the publication of the concordat "Putting People First" in December 2007. At that meeting, the Executive Board resolved:

- (a) That progress made in Leeds towards the development of a more personalised system of social care through the Self Directed Support project and other initiatives be noted.
- (b) That, acknowledging the scale and scope of the transformation agenda and the challenge it presents, the approach taken in Leeds to deliver successful change be endorsed.
- (c) That the direct engagement of elected members in these developments be continued by the submission of further reports to this Board, involvement in workshops, seminars, conferences and in the recently established members' forum.
- (d) That the Board notes the impact Self Directed Support will have on existing service provision including directly provided services and commissioned services in Leeds and the need to accelerate the transformation of these services to meet the challenges and impact of personalisation and customer choice.
- (e) That it be noted that progress and the pace of change regarding the delivery of Personalisation in Leeds will be the subject of some detailed feedback from the recent inspection of Older People's Services.
- (f) That the Scrutiny Board (Health and Adult Social Care) be requested to monitor progress of the personalisation agenda.

- 1.2 The report presented to the Executive Board on 8 October 2008 is appended to this report for information.
- 1.3 To assist the Board monitor progress of the personalisation agenda, in line with the Executive Board request, the Board requested a scoping paper be presented for discussion. As such, an initial scoping discussion was held with the Proposals Working Group at its meeting on 12 December 2008. The draft notes of that meeting are attached at Appendix 2 for information.

## **2.0 THE PERSONALISATION AGENDA**

- 2.1 As detailed in Appendix 2, the Proposals Working Group considered and discussed the potential role and scope of the full Scrutiny Board in considering aspects of the personalisation agenda. Members of the working group commented on those areas which are already included in the Scrutiny Board's work programme and were reminded that the recent Independence, Well-being and Choice Inspection report made specific reference to the delivery of personalised services. Progress against the resulting and agreed recommendations would be routinely reported to the working group as agreed by the full Scrutiny Board (Adult Social Care).
- 2.2 As a result, subject to the agreement of the full Scrutiny Board, the working group agreed to focus on the following areas:
- The common assessment framework;
  - Resource allocation system (linked to the Council's stock of directly provided care);
  - Progress of the early implementer project.

## **3.0 RECOMMENDATIONS**

- 3.1 The Board is recommended to consider the scope of its consideration of the personalisation agenda, taking account of the recommendations presented on behalf of the Proposals Working Group and any future activity of that Working Group.

### **Background Papers**

Executive Board report – Putting People First – Vision and Commitment to the Transformation of Adult Social Care (23 January 2008).



Originator: John Lennon/

Tel: 78665

**Report of the Director of Adult Social Services**

**Executive Board**

**Date: 8 October 2008**

**Subject: Putting People First – Vision and Commitment to the Transformation of Adult Social Care**

**Electoral Wards Affected:**

All

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

**EXECUTIVE SUMMARY**

1. The purpose of this report is to update Executive Board on the work undertaken in Leeds, since the publication of the concordat "Putting People First" in December 2007 and the Executive Board report in January 2008 which outlined the vision and direction for the development of adult social care services in the future.
2. It provides a summary of the national and local drivers for this programme of work and summarises the main issues that have to be addressed by all Local authorities if they are to deliver successful change.
3. The main issues are accompanied by descriptions of other allied policy initiatives that support empowerment and enablement of individuals and the communities they live in and as such are contributors to the overall transformation agenda. This serves to highlight the fundamental nature of the reform agenda, the significant changes in the kind of relationship the Local Authority will have with its customers/service users and contracted providers of care services and its impact on all aspects of Adult Social Care Services (ASC) and the wider Local Authority service provision.
4. The specific work streams are described and summarised to provide some detail on the scale, scope and timeline associated with this work.

5. The report recommends Elected members note the progress made so far, continue their support through future Executive Board reports, involvement in workshops, conferences, seminars and through the elected member forum. Acknowledge the scale and scope of the transformation challenge ahead and endorse the approach we are taking in Leeds to deliver successful change and improve the outcomes for the people of Leeds.

## **1. Purpose Of This Report**

- 1.1 The purpose of this report is to update Executive Board on the work undertaken in Leeds to prepare for the personalisation agenda, since the publication of the concordat "Putting People First" in December 2007. This requires significant whole system change with impact across all parts of the social care system. It highlights the implications for the budget setting cycle, directly provided services and workforce development.

## **2.0 Background Information**

- 2.1 On 23 January 2008 Executive Board received a paper advising them of the publication of "Putting People First" which outlined the vision and direction for the development of adult social care services in the future.
- 2.2 Elected members agreed the endorsement of the principles and direction of travel and that they be engaged in developing the way forward through information, seminars, establishing a members forum, and scrutiny under the leadership of the Executive Board and Lead Member for Adult Social Care (ASC).
- 2.3 There have been 13 national pilot sites developing the arrangements for Individual budgets. Additionally, a number of other local authorities have developed innovative ways of supporting people with learning disabilities under a Government initiative called 'in Control'. All local authorities have been modernising social care services to enable people to have more choice and control over their care services and have been working in close partnership with other council services, health services and the voluntary and independent sector. These initiatives together represent the direction towards the delivery of a more personalised adult social care system.
- 2.4 In the last year the service has made good progress in raising the numbers of individuals in receipt of a direct payment. However, the full transformation to offer of individualised budgets and choice and control in decision making for individuals refusing social care services requires a further step change of progress. The changes Local Authorities are introducing are being supported by a range of Department of Health led initiatives. A National Director for personalisation / self directed support has been appointed to work jointly with the Department of Health and the Association of Directors of Adult Social Services (ADASS). Regional Representatives are working with the National Director and finance to find developments will be available via the Regional

Joint Improvement Partnerships (JIP) and Regional Efficiency and Improvement Partnership (REIP).

2.5 A resource available to support Local Authorities is the organisation 'in Control'. In Control was set up as a social enterprise by a number of partners, including the Department of Health, in 2003. Its primary focus was *"to explore ways in which the current system of social care might be reformed, in particular to develop a pragmatic and universal model of Self Directed Support"*. Leeds became a Level 1 member of 'in Control' in August 2007 when the Self Directed Support project was initiated. To progress the personalisation of social care services, Leeds were invited to be one of the local authorities moving to Phase 2 membership – Total Transformation Project 2008 – 2010, a challenge that we have now accepted, this was reported as a delegated decision taken by the Director of Adult Social Services on the 27 August 2008. This will support the accelerated pace of transformational change required to enable Adult Social Care (ASC) to achieve the targets laid down in the Local Authority Circular 'Transforming Social Care for 2011'. This was issued on 17<sup>th</sup> January 2008 to support the transformation of Social Care and makes clear that *"by 2011 person centered planning and self directed support to become mainstream, with individuals having choice and control over how best to meet their needs"*. This approach has been signaled in the Department of Health's Social Care Green Paper, Independence, Well Being and Choice (2005) and reinforced in the White Paper, "Our Health, Our Care, Our Say" published in 2006, which set a new direction for community services. This approach was subsequently confirmed in the concordat "Putting People First" published in 2007.

### **3.0 Main Issues**

3.1 Putting People First's guiding principle is to build on best practice and replace paternalistic reactive care with a system that focuses on prevention, early intervention, enablement and high quality personally tailored services. Adult social care has a championing and leadership role in creating a new high quality care system that is fair, accessible and responsible. This can only be successfully achieved by working with partners including other services within the council, NHS, other statutory agencies, third and private sector providers, users and carers and the community of Leeds as a whole.

3.2 Putting People First is one of a number of initiatives contributing to system wide transformation which are at varying stages of progress. These include:

- Joint Strategic Needs Assessment (JSNA) is a process that will identify the current and future health and wellbeing needs of a local population, informing the priorities and targets set by Local Area Agreements and leading to agreed commissioning priorities that will improve outcomes and reduce health inequalities. Work on this has commenced and the three Scrutiny Boards, Children, Health, and Adult Social Care are being made aware and consulted upon the implementation plan. This work will be ready for implementation by April 2009.
- A locally agreed approach to prevention, early intervention and enablement which has focussed on health and well being initiatives, provision of information to support self management and avoid unnecessary ill health, tackling social isolation, and a recovery and enablement approach to

support. This has particularly been targeted at disadvantaged groups, including older people with mental health needs, people from black and minority ethnic communities and people with physical and/or sensory impairments.

- Universal information, advice and advocacy services which will build on the work developed through Linkage plus and the development of the web based info store and the development of Local Involvement Networks (LINKs), jointly with the PCT.
- A common assessment process which is being worked on through the interagency Integrated Assessment Group. This work stream is designed to provide one assessment document held by the service user that will be used and updated by any professional in contact with a service user or carer. It is designed to avoid individuals feeling they have to restart the process of requesting a service every time their circumstances change.
- Person centered planning, self directed support, direct payments and personal budgets. (See Paragraph 3.3)
- Families, service users and their carers to become experts and care partners with us. (Experts by Experience). A Self Directed Support (SDS) peer group has developed with current users of Direct Payments. Membership of this group has now been extended to include those users and potential users of social care services who are involved in the development of SDS support in Leeds.
- Changes in the Community Equipment Service-Leeds Social Care and the PCT are carrying out an options appraisal of the current joint service, which includes considering the potential to adopt in whole or in part the Retail Model proposed by Care Services Efficient Delivery (CSED). The options appraisal will be completed by October 2008 and recommendations will be made to the Council and the PCT as to the most appropriate model that will best service the interests of Leeds residents.
- Integrated working with children's services for improved transition planning. This will include the involvement of young people in transition in the early implementation for SDS.
- Continued support of User led networks. The Centre for Integrated Living (CIL) is a good example of a User Led Organisation (ULO) that we will need to develop in the future but which will also need to be able to express their independence from the Local Authority by becoming an independent organisation
- Continued development of robust safeguarding systems to ensure care and support for those who are most vulnerable in line with "Independence, Choice and Risk", the Department of Health guide to best practice in supported decision making. An Executive Board report in June 2008 on Safeguarding in Leeds received information on the action plan that has been drawn up to update our current procedures, improve multi agency and multi disciplinary working and improve the safeguarding arrangements in Leeds.

### 3.3 Development of Self Directed Support (SDS) in Leeds

Central to the delivery of personalisation is the development of SDS. Leeds has made positive progress in preparation for the delivery of SDS and since the paper to Executive Board in January work has progressed in each of the current 10 workstreams:

- Support Planning – A draft Self Assessment Questionnaire (SAQ) has been developed which can be used for all service user groups. The introduction of a new SAQ will provide service users with a simpler method by which people who need social care support can identify and show their day to day needs for support at the start of the assessment process. A workshop has been held with service users, ASC and the voluntary and independent sector to identify the key features of a support plan and quality standards. Further work is planned to ensure all safeguarding issues are addressed through establishing a risk management panel.
- Care Management – This is focusing on the impact of SDS on the current care management service and proposing how this will be delivered. We anticipate SDS will have a significant impact on the way assessment and care management will be delivered in the future and have already identified new brokerage, advocacy, reviewing and support planning skills which will require different skill sets, competencies and new training for the ASC workforce of the future.
- Children and Young People – This group have identified those young people rising 18 who wish to pursue an individual budget. A joint working group between ASC and Children and Young People’s Social Care has been established to look at the joint commissioning issues that will deliver a more personalized, community based service. This work sits within the context of the wider work within children’s services to develop more personalized services to children and young people, being developed through integrated local services within a citywide framework for strategic commissioning. This approach has previously been outlined in a report to Executive Board and was part of a joint children’s and adults services seminar held earlier in 2008.
- Commissioning and Contracting – SDS poses significant challenges for our current commissioning and procurement arrangements. The move from block contracts and “one size fits all” to a bespoke and customized approach will require change to our current arrangements. Our relationship with our providers will change as in the future individual service users will be exercising their choice to buy from them as a customer rather than passive recipients of the services they provide. To facilitate this change a series of workshops are being held in Leeds with adult social care providers, in the private and voluntary sector including directly provided services, to deliver the changes to the market and build the flexible and creative services which will allow people the choice and control regarding their social care support. These are being jointly led with experts by experience. Work is also starting on developing transparent pricing and costs for directly provided services within the finance workstream.
- Assistive Technology – Learning from other local authorities is helping inform progress which includes working out the route from identification of needs to the provision of assistive technology when this is required. Unit

costs will be identified and the links into individual budgets, including housing costs across all tenures. This will be undertaken alongside the option appraisal for Leeds Community equipment service.

- Workforce Development and Human Resources - The key challenges for the workforce are being captured from the work within the other workstreams to ensure a workforce development strategy to raise skills and promote career development to ensure that the capacity, competency and commitment of the social care workforce can empower and support people who use services and to exercise choice and control. A conference was held on 18 September 2007 to launch SDS in Leeds for all ASC staff and this will be followed up with a second event in September 2008. We are aware of the work being done nationally by the Department of Health on developing an Adult Social Care Workforce Strategy and how other Councils are redesigning their Assessment and Care Management service and other services as a result of the impact of Personalisation – these will serve as our templates against the Leeds picture.
- Brokerage – In Leeds brokerage is described as ‘the types of support, information and advice that people may need to obtain and take control of their own personal budget, develop their own support plan and take the action needed to set up the support and services outlined in their support plan’. A literature search of brokerage in other areas is in progress and information collated about services available or being planned in Leeds. Options for a model of brokerage in Leeds will be developed with stakeholders.
- Finance – A Resource Allocation System (RAS) for Leeds is currently being tested with information from existing care plans. The RAS offers an alternative and simplified methodology for allocating money to customers in relation to risks and needs. It uses the level of need determined by the SAQ. Work is also progressing on formalising payment methods including consideration of the use of the ‘city card’.
- Management Information – The impact of SDS on current systems on the Electronic Social Care Record (ESCR) is being considered to ensure information is collected in ways that can be measured and shared with others and inform our future commissioning intentions as appropriate.
- Communication and Consultation – A communication plan for the SDS project has been developed to ensure that there is clarity and consistency of information within the project and with all stakeholders. This is needed to maintain awareness and commitment to the principles of SDS and manage the process of change effectively. A SDS Reference group has been established which initially consisted of people using direct payments but now extended to include those experts by experience who are directly involved in the project board, team and workstreams. Presentations are being made to established user groups across the city and involvement in the project has been encouraged.

#### 3.4 Two additional areas of work are being established;

- Members Forum – Elected member engagement will be aided by a cross party Members Work Group chaired by an Independent Social care expert and supported by the Director of Adult Social Services and Chief Officer –



Access and Inclusion. An initial meeting was held in early September and members invited to attend an 'in Control' event on 8 September 2008 focusing on 'building the infrastructure in public services' for personalization".

- Early implementer – To test out the methodology developing as outlined in 3.3 an early implementer project is planned for the late autumn. This will include implementation of self directed support to a representational group of about 50 people across all user groups, including current recipients of direct payments. A number of service users from this group have already expressed interest in being part of this first cohort.

3.5 The direction of travel for the transformation of adult care services was described in Putting People First and the LAC (DH) (2008). The landscape for the delivery of SDS changes rapidly and since the publication of Putting People First in December 07 further challenges have been set down by the Department of Health who have recently advised that by 1 April 2009 that there will be an expectation that all people in receipt of a social care package will know the amount of money allocated to their care plan, and be informed they have a choice to spend the money differently. The implications of this are that the pace of change will need to be significantly increased to meet these challenges and hardening of targets, and will impact on all parts of ASC business and functions. We recognise there are particular challenges for a city the size of Leeds with the current levels of directly provided services and the requirement for us to modernise and transform these services. The framework for these changes will be exacting given the Government's target of being able to offer personalised services to everyone by 2011.

3.6 Although Leeds is making good progress towards having the infrastructure needed to deliver all the elements of SDS to assist us further we have entered a partnership with "in Control" to gain access to the benefits provided by Phase 2 membership to help meet this challenging agenda. Early indications from the national "in Control" pilot sites that about 50% of people chose to keep their existing services, 35% made some adjustments and 15% opted for a total change. This indicates that some 50% of existing pilot site service users have all or in part, changed the way their services are provided. We can reasonably anticipate customer expectations in the future around choice, personalisation and an increasing awareness will cause these numbers to rise. The risk to the Local Authority, in not transforming our existing provision at a similar pace to these changing customer expectations, will be having fully funded directly provided services that people may not wish to purchase leaving insufficient funding to give to individuals who wish to purchase. The transformation of this service will require exceptional financial and business forecasting linked to excellent intelligence on service user performance

#### **4.0 Implications For Council Policy And Governance**

4.1 The workstreams outlined in 3.3 above signal the changes required. This agenda will support the achievement of improvements in relation to the strategic outcomes for vulnerable people outlined within the Council's Strategic Plan and include contributing to the development of a Health and Wellbeing Plan; and a commitment to the Council's value of Putting Customers First as articulated within the Council's Business Plan. There will be significant challenges to be met both within the Council's People's Strategy and workforce planning

arrangements to ensure the necessary changes in focus and skills is achieved among the workforce.

- 4.2 As detailed at 4.1 above there will be an impact on a number of the Council's policies although in particular this programme of transformation will have significant implications for the Council's Financial and Asset Management Plans as these proposals seek to release resources from within existing service provision to provide both more person centred care and individualised budgets and direct payments.

## **5.0 Legal And Resource Implications**

- 5.1 Investment priorities for the use of the Social Care Reform Grant have been agreed within the Directorate. These priorities reflect the significant investment requirements to deliver the outcomes from the Putting People First agenda, including the development of SDS, together with the range of personalisation initiatives outlined within this report.

- 5.2 The proposals outlined within this report signal a radical change in how resources currently employed, both within adult social care and the wider Council, are used to meet the needs of vulnerable people. To support the transformation of adult social care outlined in paragraph 2.5 above will clearly require the reconfiguration and/or decommissioning of existing services. Detailed estimates of both the size and timing of resource realignment is currently being considered as part of the directorate's investment planning to inform the Council's medium term financial plan.

## **6.0 Conclusions**

- 6.1 This report updates members on the progress made by ASC and its partners in developing a more personalised system of social care support for people in Leeds. The increasing pace of change required to meet challenging government targets is highlighted and recognition given to the particular challenges for a city the size of Leeds with a high level of directly provided services together with the range of personalisation initiatives outlined within this report.

## **7.0 Recommendations**

- 7.1 Members are requested to:

- i) Note the good progress made in Leeds towards the development of a more personalised system of social care through the SDS project and other initiatives.
- ii) Acknowledge the scale and scope of the transformation agenda, the challenge it presents and endorse the approach taken in Leeds to deliver successful change.
- iii) Support the continuing direct engagement of elected members in these developments by inviting future executive board reports, and involvement in workshops, seminars, conferences and the recently established members' forum.
- iv) Note the impact SDS will have on existing service provision including directly provided services and commissioned services in Leeds and the

need to accelerate the transformation of these services to meet the challenges and impact of personalisation and customer choice.

- v) Note that progress and the pace of change regarding the delivery of Personalisation in Leeds will be the subject of some detailed feedback from our recent inspection of Older Peoples Services.
- vi) Recommend that progress be monitored by the Adult Social Care Scrutiny Board.

### **Background Documents**

- Department of Health's Social Care Green Paper – Independence, Well Being and Choice (2005)
- Department of Health's White Paper – Our Health, Our Care, Our Say (2006)
- Putting People First – The Vision and Commitment to the transformation of Adult Social Care (2007)
- Local Authority Circular (LAC(DH)(2008)1) Transforming Social Care

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## Scrutiny Board (Adult Social Care) Proposals Working Group

12 December 2008, 2:15pm  
Committee Room 3, Civic Hall, Leeds

### MINUTES

#### ATTENDANCE

##### Members:

Cllr. Judith Chapman (Chair)  
Cllr. Penny Ewens (in part)  
Cllr. Clive Fox  
Joy Fisher (co-opted member)  
Sally Morgan (co-optee member)

##### Officers:

Dennis Holmes (DH), Chief Commissioning Officer  
Stuart Cameron-Strickland (SCS), Head of Policy, Performance and Improvement  
Ian Strickland (IS), Senior Performance Officer  
Steven Courtney (SMC), Principal Scrutiny Adviser

NO.	ITEM	ACTION
1	<p><b>Attendance / Introductions / Apologies</b></p> <p>The above attendance was noted. Apologies were received from Cllr. Debra Coupar, Cllr. Suzi Armitage and Sandra Newbould (SN)(Principal Scrutiny Adviser).</p>	
2	<p><b>Personalisation</b></p> <p>The working group considered and discussed the potential role and scope of the full Scrutiny Board in considering aspects of the personalisation agenda.</p> <p>To assist and to provide background information, members were provided with the Executive Board report – Putting People First – Vision and Commitment to the Transformation of Adult Social Care (23 January 2008).</p> <p>The Chief Commissioning Officer was in attendance and outlined that Putting People First's guiding principle is to build on best practice and replace paternalistic reactive care with a system that focuses on prevention, early intervention, enablement and high quality personally tailored services.</p> <p>Reference was also made to the more recent (8 October 2008) Executive Board report on Putting People First. As previously reported, it was recommended that the Scrutiny Board (Adult Social Care) monitor progress in delivering against the personalisation agenda.</p> <p>It was outlined that the main issues for consideration were set out in more detail in Paragraph 3 of the Executive Board report (8 October 2008). Some of the issues that the working group may wish to consider in more detail were summarised as:</p> <ul style="list-style-type: none"> <li>➤ Joint Strategic Needs Assessment (JSNA);</li> <li>➤ Prevention and Intervention;</li> <li>➤ Universal information, advice and advocacy services;</li> <li>➤ Adoption of the common assessment process/ framework;</li> </ul>	

	<ul style="list-style-type: none"> <li>➤ Safeguarding in relation to personalisation;</li> <li>➤ Self-directed support – self assessment questionnaire (SAQ);</li> <li>➤ Future workforce requirements – skills and capacity;</li> <li>➤ Resource allocation system (linked to the Council’s stock of directly provided care);</li> <li>➤ The Members Forum – a cross-party Members Work Group chaired by an Independent Social care expert and supported by the Director of Adult Social Services and Chief Officer – Access and Inclusion;</li> <li>➤ Progress of the early implementer project;</li> </ul> <p>The working group discussed the above areas in some detail, commenting on those areas which were already included in the Scrutiny Board’s work programme. Members were also reminded that the recent Independence, Well-being and Choice Inspection report made specific reference to the delivery of personalised services. Progress against the resulting and agreed recommendations would be routinely reported to the working group as agreed by the full Scrutiny Board (Adult Social Care).</p> <p>As a result, subject to the agreement of the full Scrutiny Board, the working group agreed to focus on the following areas:</p> <ul style="list-style-type: none"> <li>➤ The common assessment framework;</li> <li>➤ Resource allocation system (linked to the Council’s stock of directly provided care);</li> <li>➤ Progress of the early implementer project.</li> </ul> <p>It was agreed to:</p> <ol style="list-style-type: none"> <li>(1) Present the above proposal to the Scrutiny Board (Adult Social Care) meeting in January 2009.</li> <li>(2) Invite the Chair of the Member working group (Director of Care and Repair) to a future meeting of the working group, to discuss the focus and progress of that group in more detail and to help avoid unnecessary duplication.</li> </ol>	<p>SMC/ SN</p>
<p><b>3</b></p>	<p><b>Commission report</b></p> <p>The working group considered and discussed the draft commissioning report prepared for the full Scrutiny Board meeting to be held on 7 January 2009. The report had been prepared at the request of the Adult Social Care Scrutiny Board.</p> <p>The Chief Commissioning Officer outlined the report, which provided a detailed account of activity carried out by the joint Adult Social Care and NHS Leeds project team, established to conduct a review of the 38 Neighbourhood Network Schemes. The working group was reminded that the Neighbourhood Networks provide support to older people across the city.</p> <p>Among the issues discussed, the need to focus monitoring requirements on outcomes was raised. This included a discussion on staff training and the need for a joint approach across the agencies involved.</p> <p>The content of the draft report was noted, with the finalised report due to be presented to the Adult Social Care Scrutiny Board on 7 January 2009.</p>	<p>DH</p>
<p><b>4</b></p>	<p><b>Performance Reporting</b></p> <p>At the Adult Social Care Scrutiny Board meeting in October 2008, Members expressed their desire to receive a more comprehensive performance report than current arrangements allowed.</p> <p>As a result, the Head of Policy, Performance and Improvement (Adult Social</p>	

	<p>Care) presented a paper that provided a brief outline of the range of information which could be made available to members and suggested the form such information could take.</p> <p>The working group was reminded that details derived from National Performance Indicators provide only a limited basis upon which scrutiny can maintain an overview of performance regarding activity in priority areas. As such, it was proposed that the current range of performance information presented to the Scrutiny Board is supplemented by providing.</p> <ul style="list-style-type: none"> <li>➤ The perspective of service users and their carers. This would relate to their experience of service use, including quality and effectiveness in relation to whether services are adequately meeting their expectations and needs.</li> <li>➤ A broader range of performance information. This might include comparisons of performance with others and show trends over time. Performance regarding activity could be related to costs and financial information, while details from interrelated areas could be shown and analysed together.</li> <li>➤ Quality information derived from internal and independent audits and regulatory activity relating to directed provided and commissioned social care activity and services.</li> </ul> <p>It was agreed that officers from Adult Social Care and the Corporate Performance Improvement team work collaboratively to bring forward examples of extended performance reports for the Adult Social Care Scrutiny Board as soon as practicable.</p>	<p>SCS/IS</p>
<p><b>5</b></p>	<p><b>Future meetings dates</b></p> <p>The following future meeting dates were agreed. All meetings to start at 10:15am.</p> <ul style="list-style-type: none"> <li>➤ 30 January 2009</li> <li>➤ 25 February 2009</li> <li>➤ 25 March 2009</li> <li>➤ 30 April 2009</li> </ul> <p>Specific agenda items and meeting venues to be confirmed.</p>	<p>SN</p>

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Originators: Marilyn Summers

Tel: 39 50786

## Report of the Head of Policy, Performance and Improvement

### Adult Social Care Scrutiny Board

Date: 7<sup>th</sup> January 2009

Subject: Leeds Strategic Plan Performance Report for Quarter 2 2008/09

#### Electoral Wards Affected:

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

### EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the revised approach to performance reporting and accountability arrangements for the Leeds Strategic and Council Business Plans and to provide a performance report by exception (ie red and amber) on the progress against improvement priorities relevant to the Board at Quarter 2 2008/09.

It outlines how the development of the partnership approach to the Leeds Strategic Plan and the changes that will result from the implementation of the comprehensive area assessment have required us to review and revise our council performance management framework and associated reporting processes. As a result, this has seen a significant change, in particular, the identification of lead and contributory officers for each improvement priority and the introduction of a reporting process that will provide a single source of performance information to be used by the full range of different stakeholders in the accountability process.

An overview of current performance information at the mid-year point is provided although this needs to be interpreted with some caution given the newness of the reporting process. A more robust and comprehensive position of performance progress against the Leeds Strategic and Council Business Plans should be available at the end of year one of implementation. In addition, there is a need to ensure that year end data is reported by partners and the council in a full and timely fashion so that any necessary remedial action can be expedited promptly.

## 1.0 Purpose of this Report

- 1.1 This report provides a strategic overview of performance against those improvement priorities within the Leeds Strategic Plan 2008-11, and specifically in relation to Adult Social Care priorities. In particular the Action Tracker Summary Sheet (appendix 1) provides an overall assessment of progress against each of the improvement priorities relevant to the Board; a rating of Red, Amber or Green is applied to indicate the status of each improvement priority.
- 1.2 In appendix 2 to this report the Action Trackers are provided on an exception basis for those areas of under performance and/or of concern in relation to the improvement priorities for Adult Social Care, within the Leeds Strategic Plan, as at 30<sup>th</sup> September 2008. In addition, performance indicator information is provided for those indicators from the 198 National Indicator Set which are not included within the Action Trackers provided together with any locally agreed indicators where appropriate. Through this the Board will continue to receive the full set of performance indicator information.

## 2.0 Background Information

- 2.1 Executive Board approved a new corporate planning framework for the council in July 2007. The strategic element of this framework includes two high level plans which set the policy objectives for the organisation and our partnership working. These are:
- **Leeds Strategic Plan 2008 to 2011** - which sets out the customer/citizen (external) focused strategic outcomes being sought by the council and its partners for the city. This plan includes our requirements to produce a Local Area Agreement and is the main delivery mechanism for the Vision for Leeds 2004 to 2020.
  - **Council Business Plan 2008 to 2011** - which sets out what the council needs to do internally to enable the organisation to achieve the Leeds Strategic Plan. That is outlining the business development, organisational change, process transformation and financial planning activities that we will be undertaking over the next three years.
- 2.2 Both these plans include a set of outcomes, improvement priorities and aligned performance indicators with three year targets. Through our performance reporting and accountability arrangements we need to track our progress against the improvement priorities as well as against the indicators to provide both a qualitative and quantitative picture of performance. This is because the scope of most of the improvement priorities is wider than that of the performance indicator and without some form of contextual reporting we would not be able to capture or monitor this progress.

## 3.0 Main Issues

### 3.1 *Comprehensive Area Assessment*

A key aspect of a robust performance management framework is to highlight an organisation's self-awareness. This will be a fundamental part of the CAA process where councils will be expected to carry out an annual self evaluation that will be crucial in determining the overall CAA judgement of the area and the organisation, having particular importance in relation to the Managing Performance KLOE.

The joint inspectorates' proposal for consultation, issued in summer 2008, notes that:

*"Councils and their partners, and their representative bodies, are developing approaches to self-evaluation. While we are not making it a requirement of CAA, we do expect that each area will wish to complete an annual self-evaluation and we will take full account of it and any service level self-evaluation. We do not intend to repeat the work carried out already by the council or its partners. We will expect that any self-evaluation is based on **verifiable evidence**. The more robust the self-evaluation the more reliance we will be able to place on it.*

**CAA will draw as far as possible on the information used by the council and its partners to manage performance and deliver improvements set out in the Local Area Agreement and Sustainable Community Strategies. This approach will minimise the administrative burden imposed by CAA and will make optimum use of self-evaluation.”**

The self evaluation will enable the partnership to work through and be able to demonstrate that it is sufficiently self-aware of key issues and that there are effective plans in place to address any concerns. It will demonstrate that the partnership is aware of where there are gaps in performance that need to be addressed or where more focused attention is needed to ensure that the partnership will deliver its outcomes. It will also highlight where action plans are in place to address these issues. This is important in ensuring self awareness and preparedness to really deliver on improvements.

As such, it is important that timely, appropriate and accountable performance information is available to the relevant audiences so that problems in relation to performance and/or data quality are flagged, the focus of improvement activity can be challenged and that appropriate action is being taken and reported to address areas of under performance.

Within the council Lead Chief Officers have the key role in making this happen through co-ordinating the activities of contributors and providing an overview of the progress against the improvement priority for which they are accountable. This overview position is described in the Action Trackers previously approved by CLT and agreed by Lead Officers, and updated at Qtr 2 and Qtr 4 of the performance reporting and accountability process. The Action Trackers at Qtr 2 & Qtr 4, therefore, provide a single source of performance information for the full range of different stakeholders in the accountability process.

### 3.2 *Role of Scrutiny Board*

A key performance management role of Elected Members is to ensure that delivery of our strategic outcomes and improvement priorities within both the Leeds Strategic Plan and Council Business Plan is on track. Members need to be made aware of any issues and areas of under performance, and be assured that actions are being taken to improve performance, that the appropriate level of resources are available and that problems or blockages to delivery are identified and addressed. However, it is recognised that the volume of information within the Action Trackers produced for each six months could hinder Scrutiny Boards in carrying out their role in the accountability process. Therefore the approach from Quarter 2 is to provide the Action Trackers by exception, highlighting just those areas that are under performing or causing concern ie those traffic lighted amber or red. This is supplemented by a performance indicator report that includes all of the performance indicators relevant to the Board - except for those that already appear within the action trackers themselves.

The Scrutiny Board role is to challenge the council's performance to raise standards acting as a balance to the Executive Board by examining and questioning the range of actions, activities and decisions, and also considering and challenging the work of partnership bodies contributing to the delivery of improvement priorities.

### 3.3 *Information Provided*

Therefore within this report the following information is provided:

**Appendix 1 Action Tracker Summary Sheet** - this sheet sets out all the improvement priorities relevant to the Board and shows the full set of overall progress traffic lights.

**Appendix 2 Action Trackers** – this appendix includes the action trackers for the improvement priorities that have been given an *amber* or *red* rating for overall progress. There is a guidance sheet to assist members in interpreting the information provided.

**Appendix 3 Performance Indicator Report** – this appendix list the Q2 performance indicator results for the indicators taken from the *green* action trackers, along with those from the rest of the 198 national indicator set and any locally agreed indicators for which quarterly results are available.

#### **4.0 Implications for Council Policy and Governance**

4.1 Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. Effective performance management also forms a key element of the organisational assessment proposed under the new Comprehensive Area Assessment. The CAA will examine and challenge the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

#### **5.0 Legal and Resource Implications**

5.1 The implementation of these new performance reporting arrangements is achievable within current resources across the organisations as they essentially replace an existing similar process.

#### **6.0 Conclusions**

6.1 The development of the partnership approach of the Leeds Strategic Plan, the introduction of a Council Business Plan and the changes resulting from CAA have required us to review and revise our council performance management framework and associated reporting processes. As a result, this has seen a significant change in identifying lead and contributory officers and partners with accountable roles for each improvement priority within the Leeds Strategic Plan and Council Business Plan as appropriate. There is a need to fully complete this framework and strengthen a culture of accountability within the council and with partner organisations through our scrutiny arrangements.

6.2 At Qtr 2 each Lead Chief Officer/partner has completed an Action Tracker against each of the improvement priorities, which has significantly increased the amount of performance information produced. As such, in order for Elected Members to fulfil their role effectively through the scrutiny process, these action trackers are reported by exception; highlighting just those areas that are under performing or causing concern. This is supplemented by a complete set of performance indicator information to enable members to maintain an overview of performance.

6.3 As the lead partner for the Local Area Agreement and Leeds Strategic Plan, it is fundamentally important that the council can demonstrate to partners, Government Office and through CAA that its has an integrated, robust performance management framework that is fit for purpose.

#### **7.0 Recommendation**

7.1 That members of Scrutiny Board note the content of the report and comment on any particular performance issues of concern.

## Action Tracker Guidance

### Introduction

The 'Action Trackers' are prepared on a half yearly basis and are intended to give an organisational 'snapshot' view of the progress against the city's top level priorities as set out in the Leeds Strategic Plan and Council Business Plan. They provide a broader range of information and progress than is provided in the performance indicator results alone. Each improvement priority within the Leeds Strategic Plan and Council Business Plan has been allocated to a **Lead Officer** whose role is to provide leadership, co-ordinate the activities of contributing officers/partners and evaluate the performance information to ensure the delivery of the improvement priority. An action tracker has been completed for every improvement priority by the Lead Officer who has provided an overall evaluation of progress to date. Please see below a brief summary of the information that has been provided in each of the sections of the action tracker template.

<b>Overall Progress Rating</b>	<p>The Lead Officer provides an overall traffic light rating on the progress to date based on all the information provided in the completed action tracker including the results for the aligned performance indicators. The criteria for this traffic light is as follows:</p> <p>Green = Progressing as expected</p> <p>Amber = Minor delays or issues to address</p> <p>Red = Significant delays or issues to address</p>
<b>Overall assessment of progress</b>	<p>In this section the Lead Officer provides an overall summary analysis of the progress to date - taking a view based on all the information provided in the completed action tracker including the results for the aligned performance indicators. This section should provide an explanation for the overall traffic light rating.</p>
<b>Contributory Officers/partners</b>	<p>This part of the action tracker sets out who else is contributing to the delivery of the improvement priority and where relevant these officers/partners also appear in the main body against specific actions/activities.</p>
<b>Performance Indicator Information</b>	<p>In this section the results for the aligned performance indicators for this improvement priority are presented including the target and are traffic lighted both the result itself and for data quality. Brief commentary is also provided to highlight any issues or important information relating to the indicator.</p> <p><b>NB</b> this only shows the indicators which are <b>directly aligned</b> but additional performance information is presented in appendix 2.</p>
<b>Improvement priority progress to date</b>	<p>This is the main body of the action tracker and sets out the key actions/activities which are underway and contribute to the delivery of the overall improvement priority. For each action/activity a set of information is provided that includes any risks or challenges to delivery, the key actions which are due to take place over the next 6 months, who the contributory officer/partner is and highlights where any other more detailed information can be found.</p> <p>This section could not possibly include all activities and Lead Officers have been asked to provide a strategic overview through including the main activities only and signposting further sources of information where relevant.</p>
<b>Risk / Challenges</b>	
<b>Key actions</b>	
<b>Contributory officer</b>	
<b>Timescale</b>	
<b>Other information</b>	

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Leeds Strategic Plan		
Code	Improvement Priority	Accountable Director
HW-2b	Improve the assessment and care management of children, families and vulnerable adults	Sandie Keene / Rosemary Archer
HW-3b	Increase the number of vulnerable people helped to live at home	Sandie Keene
HW-3c	Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives	Sandie Keene
HW-3d	Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk	Sandie Keene / Rosemary Archer

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Health and Wellbeing 2008/09 Quarter 2 Performance Update		Reference	
<b>Improvement Priority</b>		<b>Organisation</b>	
Improve the assessment and care management of children, families and vulnerable adults		Leeds City Council	
<b>Lead Officer</b>		<b>Overall Progress Rating</b>	
John Lennon and Paul Broughton		Amber	

There continues to be a general improvement year on year for time to assess and time to provide services. There has been a slight dip in mid year performance, but actions has now being taken to bring performance on line. Good progress is made in relation to improving system and infrastructures around assessment and care management for people with learning disability. More recently a stronger focus on safeguarding matters will mean that the service can demonstrate sound arrangements for protecting people with learning disabilities from being subject to abuse.

PI Ref	Definition	Comments	Baseline	2008/09 Target	Year to Date Performance	RAG Rating	Data Quality
NI 132	Timeliness of social care assessment (all adults)	Figure has fallen slightly from last years actual but this is fairly normal. We continue to monitor this indicator on a monthly basis to ensure improvement & there has been some progress from quarter 1. NB quarter 2 figure is actually reported as at August 2008.	80.9% (Apr-Dec 2007)	85.0%	78.7%	Predicted year end performance 85%	No concerns with data
NI 133	Timeliness of social care packages following assessment (all adults)	Current performance is still below 07/08 actual but has improved from quarter 1 and is in the 4th band (good). We monitor this indicator on a monthly basis to ensure improvement continues. NB - Quarter 2 figure is actually as at August 2008.	85% (2007/08)	90.0%	82.9%	Predicted year end performance 85%	No concerns with data

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>Corporate Customer Strategy and Extended Hours Strategy linked to the Review and Transition of the Emergency Out of Hours Services project, PID produced, business process re-engineering (by CSED) that is required for this project is progressing well, a work stream on reducing avoidable contacts has started, discussions have been held to discuss how ESCR can be utilised for measuring the referral process</p> <p>In relation to the assessment and care management of adults with learning disabilities an exercise is underway which will review existing processes and identify improvements.</p> <p>The end result of this activity will recommend options for improving the efficiency and effectiveness of both the specialist team and the area teams that undertake assessment and care management activity. This process should be complete by the end of this financial year.</p> <p>The specialist learning disabilities team is undergoing additional training so that better use can be made of the ESCR system in relation to recording of information and also report generation for performance monitoring purposes. This action should result in improved performance in relation to the speed and frequency of undertaking reviews.</p> <p>In conjunction with colleagues in other care management teams greater focus is being given to safeguarding issues in relation to the investigation of referred cases in accordance with best practice and the identification and delivery of training and development needs.</p> <p>There has been a significant increase in the number of cases referred for safeguarding investigation in the year to date.</p>	<p>The cost of the Review and Transition of the Emergency Out of Hours Services project may not be met from within current service budgets, although all services are very supportive, Social Care is actively trying to secure the funding. Corporate awareness and support for the funding is now needed.</p> <p>There is a risk that the work from ESCR functionality and business practices does not join up with the Emergency Out of Hours project.</p> <p>There are various system development issues that will need to be resolved.</p> <p>There is a knowledge gap between some parts of the ESCR team and the front-line business which needs to be resolved in order to improve the quality of the ESCR system</p> <p>The number of safeguarding referrals exceeds available investigative resources.</p> <p>Staff resistance to new working practices.</p> <p>Unable to recruit to new posts.</p> <p>Take-up of individual budgets and direct payments exceeds budgetary provision.</p> <p>Unable to complete person centred plans in line with transformation plans.</p> <p>Vision and purpose of the joint transitions team is not clear and understood by all stakeholders.</p> <p>Unable to recruit to new posts.</p>	<p>Provide efficient and effective out of hours service which mirrors the office hours service.</p> <p>Quality of information and effective sign-posting done at a very early stage of the process.</p> <p>Continue avoidable contact work stream development.</p> <p>Re-design Care management process, expertise advise at screening stage, right first time principle</p> <p>Ensure process mapping exercise is completed within timescale.</p> <p>Ensure Learning Disability requirements are built into development plans for ESCR.</p> <p>Ensure Care Managers receive appropriate training and support to maximise use of ESCR.</p> <p>Ensure appropriate resources are directed towards safeguarding work and that staff are adequately trained to undertake safeguarding roles.</p> <p>Ensure customers are encouraged to consider self directed support options wherever possible.</p> <p>Appropriate governance arrangements are put in place to oversee the transitions project.</p> <p>A vision for the joint team is agreed and cascaded to staff who will work in the new team.</p> <p>Review and extend communication channels.</p> <p>Review success of recruitment campaigning and consider use of temporary staff if required</p>	<p>John Lennon Steve Hume</p> <p>Paul Broughton John Lennon</p>	<p>2011</p> <p>2011</p>	

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
<p>Learning disability services are an early implementer in the self directed support pilot with 10 cases being identified for individual budgets.</p> <p>The number of people utilising direct payments has increased during the year.</p> <p>A project is underway to improve the care planning for young people in transition.</p> <p>A joint team with staff from both CYPSC and ASC will be formed with a view to ensuring a smooth transition process. It is intended to have the new joint team operational by April 2009.</p> <p>Additional resources have been secured by way of the social care reform grant which will be used to recruit additional care managers to assist in the transformation of learning disability in-house services.</p> <p>These care managers will prepare care plans for customers who are not part of the ILP development and/or are currently utilising existing Council provided day services.</p> <p>An additional worker will be recruited who will specialise in services for hard to reach groups including people from BME backgrounds, people with personality disorders and young people who have committed offences.</p> <p>A new team is being set up to review high cost learning disability placements.</p> <p>The team will consist of 2 contract officers plus 2 care managers and will target high cost cases with a view to identifying efficiencies which can be reinvested in improved in care packages.</p> <p>The team will also review "failing providers" with a view to either improving service delivery or finding alternative providers who can deliver quality services.</p> <p><b>Ensuring Safeguarding is embedded across our partners.</b></p> <p>Meeting of Director of Adult Social Services, Chair of Safeguarding Board.</p> <p>Partner Executive Directors and Chief Officers to reinforce the commitment to the rapid development of local multi-agency safeguarding, the terms of reference of the Adult Safeguarding Board is completed.</p> <p>Independence, Wellbeing and Choice Inspection Action Plan developed and signed off</p>			Paul Broughton John Lennon	2011	
	<p>Action Plan needs approving by the lead inspector. Issues around lack of market for some of the specialist staff that are required. Scale of change required in a very tight timescale</p>	<p>Implement Recommendation 3 from the Adult Social Care Independence, Wellbeing and Choice Inspection Action Plan -</p> <p>"The Council and its partners should agree and implement improved procedures, ensuring that these:</p> <ul style="list-style-type: none"> <li>- Set out specific and monitorable expectations on staff from all agencies</li> <li>- implements a system of compliance monitoring processes that ensure consistent practice".</li> </ul> <p>Implement Recommendation 4 from the Adult Social Care Independence, Wellbeing and Choice Inspection Action Plan -</p> <p>"The Council and partners should progress the emerging multi-agency training strategy and link this development with the agreed set of minimum competencies from specific roles within the adult safeguarding process"</p> <p>Implement Recommendation 7 from the Adult Social Care Independence, Wellbeing and Choice Inspection Action Plan -</p> <p>"The Adult Safeguarding Board should agree an adults safeguarding serious case review process and mechanisms for sharing performance issues and learning with partner agencies"</p> <p>Implement Recommendation 25 from the Adult Social Care Independence, Wellbeing and Choice Inspection Action Plan:</p> <p>"The Council and its partners should strengthen governance arrangements so that elected members and relevant chief officers in partner organisations have a clear understanding of the performance of adult safeguarding arrangements"</p> <p>Complete the development of the Analytical Report. System Development of the ESCR analytical module. Develop the performance management tool attached to the module so reports can be produced on timeliness of social care packages</p>	Dennis Holmes	<p>Arrangements for safeguarding vulnerable adults are coordinated across agencies and disciplines by December 2009.</p> <p>Fully implement the multi-agency training strategy by Dec 08</p> <p>The serious case review process should provide an effective means of improving joint working in complex safeguarding issues by April 2009</p> <p>Accountability arrangements to be established by October 2008</p>	
<p><b>Electronic Social Care Record System (Analytic module)</b></p> <p>The development of the ESCR system will enable officers to know how we are performing on this improvement priority at a touch of a button, work has started on scoping up a Management Information Report (Analytical Report)</p>	<p>There is a gap in people's knowledge in the ESCR design team</p> <p>Competition with other priorities for ESCR resource to progress the Analytic Module</p>		Steve Hume		

Improvement priority progress	Risk / Challenges	Key Actions	Contributory Officer	Timescale	Other Information
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Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Paul Langford	Environments & Neighbourhoods	Leeds PCT	Christine Outram / Ian Cameron
Gary Bartlett	City Development	Leeds Teaching Hospitals Trust	Maggie Boyle
Neil Evans	Environments & Neighbourhoods	Leeds Partnership Foundation Trust	Chris Butler/ Mike Doyle
Dennis Holmes	Adult Social Services	VCFS - Leeds Voice Health Forum	Eddie Mack/ Jeannette morris-Boam
		ALMOs	
		VCFS - Leeds Voice Health Forum	Eddie Mack/ Jeannette morris-Boam

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Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
1 National Indicator	NI 125	Achieving independence for older people through rehabilitation/intermediate care	PCT	Quarterly %	Rise	New Indicator	N.A.	To be provided February 2009	See Comments			Under-development: checklist received but systems/processes still being developed
		<p>This indicator measures the benefit to individuals from intermediate care and rehabilitation following a stay in hospital. It captures the joint work of social services and health staff and services commissioned by joint teams. The measure is designed to follow the individual and not differentiate between social care and NHS funding boundaries. The measure covers older people aged 65 and over on discharge from hospital who:</p> <ul style="list-style-type: none"> <li>• Would otherwise face an unnecessarily prolonged stay in acute in-patient care, or be permanently admitted to long term residential or nursing home care, or potentially use continuing NHS in-patient care;</li> <li>• Have a planned outcome of maximising independence and enabling them to resume living at home;</li> <li>• Are provided with care services on the basis of a multi-disciplinary assessment resulting in an individual support plan that involves active therapy, treatment or opportunity for recovery (with contributions from both health and social care);</li> <li>• Are to receive short-term interventions, typically lasting no longer than 6 weeks, and frequently as little as 1-2 weeks or less.</li> </ul> <p>This new indicator relies on new data for which results will be available for reporting from February 2009 onwards.</p>										
2 National Indicator	NI 135	Carers receiving needs assessment or review and a specific carers service	Access & Inclusion	Quarterly %	Rise	16.2%	16.2%	19.3%	15.7%	16.1%	21.6%	No concerns with data
	<p>Predicted performance includes anticipated respite care figures. This prediction shows that we appear well on track to meet/surpass our target. NB - due to time constraints the quarter 2 figure has been calculated as at the end of August 08.</p>											
3 National Indicator	NI 131	Delayed transfers of care	Access and Inclusion	Quarterly Number	Fall	5.24 per 100,000 population	N.A.	3.68 per 100,000 population	5.3 per 100,000 population	5.04 per 100,000 population	4.7 per 100,000 population	Not completed
	<p>Following an initial slight decline in performance from the end of 2007/08 during quarter one this indicator has gradually improved throughout quarter two. The initial deterioration was due to multiple factors, such as increased volume in hospital admissions, delay in completion of Continue Care Assessments and patients/family exercising choice. However, current performance is now better than the national average for 2007/08 (based on the 111 authorities where data was available).</p>											
4 National Indicator	NI 142	Percentage of vulnerable people who are supported to maintain independent living	Strategic Housing and Commissioning	Quarterly %	Rise	99%	N.A.	99%	99%	98%	99%	No concerns with data
	No comments											
5 Local Indicator	BV-56	Percentage of items of equipment delivered within 7 working days	Access & Inclusion	Quarterly %	Rise	90.0%	90.0%	92.0%	90.3%	92.0%	94.0%	No concerns with data
	<p>Current performance is rated in the highest band (very good) by CSCI. Target for 08/09 has been surpassed. NB - data is not made available for reporting until 6-8 weeks after the end of the period it deals with, therefore quarter 2 results are actually as at August 08.</p>											

Performance Indicator Type	Reference	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Qtr1	Qtr2	Predicted Full Year Result	Data Quality
6	LK1-SS23	Percentage of people receiving a statement of their needs and how they will be met	Access & Inclusion	Quarterly %	Rise	99.0%	99.0%	99.0%	98.9%	99.0%	99.0%	No concerns with data
Current performance is rated by CSCI as being in the 4th band (good). Overall the activity has remained fairly constant during the year, with a slight upward trend from an already high baseline position. NB - Quarter 2 performance is calculated as at the end of August 2008.												
7	LK1-SS35	Adult and older clients receiving a review as a percentage of those receiving a service	Access & Inclusion	Quarterly %	Rise	62.5%	62.8%	76.0%	79.8%	72.6%	76.0%	No concerns with data
Performance has fallen somewhat from an excellent start in the first quarter of the reporting year. However, the overall performance is still some way above 2007/08 and at present it is anticipated that once all records are collated the year end target will be met. NB - Quarter 2 is calculated as at the end of August 08.												

Column Title	Description
<b>No.</b>	Each indicator is numbered to allow for easier navigation through the report.
<b>Performance Indicator Type</b>	<p>This column gives a little more information on the type of indicator and gives some indication of its relative importance and what the implications might be of poor performance. Some of the indicators fall into more than one type, for example, all LSP government agreed indicators are also national indicators. The types of indicator are:</p> <p><b>Leeds Strategic Plan Government Agreed</b> - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been negotiated and agreed, by the council and its partners, with government. They form part of our current Local Area Agreement and additional reward grant is paid if we meet these targets. The Audit Commission will also give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities.</p> <p><b>Leeds Strategic Plan Partnership Agreed</b> - these indicators form part of the Leeds Strategic Plan 2008 to 2011 and have been agreed with our partners as priorities for the city. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our local priorities.</p> <p><b>Council Business Plan</b> - these indicators form part of the Council Business Plan 2008 to 2011 and we have set these targets to drive change and progress across the organisation. The Audit Commission will give these indicators additional attention under the Comprehensive Area Assessment as these are our internal organisational priorities.</p> <p><b>National Indicator</b> - this is a set of 198 indicators used by Government nationally to monitor the performance of public services in local areas. Our performance against this set of indicators will contribute to the Comprehensive Area Assessment. This has replaced several sets of other indicators including the old best value indicators.</p> <p><b>Local Indicators</b> - these indicators have been nominated by service areas to provide a more complete picture of performance. In many cases these indicators will also directly contribute to the delivery of our priorities</p>
<b>Reference</b>	<p>Each indicator is given a unique reference code and these codes tell us which basket each indicator belongs to. A basket is a set of indicators which are used to report on progress relating to different plans or frameworks. Below we have listed the main groups of indicator you will see in these reports.</p> <p><b>LSP</b> - Leeds Strategic Plan indicator  <b>NI</b> - National Indicator  <b>BP</b> - Business Plan indicator  <b>LAA</b> - Local Area Agreement indicator - for this year only we are continuing to measure a small number of indicators from our previous LAA which are subject to reward monies based on the year end position in April 2009.  <b>LKI</b> - Local key indicator</p>
<b>Title</b>	<p>The title column gives a description of the indicator.</p> <p><b>NB</b> The Government have provided the descriptions for all national indicators.</p>
<b>Service</b>	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
<b>Frequency &amp; Measure</b>	<p>The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March). With the exception of education attainment figures which are reported in quarter 3.</p> <p>The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes.</p>
<b>Rise or Fall</b>	The rise or fall column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.
<b>Baseline</b>	This column gives the baseline performance figures upon which we have set our targets and/or will be comparing our performance over the coming years
<b>Last Year Result</b>	This column displays the result from the end of the previous financial year (31 March 2008)
<b>Target</b>	This column shows the target we have agreed for this financial year.
<b>Qtr1</b>	The shows the current position at the end of this quarter.
<b>Qtr2</b>	The shows the current position at the end of this quarter. This result might be given a traffic light (red, amber or green) if the service is unable to accurately predict the full year performance based on the interim results (see below). If they can forecast their year end position then the traffic light will appear in the next column.
<b>Predicted Full Year Result</b>	<p>Directorates use this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance of the indicator. Where possible we use this figure to inform whether an indicator is traffic lighted red, amber or green.</p> <p>The green light shows that the Directorate predicts this indicator <b>WILL</b> meet its target. The Directorate uses current performance information to make this forecast.</p> <p>An amber traffic light shows that the Directorate predicts this indicator will not meet its target. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast.</p> <p>The red lights shows that the Directorate predicts this indicator <b>WILL NOT</b> meet its target at the end of the year. The Directorate uses current performance information to make this forecast.</p>
<b>Data Quality</b>	<p>We are using this information to make strategic decisions therefore it is important that it is both accurate and reliable. This column provides an overall assessment of the data quality for each indicator.</p> <p>No Concerns indicates that the data is accurate and there are good processes in place to check and validate this information.</p> <p>Some Concerns indicates that more work needs to be done to ensure the data is accurate and reliable. Services may be in the middle of implementing improvements to their systems and processes but these are not fully in place yet.</p> <p>Concerns indicates that there are concerns that the quality of the data may not be good or that maybe they have not got the correct data. Again services are working toward improving this position. Many of the national indicator set are new and we are having to set up new systems to collect data - until these are fully embedded and proven there are likely to be outstanding concerns.</p>
<b>Comments</b>	The comments for each indicator should explain why performance varies. They should also highlight if there are any problems with the quality of the data and what steps the Directorate is taking to improve it. This section will also focus on what will be done to improve the actions and state what outcomes they have achieved.

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**Report of the Head of Strategic Partnerships and Development  
(Older People and Disabled People) – Leeds PCT**

Originator: M Ward

Tel: 2474567

**Scrutiny Board (Adult Social Care)**

**Date: 7<sup>th</sup> January 2009**

**Subject: Update on Work in Leeds on the Dignity in Care Campaign**

**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**Executive Summary**

The previous update to Scrutiny Board, in July 2008, was just after Leeds had won the National NHS Health and Social Care Award for its work on Dignity in Care. Since then we have not rested on our laurels and work has continued to both expand the dignity campaign and to embed dignity in day to day practice. In addition, winning the award has brought national attention and considerable interest in the approach taken in Leeds.

Firstly, fostering cultural change through the use of social marketing: The poster and postcard campaign has continued and has now been expanded to include a series of ten images depicting disabled people in Leeds and their expectations. The posters were produced by the Physical and Sensory Impairment Network, a network of voluntary sector organisations.

The Dignity Campaign has now included the production of radio adverts. These went out across Leeds in October and November. We have also produced leaflets encouraging people to complain about examples of poor practice in regard to dignity in care.

Secondly, achieving 'top-to-bottom' organisational action: Organisations have set up internal task groups for implementation, using 'essence of care' groups within NHS organisations and 'dignity' has become a standing item on the meetings of the partnerships structures. In Adult Social Care this will be built in to the plans in respect of quality assurance improvement arising out of the CSCI inspection, and strong links have been made between safeguarding and dignity in care.

Thirdly, Audit Tools continue to be used to drive up standards on hospital wards and in primary care settings, whereby patients, carers and staff provided information and feedback

and improvement plans implemented. A second phase, in partnership with Age Concern, involving groups of older people carrying out audits in care homes has now commenced.

Fourthly, the use Dignity as an outcome measure. Performance Indicators have now been developed, related to the Dignity Standards, and these are being used within contracts with care providers and as part of the basis for service reviews.

Finally, national interest has resulted in Leeds presenting at a number of key national conferences, including a presentation on the Scrutiny Board Inquiry itself, at the Directors of Adult and Children's National Conference this year. The NHS National Institute for Innovation and Improvement has produced a case study on Leeds, and the Department of Health has commissioned three short films about the work in Leeds to be distributed as pod casts.

## **1.0 Purpose of the Report**

1.1 The purpose of this report is to provide a further update to the Scrutiny Board for Adult Social Care on the Dignity in Care campaign in Leeds.

## **2.0 Introduction**

2.1 It is now 2 1/2 years since Leeds City Council's Health and Adult Social Care Scrutiny Board began an inquiry into Dignity in Care issues in the city and the Dignity in Care campaign launch, and 6 months since winning the NHS Health and Social care award. The aim of the campaign is to ensure that older people are treated with the highest standards of dignity when using health and social care services in Leeds. It has worked to achieve this through:

- ◇ Raising the profile of Dignity in Care issues with older people and disabled people, the public and care staff
- ◇ Collating, sharing and publicising best practice
- ◇ Identifying poor practice and implementing change to improve services
- ◇ Ensuring that Dignity in Care continues to be explicitly addressed in day to day practice

2.2 The Leeds Dignity in Care Scrutiny Inquiry Report stated:

"High quality health and social care services should be delivered in a person-centred way that respects the dignity of the individual receiving them. However, in acknowledging that older people in particular are not always treated with the respect they deserve, the Scrutiny Board (Health and Adult Social Care) agreed to conduct an Inquiry into Dignity in Care for Older People".

Therefore a drive to change, and to harness existing commitments from staff and organisations, was generated from both Older People and Councillors - a strong alliance for implementing active change. The initial Scrutiny Board report has since been disseminated to a number of other Local Authorities.

## **3.0 Background**

3.1 The campaign is overseen by the Leeds Older People's Champions Group, which is supported by the Older People's Strategic Partnership. The 'Champions' consist of older people's representatives, Councillors and staff from all major Health and Social

care organisations in the city including the voluntary and independent sector. The initial campaign included:

- A poster campaign of older people involved service users and their carers in deciding their image and their quotes for the posters and involved a range of statutory, voluntary and independent sector providers.
- The Scrutiny Inquiry involved informing elected members about the national and local Dignity campaign so that they were, and are, in a better position to challenge senior officers from the main Health and Social Care provider and commissioning organisations about how well they meet the Dignity Challenge. Organisational task groups involved staff in devising solutions to dignity issues. In this way, dignity is brought to the fore and focussed action starts from senior management through to front-line staff.
- The Hospital Dignity Audit Tool was developed through local consultation with patients, carers, ward staff and managers and a review of national documentation and media highlighted issues to ensure that it encompassed the broadest spectrum of Dignity issues that impact on the patient experience of general hospital care. The results of the audits are transformed into action plans for improvement by ward managers and staff and wider issues are brought to the attention of senior management for action.
- Adult Social Care Commissioners worked in partnership with the Older People's Champions Group and Older People's organisations to define the criteria for allocating the DoH care home capital grant. Older people's organisations were represented on the selection panel and only bidders who could demonstrate a real impact on Dignity were short listed and selected.

#### **4.0 Recent Developments**

- 4.1 Dignity Audit Tools continue to be used across hospital settings in both Leeds Teaching Hospital Trust and Leeds Partnership Foundation Trust. They are also being used in a range of Primary Care settings.
- 4.2 The Care Homes Audit has now commenced. This is a partnership between Adult Social Care Homes and Age Concern. A group of 8 older people have been recruited and trained in carrying out dignity audits. They are now in the process of carrying these out in a small number of establishments. This is being evaluated and will inform future plans for expanding this work.
- 4.3 The inclusion of the Dignity Standards within contracts of health and social care providers is rolling out. Adult Social care is working with the Alliance of Service Users and Carers to develop robust monitoring arrangements in regards to dignity within service provision.
- 4.3 We have produced a leaflet on 'Dignity – Compliments and Complaints' which highlights the ten dignity challenges and outlines how to complain if people feel that they have not been treated with dignity and respect. This is backed up by a credit card sized card that contains the appropriate numbers to ring re complaints across health and social care organisations.
- 4.4 Locally we have established a Dignity E mail Network (join by contacting [angela.mkandla@leeds.gov.uk](mailto:angela.mkandla@leeds.gov.uk)) to update on local developments. We are also encouraging staff and other stakeholders to sign up as national dignity champions

(go to; <http://networks.csip.org.uk/dignityincare/>).

- 4.5 The dignity campaign is now rolling out to all adult groups. An example of this is that the Physical and Sensory Impairment Network, which is a network of voluntary sector organisations and is funded by Adult Social Care, have produced a set of ten posters and postcards depicting disabled people in positive situations in Leeds, each with an accompanying quote from the individual disabled person saying what dignity means to them. This was launched at the International Day of Disabled People on the 3<sup>rd</sup> December to coincide with the United Nations theme of 'Dignity and Justice for all Disabled People.
- 4.6 As part of an innovative approach, using social marketing methods, the Dignity Campaign expanded to use local radio. We commissioned a series of 4 adverts, each highlighting dignity issues and reaffirming health and social care organisations in Leeds commitment to dignity in care. These were played out across a local station several times a day, every day for 6 weeks. These have stimulated a lot of debate and interest in the campaign. These can be heard on the Leeds Older People's Website – 'Infostore'. Go to [www.olderpeopleleeds.info](http://www.olderpeopleleeds.info)

## **5.0 Leeds as an Example of Good Practice**

- 5.1 The winning of the award has brought national recognition and interest. This has included:
- Leeds been asked to present on our work at several major national conferences. This has included the Directors of Adult and Children's Social Services conference, at which Councillor Lancaster spoke about the Scrutiny Board Inquiry into Dignity in Care and also the National Dignity Conference at which Leeds ran a workshop on the social marketing element of the campaign.
  - The NHS Institute for Innovation and Improvement has produced a case study, entitled 'Power to Older People' which highlights the work in Leeds and this has been distributed county wide.
  - Meeting with Sir Michael Parkinson, the National Dignity Champion, and with the Care Services Minister to outline the Leeds campaign and how it can be adopted elsewhere.
  - We have responded to numerous requests from other local authorities and health organisations for information on how we successfully ran the campaign in Leeds, as well as sharing key documents produced in Leeds such as the Audit Tools and examples of Contract Specifications.
  - The Department of Health has produced 3 short films about the work in Leeds. One focussing on the partnership approach, one on the dignity audits and one on the social marketing campaign. These are to be available as pod casts in January.

## **6.0 Conclusion**

- 6.1 Dignity continues to be regard by older people and other service users as a priority. It is intended that we continue to respond to this as such. The focus in 2009 will be on embedding dignity in everyday practice across health and social care organisations. We also recognise that the campaign not only raises the standards of dignity in care it also raises service users expectations. That is a challenge, but it is one all organisations are committed to meeting
- 6.2 Finally, in part as celebration of the national award, but also to keep the campaign as visible as possible, the Strategic Partnership Team has produced a 'Leeds Dignity

Champion' Badge. This is based on the magnolia flower, a symbol of dignity, which is the logo of the Leeds Campaign. These are being distributed to staff, volunteers and older and disabled people to demonstrate our commitment to dignity. They are of course also available to Councillors in Leeds and will be available at the scrutiny Board meeting.

## **7.0 Recommendation**

- 7.1 Members of the Scrutiny Board are requested to note the contents of this update and progress report.

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Originator:	Chris Dunne
Tel:	2478239

**Report of the Chief Officer Commissioning**

**Report To Scrutiny Board (Adult Social Care)**

**Date: 10<sup>th</sup> December 2008**

**Subject: Progress of the Joint Adult Social Care and NHS Leeds Review of Leeds Neighbourhood Network Schemes**

**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**Executive Summary**

This report provides members of the Scrutiny Board with a detailed account of activity carried out by the joint Adult Social Care and NHS Leeds project team, established earlier this year to conduct a review of the 38 Neighbourhood Network Schemes, which provide support to older people across the city.

The first phase of the review has now been completed. A large amount of information and evidence has been gathered including that from an extensive consultation programme with key stakeholders and the analysis of detailed self-assessment forms which were completed by each scheme. A series of reports, including a detailed base-line assessment of the network as a whole and an analysis of the future needs of older people in Leeds, have now been written to inform the second phase.

A formal options appraisal with key commissioners has recently been facilitated by the Council's Audit and Review Team. The schemes and other key stakeholders have attended a feedback event held on the 28th November to discuss the progress of the review and the results of the options appraisal.

A new post of Enterprise Development Officer will be appointed in early 2009. The appointee will support the neighbourhood network through the procurement phase of the review and will explore with them opportunities for collaborative working.

It is intended that new contracts will be in place by 1<sup>st</sup> April 2010.

## **1.0 Purpose Of This Report**

- 1.1 To inform members of the Scrutiny Board of the progress of the joint Adult Social Care and NHS Leeds Review of Leeds Neighbourhood Network Schemes (NNS) to date and of ongoing and future tasks.

## **2.0 Background Information**

- 2.1 The NNS were set up to improve the lives of older people in Leeds and are central to the City Council's preventative strategy, which is defined as "good" by inspectors. They earned the Council Beacon status in 2002, and in 2006, an invitation to be a DWP Linkage Plus Pilot. They deliver positive examples of both national and local current policy by focusing on promoting independence, participation, wellbeing and choice for older people within inclusive communities.
- 2.2 Schemes are geographically based, run by and for local older people, four of them provide support to specific black and minority ethnic communities. Their key role is to reduce social isolation and increase the participation of older people in the community, through both social activities and long-term individual support. They function as gateways to information, advice and support and provide a wide range of practical activities and services, many run by volunteers.
- 2.3 For older people the way the NNS work is as important as what they do. Schemes take a holistic and person-centred approach, working with older people often over many years, keeping a watchful eye as they grow older and frailer. They see themselves as community development organisations, fulfilling the community's obligation to "care for older people", as distinct from "providing care services". Most are small independent organisations with local management committees, 75% of whom are older people.
- 2.4 The Network has gradually evolved, since the first schemes were set up through Community Care funding in the early 90's. A concerted effort has been made, in recent years, to expand the network to cover all areas of the city.
- 2.5 In the current financial year, 2008/09, 38 schemes receive £1,421,712 grant funding from Adult Social Care (ASC), of which £0.66 million is Supporting People Funding to commission the Neighbourhood Networks to provide a floating housing-related support service for older people, to enable them to remain in their own homes. Nineteen of these schemes receive a further £266,138 from NHS Leeds. This is £1,687,850 in total.
- 2.6 The current Service Level Agreements between NNS and both ASC and PCT were due to run out 31 March 2009, and have now been extended for a further year. (1)

## **3.0 The Purpose of the Review**

- 3.1 Over the last twenty years, as schemes have evolved to meet local needs, disparities have evolved in capacity and infrastructure across the city. There is now considerable variation in:
- The way organisations are funded
  - Levels of funding by Leeds City Council and NHS Leeds
  - The activities and support the schemes provide
  - The way they are managed
  - The performance and monitoring information they provide



- The size and type of geographical area covered
- The size of the older population served and their levels of need

3.2 In order to address these disparities and develop a more rational, outcome-focused and evidence-based joint commissioning process, Adult Social Care and NHS Leeds set up a project team in February 2008, to carry out a city-wide service review of all the Neighbourhood Network Schemes in Leeds.

3.3 Key aims of the review are to:-

- establish more equitable and transparent ASC and NHS Leeds funding
- ensure that NNS activity and outcomes are closely aligned with both Council and NHS Leeds strategic objectives
- put in place improved and longer-term contracting mechanisms
- ensure that outcomes for older people are better evidenced in future, through improved performance data collection and a single joint (ASC and NHS Leeds) monitoring process.

#### **4.0 First Phase**

4.1 The first phase of the review process has now been completed. Over the last 8 months the project team has carried out a comprehensive programme of strategic engagement and consultation with all stakeholders. All of the work listed below has been thoroughly documented, much of it by independent facilitators (2,3).

4.2 From April to July the project team ran:-

- six support and consultation sessions with scheme managers and trustees on an area basis
- one city-wide event for the wider voluntary sector working with older people
- one meeting with organisations working with BME elders in the voluntary sector
- one workshop for key commissioners

During this period several workshops were also run jointly by ASC Commissioning and Leeds Older People's Forum, to reach agreement about the key outcomes for older people and how these will be measured.

4.3 Alongside this, older people have been canvassed for their views on the NNS and the present and future needs of older people.

- A survey was conducted with over 1,000 older people already using neighbourhood network schemes (4)
- Broader groups of older people were consulted through focus groups and the Older People's Reference Group. (5,6)
- The Citizen's Panel was commissioned to survey the views of older people in Leeds (over the age of 55) (7)

4.4 Meetings have been held with professionals who refer older people to the neighbourhood schemes. (8)

4.5 Gathering together all currently available information, a comprehensive analysis of the future needs of older people in Leeds has been prepared by the project team. (9)

- 4.6 The timing of the review has been fortunate in that it has enabled the project team to work closely with the LinkAge Plus team, who have been gathering detailed information about the network for their DWP national pilot. (10,11,12)
- 4.7 The other major piece of work since February has been the gathering and analysis of a great deal of information and data about each individual scheme from the extensive self-assessment forms which each scheme completed. Given the number of schemes, this was a large and complex task. It has resulted in a detailed baseline assessment report, which represents the first comprehensive whole-system review of the sector, showing just how schemes vary across the city. (13)
- 4.8 All of the above review evidence is now published on the Leeds Older People's Forum web-site <http://www.opforum.webeden.co.uk/#/nns/4515407805>
- 4.9 Joint ASC and NHS Leeds funding has recently been secured to appoint an Enterprise Development Officer who will support schemes to prepare for any future procurement re-commissioning processes and the self-directed support agenda and will work with them to explore opportunities for future collaborative and partnership working. This post will be advertised in the next few weeks with the aim of having someone in place early in the new year.

## **5.0 Current Phase**

- 5.1 The Risk Management Unit from the Council's Audit and Review Team have facilitated two formal options appraisal and risk assessment days to support key commissioners to make decisions around the future service specification, funding formula and procurement strategy for Neighbourhood Network Schemes.
- 5.2 The first began with an agreement about the purpose(s) and core values of the Neighbourhood Network Schemes which should be maintained regardless of any changes made to their structure, services, funding, monitoring and management arrangements as a result of the review. All participants agreed that the schemes should continue to be focused on reducing isolation and exclusion of Older People, increasing their involvement in the community and acting as a gateway to advice, information and services relevant to their needs. Key themes of equity, availability, flexibility, choice and control also emerged.
- 5.3 The preferred option that it was felt would maintain the essence and purpose of the schemes and best deliver the project's objectives was that of "Core and Add-ons" i.e. that commissioners would define the core outcomes that each scheme would be responsible for delivering, but that the schemes would have autonomy in defining and delivering additional outcomes. Geographical boundaries would remain the same. Schemes would be encouraged to work collaboratively which would not, at this moment in time, necessitate changes to their legal and charitable status.
- 5.4 It was acknowledged that the Review team needed to undertake additional work focusing on the future role of the city-wide black and ethnic minority schemes and their relationship with locally delivered provision. The review has highlighted the need to encourage and help improve access to the local schemes by minority communities and the need to explore how the current city-wide provision can facilitate that process. The findings resulting from this work will be considered as part of the review and subsequent recommendations.

- 5.5 The funding model and procurement strategy to deliver this service model were considered at the second options appraisal workshop. Five funding options were discussed, and after a full appraisal of the 'pros' and 'cons' of each, four were discounted on the grounds that there were no current plans by NHS Leeds and Adult Social Care to increase the overall budget. The preferred option, therefore, was to restrict the existing funding to deliver the core outcomes. It was agreed that further work was required to work out the financial detail and to agree the procurement strategy before the city wide feedback event on November 28th
- 5.6 A group of commissioning and finance officers from both ASC and NHS Leeds has since formed and is working on a funding formula to deliver more equitable funding arrangements.
- 5.7 With regard to procurement options, senior managers from ASC, LCC Procurement and NHS Leeds are also holding further meetings. Their preference is for contracts over grants, as these are seen as more advantageous to both funders and providers, but the final decision will depend upon the quality of the NNS Procurement Pre-qualification Questionnaire, to ensure that the smaller providers are not disadvantaged by the process.
- 5.8 Work will also be required over the coming weeks to prepare the service specification - including clear information about the funding available, outcomes to be commissioned and performance monitoring requirements.
- 5.9 To keep all stakeholders up to date with the progress of the review, a feedback event for all neighbourhood network scheme managers and chairs and other voluntary sector organizations was organized at the end of November. The purpose of the day was to provide the opportunity for stakeholders to comment on the review evidence and the outcomes of the options appraisal and to receive information about the next phase of the review.
- 5.10 The event was attended by 81 people from the networks and voluntary sector. The Head of Adult Commissioning described the strategic fit of the neighbourhood network within Leeds' preventative agenda and one of the voluntary sector members of the Review Team, outlined the work of the team over the last six months.
- 5.11 The review evidence (posted on the Leeds Older People's Forum website) was presented and received positively; schemes now seeing that they can benefit from the use of such quality and performance information in for example their own future funding applications.
- 5.12 The proposed service model (based on core outcomes and "add-ons") and the above funding model were presented and discussed in groups in the late morning. A review panel then responded to the key issues and questions which were raised.
- 5.13 The first afternoon speaker focused on personalisation in Adult Social Care and the role of the new Enterprise Development Officer post, which is being joint-funded in the first instance to provide support to Neighbourhood Network Schemes with the forthcoming procurement processes. Then the Council's Procurement Officer (a member of the Review Team) explained the procurement process and the training which would be offered to schemes to prepare for procurement.

5.14 Attendees then had the opportunity to discuss what support they would like from the Enterprise Development Officer and to raise issues about procurement and personalization with a final Review Panel session.

## **6.0 Procurement Phase**

6.1 The project timetable is being amended to reflect the funding and procurement options and ongoing work discussed above.

6.2 It is recognised that work will be needed to support schemes through the procurement process. The Review Team, colleagues from the Council's Procurement Unit and the new Enterprise Development Officer will work closely with them.

6.3 A group of officers and volunteer scheme managers will be set up in the new year to work together to improve performance monitoring across the network and develop data collection systems.

## **7 Recommendations**

8 Members of the Scrutiny Board are asked to consider the information contained in this report.

## **Background Documents referred to in this report**

- (1). Delegated Decision Panel Report 18<sup>th</sup> September 2008  
"Request to extend existing contracts with Neighbourhood Network Schemes for a further year from 1 April 2009 to 31 March 2010"
- (2). Townsend, J. (2008) "Summary report on Consultation events held in April and May 2008"  
LOPF Website.
- (3). Leeds Neighbourhood Network Scheme Review Project Team (2008) - "Outcomes Discussion Paper – Leeds Neighbourhood Network Schemes" Unpublished
- (4). Leeds Neighbourhood Network Scheme Review Project Team (2008) – "Consultation with Older People who are Members of Neighbourhood Network Schemes" Unpublished.
- (5). Leeds Neighbourhood Network Scheme Review Project Team (2008) – "A Report of Focus Groups held with Older People Attending Lunch Clubs" Unpublished.
- (6). Leeds Neighbourhood Network Scheme Review Project Team (2008) – "Consultation with Leeds Older People's Reference Group on Future Commissioning of the Neighbourhood Network Schemes" Unpublished.
- (7). QA Research (2008) – "The Eighth Leeds Citizens' Panel Survey Report for Leeds City Council"
- (8). Leeds Neighbourhood Network Scheme Review Project Team (2008) – "Consultation with Adult Social Care Team Managers Who Refer Older People to Neighbourhood Network Schemes" Unpublished.
- (9). Leeds Neighbourhood Network Scheme Review Project Team (2008) – "Older people

in Leeds: Collation of Information on Need to Inform The Commissioning Of Leeds Neighbourhood Network Schemes”, Unpublished

*LinkAge Plus Reports*

- (10). Townsend, J and Godfrey, M (2006) – “The Big Talk, Report of Discussions with Members of the Neighbourhood Network Schemes held 22 Nov 2006”, University of Leeds Centre for Health and Social Care
- (11). Townsend, J (2007) – “Singing from the Same Hymn Sheet” , LOPF Website
- (12). Leeds Neighbourhood Network Scheme Review Project Team (2008) – “2008 Baseline Assessment Report” Unpublished.

## APPENDIX List of Neighbourhood Network Schemes included in 2008/10 Review

Ref. No.	Neighbourhood Network Schemes included in the Joint NNS Service Review	Area	Serves BME Comm. Group
1	Action for Gipton Elderly (AGE)	East	
2	Aireborough Voluntary Services for the Elderly with Disabilities	North West	
3	Armley Helping Hands	West	
4	Belle Isle Elderly Winter Aid (BIEWA)	South	
5	Bramley Elderly Action	West	
6	Burmantofts Senior Action	East	
7	Caring Together in Woodhouse & Little London	North West	
8	Chapel Allerton	North East	
9	Community Action for Roundhay Elderly(CARE)	North East	
10	Crossgates & District Good Neighbours	East	
11	Farsley Live at Home Development	West	
12	Halton Moor & Osmondthorpe Project for Elders (HOPE)	East	
13	Hamara Healthy Living Centre	South	✓
14	Hamwattan Older People Project	North East	✓
15	Hawsworth Wood Older People's Support	North West	
16	Holbeck Elderly Aid	South	
17	Horsforth Live at Home Scheme	North West	
18	Leeds Black Elders Association	NE & City	✓
19	Meanwood Elders Neighbourhood Action	NE & NW	
20	Middleton Elderly Aid	South	
21	Moor Allerton Elderly Care (MAECare)	North East	
22	Morley Elderly Action Community Care Project	South	
23	Neighbourhood Action in Farnley & Moor Top	West	
24	Neighbourhood Elders' Team (NET), Garforth	East	
25	North Seacroft Good Neighbours Scheme	East	
26	Older Active People (OAP), Cardigan Centre	North West	
27	Older People's Action in the Locality (OPAL)	North West	
28	Otley Action for Older People	North West	
29	Pudsey Live at Home Scheme	West	
30	Richmond Hill Elderly Aid (RHEA)	East	
31	Rothwell and District Live at Home Scheme	South	
32	South Leeds Live at Home Scheme	South	
33	South Seacroft Friends and Neighbours Scheme	East	
34	Stanningley & Swinnow Live at Home Scheme	West	
35	Supporting The Elderly People(STEP) West Park	North West	
36	Swarcliffe Good Neighbours	East	
37	West Indian Family Counselling Service(WIFCOS)	North East	✓
38	Wetherby in Support of the Elderly (WiSE)	North East	

## APPENDIX 2

### SIZE OF NEIGHBOURHOOD NETWORK SCHEMES BY TOTAL FUNDING

	Neighbourhood Network	2008-09 ASC FUNDING	2008-09 PCT FUNDING	ASC & PCT combined FUNDING 2008-9	TOTAL ANNUAL INCOME <u>ALL</u> Sources	ASC & PCT funding as % of TOTAL Income	SIZE ** in terms of TOTAL funding
<b>SCHEMES NOT CURRENTLY RECEIVING NHS LEEDS FUNDING</b>							
8	Chapel Allerton ( <i>set-up costs</i> )	£9,900	£0	£9,900	£9,900	100%	SMALL
37	West Indian Family Counselling Service, WIFCOS	£15,522	£0	£15,522	£23,738	65%	SMALL
14	Hamwattan Older People Project	£32,425	£0	£32,425	£33,700	96%	SMALL
9	Community Action for Roundhay Elderly (CARE)	£32,634	£0	£32,634	£36,664	89%	SMALL
12	Halton Moor & Osmondthorpe Project for Elders (HOPE)	£26,142	£0	£26,142	£44,155	59%	SMALL
25	North Seacroft Good Neighbours	£31,349	£0	£31,349	£45,245	69%	SMALL
15	Hawksworth Wood Older People's Support (HOPS)	£32,634	£0	£32,634	£51,764	63%	MEDIUM
31	Rothwell and District Live at Home Scheme	£37,105	£0	£37,105	£60,921	61%	MEDIUM
32	South Leeds Live at Home Scheme	£36,621	£0	£36,621	£71,848	51%	MEDIUM
13	Hamara Healthy Living Centre	£42,783	£0	£42,783	~£75,000	57%	MEDIUM
2	Aireborough Voluntary Services for the Elderly with Disabilities	£57,458	£0	£57,458	£108,148	53%	MEDIUM
36	Swarcliffe Good Neighbours	£31,931	£0	£31,931	£108,869	29%	MEDIUM
20	Middleton Elderly Aid	£41,519	£0	£41,519	£115,156	36%	MEDIUM
16	Holbeck Elderly Aid	£34,963	£0	£34,963	£115,695	30%	MEDIUM
7	Caring Together in Woodhouse & Little London	£24,814	£0	£24,814	£120,363	21%	LARGE
22	Morley Elderly Action Community Care Project	£52,010	£0	£52,010	£125,102	42%	LARGE
26	Older Active People, Cardigan Centre	£67,952	£0	£67,952	£137,774	49%	LARGE
18	Leeds Black Elders Association	£89,949	£0	£89,949	£170,151	53%	LARGE
4	Belle Isle Elderly Winter Aid (BIEWA)	£122,219	£0	£122,219	£182,015	67%	LARGE
<b>SCHEMES JOINT FUNDED BY BOTH ASC AND NHS LEEDS</b>							
35	Supporting The Elderly People, STEP West Park	£16,074	£16,074	£32,148	£32,432	99%	SMALL
10	Crossgates & District Good Neighbours	£16,476	£15,606	£32,082	£38,582	83%	SMALL
23	Neighbourhood Action in Farnley & Moor Top	£16,476	£12,607	£29,083	£38,694	75%	SMALL
38	Wetherby in Support of the Elderly, WiSE	£16,866	£15,683	£32,549	£42,932	76%	SMALL
11	Farsley Live at Home Development	£16,476	£15,759	£32,235	£49,549	65%	SMALL
33	South Seacroft Good Neighbours	£31,458	£4,590	£36,048	£58,658	61%	MEDIUM
29	Pudsey Live at Home Scheme	£22,271	£8,873	£31,144	£60,110	52%	MEDIUM

	<b>Neighbourhood Network</b>	<b>2008-09 ASC FUNDING</b>	<b>2008-09 PCT FUNDING</b>	<b>ASC &amp; PCT combined FUNDING 2008-9</b>	<b>TOTAL ANNUAL INCOME <u>ALL</u> Sources</b>	<b>ASC &amp; PCT funding as % of TOTAL Income</b>	<b>SIZE in terms of TOTAL funding</b>
19	Meanwood Elders Neighbourhood Action	£33,996	£7,650	£41,646	£60,121	69%	MEDIUM
27	Older People's Action in the Locality (OPAL)	£25,874	£26,753	£52,627	£90,515	58%	MEDIUM
34	Stanningley and Swinnow Live at Home Scheme	£44,505	£11,236	£55,741	£91,422	61%	MEDIUM
30	Richmond Hill Elderly Aid	£24,812	£5,100	£29,912	£104,866	29%	MEDIUM
1	Action for Gipton Elderly (AGE)	£39,170	£30,600	£69,770	£107,603	65%	MEDIUM
24	Neighbourhood Elders' Team Garforth	£37,258	£24,990	£62,248	£108,591	57%	MEDIUM
21	Moor Allerton Elderly Care	£39,927	£7,841	£47,768	£126,808	38%	LARGE
17	Horsforth Live at Home Scheme	£17,585	£5,350	£22,935	£130,860	18%	LARGE
6	Burmantofts Senior Action	£32,634	£8,160	£40,794	£148,598	27%	LARGE
28	Otley Action for Older People	£40,872	£7,650	£48,522	£154,827	31%	LARGE
3	Armley Helping Hands	£68,266	£20,604	£88,870	£167,659	53%	LARGE
5	Bramley Elderly Action	£60,786	£21,012	£81,798	£185,104	44%	LARGE
	<b>TOTALS</b>	<b>£1,421,712</b>	<b>£266,138</b>	<b>£1,687,850</b>	<b>£3,359,139</b>	<b>Ave 53%</b>	

**\*\*KEY TO SIZE of schemes**

*SMALL* under £50k  
*MEDIUM* £50k - £120k  
*LARGE* over £120k





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## Report of the Head of Scrutiny and Member Development

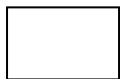
### Scrutiny Board (Adult Social Care)

Date: 7<sup>th</sup> January 2009

Subject: Scrutiny Inquiry: Adaptations – Update Report

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#### Electoral Wards Affected:



Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 Introduction

1.1 At its meeting in September 2008, the Board agreed to undertake an inquiry to examine the delivery of adaptations to the homes of disabled people and their families. The Board also established a working group to undertake aspects of the inquiry. The first meeting of the working group took place on 6 October 2008, at which draft terms of reference were presented for discussion.

1.2 The draft terms of reference are attached at Appendix 1.

## 2.0 Scope of the Inquiry

The purpose of the inquiry is to make an assessment of the overall adaptations process to both public and private sector dwellings (cross-tenure) and, where appropriate, make recommendations on the following areas:

- The overall time to complete the adaptations process from the initial point of contact with the Council to practical completion of the adaptation, with particular reference to high risk cases and families with complex needs.
- Specific and identifiable stages within the overall adaptations process.
- The determination of risk within the adaptations process and how low level needs are addressed.
- Delivery of consistently high levels of customer service throughout the process, including the availability of customer advice/ guidance and the collection/ use of customer feedback.
- Current safeguards in place to ensure the Council receives 'value for money' in the delivery of adaptations, including the re-use of aids and equipment.

### **3.0) Progress to date**

#### **3.1.1 Session one – 6 October 2008**

During the first session of the inquiry the working group examined:

- The progress / service developments arising from the action plan in response to an ombudsman investigation and report relating to an adaptation to a Council house. It was outlined that the current arrangements had only recently been introduced and a period of time was needed in order to assess its effectiveness. A review of the current proposals would be undertaken at a more appropriate time to ensure they were fit for purpose. It was agreed that further information of the 'case management approach' be presented to a future meeting of the working group.
- How the level of risk is determined within the adaptations process. The group were advised that the 'Low, Medium and High' categories referred to are in line with guidance provided by Communities and Local Government. Up-front discussions with individuals regarding the level of need/ risk, took place at an early stage in the assessment process.
- How low level needs are addressed in the short, medium and longer-term. Criteria information was presented to the group which was noted. It was agreed that this would be considered in preparation of the inquiry report.
- The background and development of the Adaptations Framework was presented to the group. The report contained examples of specific procedures and processes developed by each of the individual ALMO's. It was agreed that the matter be discussed in more detail at a future working group meeting and that an update report reflecting comments from each ALMO would be submitted to the group.

#### **3.1.2 Session two – 4 November 2008**

During the second session of the inquiry the working group examined:

- Meeting the needs of families with complex needs and the merits of a case management approach. The Council had been less successful dealing with disabled people with complex needs. In cases where disabled people needed to consider re-housing as an option to help meet their needs, performance targets should be considered as a secondary issue, as this is a significant life event for most individuals. The group considered a number of instances where the case management approach might be appropriate and recommended that a 'co-ordinator' role may be required, acting on behalf of all council services to ensure every complex case is tracked and performance managed to a successful conclusion. It was stressed by the working group that all agencies involved in the adaptations process needed to sign-up to such a co-ordinated approach – which may include establishing this jointly funded post.
- The long-term vision of an Assistive Technology Hub that will help disabled people and their families access the range of assistive technology (AT) services available across the City. The working group concluded that the development as presented should be recognised as an ambitious customer service improvement with great potential and the success of such a development is likely to be greatly enhanced by the early involvement of service users and potential the Citizen's Advice Bureau (CAB)

- Means Testing for the Disabled Facilities Grant. The group was presented with a report detailing the correct procedures for local authorities to follow when carrying out a test of resources. The group was also provided with statistical information which summarised the different types of grant applications and of those the number of applications where a contribution towards the adaptation was required.

### **3.1.3 Session three – 16 December 2008**

During the third session of the inquiry the working group examined:

- The Performance Level report which highlighted the time taken to complete cross-tenure adaptations. The group was advised of inaccuracies in some elements of data therefore an accurate report will be brought to the next meeting. Focusing on high risk cases, the group considered the statutory DCLG target to be lengthy and unacceptable and asked officers to investigate how operations could be speeded up. It was explained to the group that processes could be speeded up however there is insufficient resources to fund this.
- Current practice in terms of re-using surplus aids and equipment cross-tenure. An adaptation is the property of the user and therefore can be transferred between properties should the user wish to do so. There are circumstances where it is less cost effective to transfer the adaptation than provide a new one, the example given was the re-use of chair lifts. Should a service user move the Council could be requested to fund the adaptation again.
- The Adaptations Framework update. With regard to the suggested post for a Complex Case Coordinator, the group were advised that the ALMO Chief Executives were concerned that this would not present good value for money. Further clarity on this matter will be requested from the ALMO Chief Executives to ensure that the authority is meeting the needs of families with complex needs. A complex case report will now be brought to the Adult Social Care Scrutiny Board every three months.

## **4.0) Areas within scope scheduled for investigation**

### **4.1.1 12 January 2009**

- Opportunities to improve the current safeguards in place to ensure the Council receives 'value for money' in the delivery of adaptations.

### **4.1.2 12 February 2009**

- The levels of customer service throughout the adaptations process, including the:
  - Availability of customer advice and guidance; and,
  - Collection and use of customer feedback.

## **5.0) Matters for Further Consideration**

### **5.1.1 12 January 2009**

- A complete and accurate performance report will be brought before the working group for further consideration and discussion.
- A review of the means testing process for the Disabled Facilities Grant. With a view to potential streamlining of the process.
- Planning for the future. Addressing acute and chronic need.

## **6.0) Recommendations**

6.1 The Scrutiny Board is requested to :

- 6.1.1 Consider the contents of this report, draft terms of reference and draft minutes of the adaptations working group.
- 6.1.2 Comment on any specific aspects of the examinations undertaken by the Adaptations Working Group and on the progress to date.
- 6.1.3 Determine if there are any specific / further areas that require additional scrutiny, including the nature and frequency of any future reports

## **7.0) Background Papers**

- 7.1 Draft terms of reference - Appendix 1.
- 7.2 Draft Minutes of the Adaptations Working Group – Appendix 2
  - 6<sup>th</sup> October 2008
  - 4<sup>th</sup> November 2008
  - 15<sup>th</sup> December 2008

**SCRUTINY BOARD (ADULT SOCIAL CARE)**  
**INQUIRY INTO ADAPTATIONS**  
**TERMS OF REFERENCE (1<sup>st</sup> Draft)**

**1.0 Introduction**

- 1.1 At the meeting in June 2008, Members of the Scrutiny Board (Adult Social Care) identified 'Adaptations' as a potential area for a more detailed inquiry. The Board was subsequently advised that a previous scrutiny inquiry on adaptations had been undertaken and published in October 2002. A copy of a previous scrutiny inquiry report was provided to all members of the Board.
- 1.2 At its meeting in September 2008, the Scrutiny Board (Adult Social Care) considered a report which outlined the current arrangements for the delivery of adaptations in Leeds. The Scrutiny Board recognised and acknowledged that progress had been made in this regard since the previous scrutiny inquiry in 2003; however, the Scrutiny Board was keen to ensure that the Council was providing good customer service and receiving value for money as part of the delivery of adaptations to the homes of disabled people and their families.

**2.0 Scope of the inquiry**

- 2.1 The purpose of the inquiry is to make an assessment of the overall adaptations process to both public and private sector dwellings (cross-tenure) and, where appropriate, make recommendations on the following areas:
- The overall time to complete the adaptations process from the initial point of contact with the Council to practical completion of the adaptation, with particular reference to high risk cases and families with complex needs.
  - Specific and identifiable stages within the overall adaptations process.
  - The determination of risk within the adaptations process and how low level needs are addressed.
  - Delivery of consistently high levels of customer service throughout the process, including the availability of customer advice/ guidance and the collection/ use of customer feedback.
  - Current safeguards in place to ensure the Council receives 'value for money' in the delivery of adaptations, including the re-use of aids and equipment.

**3.0 Comments of the relevant Director and Executive Member**

- 3.1 *In line with Scrutiny Board Procedure Rule the views of the relevant Director(s) and Executive Member(s) have been sought and have been incorporated where appropriate into these Terms of Reference. Full details are available on request from the Scrutiny Support Unit. **[NB this will be done as part of the process for approving the terms of reference.]***

**4.0 Structure of the Inquiry**

- 4.1 As part of this inquiry, a range of approaches to evidence gathering are available, including one or more of the following:
- A working group of the Scrutiny Board to consider some evidence and question key witnesses;

- Full meetings of the Scrutiny Board to consider some evidence and question key witnesses;
  - Discussions with key stakeholders;
  - Visits to selected establishments and/or organisations, as appropriate (for example, other local authorities demonstrating higher and/or improving levels of performance and/or identified as delivering best practice).
- 4.2 The inquiry will conclude with the publication of a report, or statement, and recommendations by the Scrutiny Board that will be submitted to the appropriate forum.

## **5.0 Timetable for the inquiry**

- 5.1 It is initially planned that the Inquiry will take place over three sessions with a view to issuing a final report or statement toward the end of January 2008.
- 5.2 It is important to recognise that the length of the inquiry may be subject to change.

## **6.0 Submission of evidence**

- 6.1 The following formal evidence gathering sessions are scheduled:

### **Session one – 6 October 2008**

During the first session of the inquiry the working group will examine:

- The progress / service developments arising from the action plan in response to an ombudsman investigation and report relating to an adaptation to a Council house.
- How the level of risk is determined within the adaptations process.
- Low level needs are addressed in the short, medium and longer-term.

Towards the end of the session, consideration will be given to any further and/or specific information required as part of the inquiry.

### **Session two – 4 November 2008**

During the second session of the inquiry the working group will examine:

- Any additional information identified during the previous session.
- The time taken to complete cross-tenure adaptations across various organisation, with a particular focus on high risk cases.
- Meeting the needs of families with complex needs .

Towards the end of the session, consideration will be given to any further and/or specific information required as part of the inquiry.

### **Session three – 16 December 2008**

During the third session of the inquiry the working group will examine:

- Any additional information identified during the previous session.
- The levels of customer service throughout the adaptations process, including the:
  - Availability of customer advice and guidance; and,

- Collection and use of customer feedback.
- Current practice in terms of re-using surplus aids and equipment cross-tenure.
- Opportunities to improve the current safeguards in place to ensure the Council receives 'value for money' in the delivery of adaptations.

Subject to any additional information being identified, consideration will be given to the initial content and recommendations of a draft report or statement.

**Please note that the nature and dates for any visits are to be confirmed and will be in addition to the evidence gathering sessions identified above.**

## **7.0 Witnesses**

7.1 The following witnesses have been identified as initial contributors to the inquiry:

- Appropriate Executive Board Members
- Director of Environment and Neighbourhoods
- Director of Adult Social Services
- Representatives from Aire Valley Homes Leeds
- Representatives from East North East Homes Leeds
- Representatives from West North West Homes Leeds
- Representatives from Belle Isle Tennant Management Organisation
- Leeds Adaptations Agency
- Internal Audit
- Chief Procurement Officer
- Contractors of the Council

## **8.0 Post inquiry report monitoring arrangements**

8.1 Following the completion of this inquiry and publication of the final report and recommendations, the implementation of the agreed recommendations will be monitored. The Scrutiny Board will determine those arrangements at the end of the inquiry.

8.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

## **9.0 Measures of success**

9.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.

9.2 The Board will look to publish practical recommendations.

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# Scrutiny Board (Adult Social Care)

## Scrutiny Board Inquiry: Adaptations

Working Group Meeting: 6 October 2008

**Present:**       **Members**  
 Cllr. Judith Chapman (Chair)  
 Cllr. Debra Coupar  
 Joy Fisher (co-opted member)  
 Sally Morgan (co-optee member)

**Officers**

Andy Beattie (Head of Service (Pollution Control and Housing))  
 Colin Moss (Adaptations Agency Manager)  
 Liz Ward (Disability Service Manager)  
 Simeon Perry (Housing Policy and Monitoring Manager)  
 Mandy Askham (East North East Homes Leeds)  
 Steven Courtney (Principal Scrutiny Adviser)

**Apologies**    Cllr. Stuart Andrew  
 Cllr. Suzi Armitage  
 Helen Freeman (Chief Officer (Health & Environmental Action Service))

NO.	ITEM	ACTION
1	<p><b>Attendance</b></p> <p>The attendance and apologies as above were noted.</p>	
2	<p><b>Background</b></p> <p>At the meeting in June 2008, Members of the Scrutiny Board (Adult Social Care) identified 'Adaptations' as a potential area for a more detailed inquiry. The Board was subsequently advised that a previous scrutiny inquiry on adaptations had been undertaken and published in October 2002 and a copy of the previous inquiry report was provided to all members of the Board.</p> <p>At its meeting in September 2008, the Scrutiny Board (Adult Social Care) considered a report which outlined the current arrangements for the delivery of adaptations in Leeds. The Scrutiny Board recognised and acknowledged that progress had been made in this regard since the previous scrutiny inquiry in 2003; however, the Scrutiny Board was keen to ensure that the Council was providing good customer service and receiving value for money as part of the delivery of adaptations to the homes of disabled people and their families. As such, the Board established a working group to examine the delivery of adaptations in more detail.</p> <p>To assist members of the working group undertaking this inquiry, the following papers were provided prior to the meeting:</p> <ul style="list-style-type: none"> <li>▪ Scrutiny Board report on Adaptations – 17 September 2008 ;</li> <li>▪ Draft Terms of Reference;</li> <li>▪ The Ombudsman report and associated action plan (Executive Board</li> </ul>	

Draft minutes to be approved at the meeting  
 to be held on 12<sup>th</sup> January 2008

	<p>report – 23 January 2008);</p> <ul style="list-style-type: none"> <li>▪ The update action plan (June 2008);</li> <li>▪ Eligible works for Disabled Facilities Grant (DFG) guidance note – 18 June 2007;</li> <li>▪ Provision of Extensions to meet the needs of disabled people guidance note – 21 January 2008;</li> <li>▪ Proposals for establishing an Adaptations Appeal Panel – 3 April 2008</li> <li>▪ Prioritisation definitions (Adult Social Care);</li> <li>▪ Activity data on assessments by Disability Service Teams in Adult Social Care</li> </ul>	
3	<p><b>Draft terms of reference</b></p> <p>There was a general discussion on the draft terms of reference, where members agreed that the focus of the inquiry would be on adaptations for disabled adults. Specific comments included:</p> <ul style="list-style-type: none"> <li>➤ The need for more explicit reference to issues around equality – particularly relating to equality across housing tenure.</li> <li>➤ A general consideration of ‘well being for the individual’ within the overall context of providing adaptations.</li> <li>➤ Housing lettings issues within the context of providing adaptations.</li> </ul> <p>It was outlined that the draft terms of reference, along with the comments made by the working group would be reported to the full Scrutiny Board at its October meeting for approval.</p>	SMC
4	<p><b>Ombudsman report and action plan</b></p> <p>There was a general discussion around the presented report and the circumstances surrounding the individual case it focused on. It was confirmed that a copy of the Council’s action plan in response to the recommendations in the report had been sent to the Ombudsman, but no formal feedback had been received.</p> <p>Further discussion centred around the involvement of Mr. E (referred to in the Ombudsman’s report) in the Council’s response to the recommendations. It was outlined that the main area of involvement had been in the development of proposals to adopt a more proactive approach to adaptations where disabled people had complex needs (i.e. a case management approach), which included proposals to establish an appeals process/ panel. One of the main aims of the appeals panel was to resolve conflict.</p> <p>It was outlined that the appeals panel had held its first meeting, with initial proposals to meet monthly to address any specific concerns/ cases currently in the system. Following the initial period, bi-monthly appeals panels meetings were anticipated. It was reported that the frequency of such meetings need to balance the needs of individuals and the associated costs of administering the appeals meeting process. It was reported that there were currently 3 appeals cases pending.</p> <p>It was stated that the Council’s view of the proposed appeals process was relatively informal yet robust, and provided the opportunity for constructive discussion. It was stated that Mr. E’s view had been that a more formal process was required (i.e. perhaps involving legal representatives). However, it was also outlined that the current arrangements had only</p>	

Draft minutes to be approved at the meeting  
to be held on 12<sup>th</sup> January 2008

	<p>recently been introduced and a period of time was needed in order to assess its effectiveness. As a such, a review of the current proposals would be undertaken at an appropriate time to ensure they were fit for purpose.</p> <p>It was agreed that further information of the 'case management approach' be presented to a future meeting of the working group.</p> <p>The working group discussed aspects of the assessment process where it was outlined that Occupational Therapists are responsible for assessing what is necessary and appropriate to meet the needs of an individual. It was also necessary within the assessment process to determine / make a judgement about reasonable and practicable adaptations. The working group was reminded that the first option was always to consider how the existing property could be adapted or enhanced to meet the needs of the disabled person. Members also discussed the level of funding available to provide adaptations and the role of means testing within the DFG process. It was agreed that a more detailed report on this be provided to the next working group meeting.</p> <p>It was stressed that there was a considerable (and growing) demand for adaptations and the working group also discussed the level of support provided to individuals seeking an adaptation. This included the use of advocates and the potential of different individuals to act as 'advocates' – ranging from social workers, customer support officers (within the adaptations agency), dedicated advocates and councillors.</p> <p>There was also some discussion around the adaptations framework launched in 2006 to ensure that customers requiring adaptations in the public sector would get a broadly consistent service irrespective of the ALMO responsible for delivering the service.</p> <p>It was agreed that this would be discussed in more detail at the next meeting, including an outline of any operational developments/ differences within each ALMO.</p>	<p>LW</p> <p>AB/ CM</p> <p>SP</p>
5	<p><b>Determination of risk</b></p> <p>A short paper providing prioritisation definitions for recommendations made by Social Care to Adaptations Agency and ALMOs. The staff guidance note, Eligibility Criteria Guide for community care services was also circulated at the meeting.</p> <p>It was highlighted that the 'Low, Medium and High' categories were in line with guidance provided by Communities and Local Government and were not the preferred terminology. It was stressed that up-front discussions with individuals regarding the level of need/ risk, took place at an early stage in the assessment process.</p> <p>Queries regarding the involvement of an advocate/ champion acting on behalf of the individual were raised. It was agreed that a further paper on the involvement of named social workers within the adaptations process be presented to the next meeting.</p>	LW
6	<p><b>Low level need/ risk</b></p> <p>The working group was presented with a short report that presented activity</p>	

	<p>data on the assessments undertaken by the Disability Service Teams within Adult Social Care.</p> <p>The report outlined that Occupational Therapists (OTs) in Adult Social Care carry out assessments that lead to a range of services being provided, including equipment from Leeds Community Equipment Service and adaptations to properties. Adaptations could be provided via the ALMO, Adaptations Agency or Housing Association.</p> <p>The report also highlighted that interventions by OT and OT assistants can also lead to moving and handling advice and training, to general advice and information and signposting to other services. Data showing the number of face to face assessments and assessments undertaken over the telephone during the first 5 months of 2008/9 was set out in the report, along with the expected level of activity for the full year.</p> <p>Details provided in the report were discussed, with the following points emerging:</p> <ul style="list-style-type: none"> <li>➤ The provision of general advice on adaptations, and in particular the availability of advice and support for hard to reach groups;</li> <li>➤ The role of 'care and repair' in the delivery of minor aids and adaptations;</li> <li>➤ Reference was made to the Leeds assistive Technology Hub project – a more detailed paper was requested for the next meeting.</li> </ul>	LW
7	<p><b>Next Steps and future meeting dates</b></p> <p>The following meeting dates/ times were agreed:</p> <ul style="list-style-type: none"> <li>• 4 November 2008 @ 10:00am</li> <li>• 16 December 2008 @ 10.00am</li> </ul> <p>Arrangements for the above meetings to be finalised, with the additional information detailed above to be provided ASAP.</p>	SMC

# Scrutiny Board (Adult Social Care)

## Scrutiny Board Inquiry: Adaptations

**Working Group Meeting: 4 November 2008**

**Present: Members**

Cllr. Judith Chapman (Chair)  
Cllr. Stuart Andrew  
Joy Fisher (co-opted member)  
Sally Morgan (co-opted member)

**Officers**

Helen Freeman (Chief Officer (Health & Environmental Action Service))  
Andy Beattie (Head of Service (Pollution Control and Housing))  
Colin Moss (Adaptations Agency Manager)  
Liz Ward (Disability Service Manager)  
Simeon Perry (Housing Policy and Monitoring Manager)  
Mandy Askham (East North East Homes Leeds)  
Richard Corbishley, Aire Valley Homes Leeds  
Rob Huntley, Belle Isle Tenant Management Organisation  
Steven Courtney (Principal Scrutiny Adviser)

**Apologies:** Cllr. Debra Coupar

Cllr. Suzi Armitage

Nesreen Lowson, West North West Homes Leeds

NO.	ITEM	ACTION
1	<p><b>Attendance</b></p> <p>The attendance and apologies as above were noted.</p> <p>The Chair expressed disappointment that a representative from West North West Homes Leeds was not present at the meeting.</p>	
2	<p><b>Notes of Previous Meeting – 6 October 2008</b></p> <p>The draft notes of the meeting were presented. It was noted that these required further work and would be completed as soon as practicable.</p>	SMC
3	<p><b>Matters arising from meeting held on 6 October 2008</b></p> <p>It was noted that there were a number of matters arising from the meeting/ discussion held on 6 October 2008. These were considered as follows:</p> <p><u>3.1 Entry criteria / social worker allocation</u></p> <p>A report was presented that set out issues associated with access to social worker support in the adaptations process. It was reported that adults with eligible social care needs can receive assessment and on going care management from a number of services depending on their presenting needs. Defined 'entry' criteria which describes the circumstances in which various social worker teams work with an individual was presented and discussed.</p> <p>It was highlighted that the level of support provided related to the needs</p>	

of individuals rather than the type of service required. As such, there was no automatic access to social worker support as part of the adaptations process. This was presented as being neither possible nor desirable.

However, it was highlighted that the Housing Options for Disabled People case management approach (to be discussed as a separate item) requires social worker support or advocacy is considered.

### 3.2 Case Management Approach

The working group was presented with a report '*Housing Options for Disable People – A case management approach*'. The report outlined that since the previous Scrutiny inquiry in 2002, service improvements have been put in place across the Council to improve the speed of service delivery across all tenures. It was acknowledged that the availability of resources can impede speed of delivery, but outlined that the processes applied to the delivery of the majority of adaptations, (for example showers and stairlifts) had been refined in all agencies in order to be as efficient as possible.

Nonetheless, it recognised that for some disabled people providing housing that meets their physical access needs, and other family requirements, can only be achieved by complex, often high cost, schemes of adaptations. It outlined that, in some circumstances, re-housing needed to be considered, but the potential impact on all family members affected by such a major decision needed to be taken into account.

The report also detailed that following an ombudsman investigation (2007) into a family's experience of the adaptation process where the family required both re housing and a high cost scheme of adaptations, it was agreed to develop an improved approach (as presented) for such situations.

It was recognised that the approach presented had been developed with input from a number of key stakeholders, including the complainant and his advocate. The proposed approach and defined stages were the subject of detailed discussion, with the following points highlighted:

- Historically, the Council had been less successful dealing with disabled people with complex needs.
- In cases where disabled people needed to consider re-housing as an option to help meet their needs, this needed to be recognised as a very significant life event in, what can be, very difficult and traumatic circumstances. As such, in such circumstances, performance targets should perhaps be considered as a secondary issue.
- Instances where the case management approach might be appropriate included:
  - Evidence that the works which are "necessary and appropriate" for the disabled person and family, may not be "reasonable and practicable" to achieve in the property.
  - High cost/multiple adaptations required and family want to

- consider re housing
- High cost /multiple adaptations above £20,000
  - Possible that a significant extension to the property is required in order to provide accessible facilities
  - Family requesting extension to property, including where it appears the facilities can be provided within the existing space, but family wish to build extension as “preferred scheme” with DFG paid as a contribution to the cost
  - Other circumstances requiring detailed multi agency co-ordination
- The ‘co-ordinator’ role as part of the case management approach, acting on behalf of all council services to ensure every complex case is tracked and performance managed to a successful conclusion.
  - It was stressed by the working group that all agencies involved in the adaptations process needed to sign-up to such a co-ordinated approach – which may include establishing a jointly funded post.
  - It was highlighted that for all adaptations, and in particular those involving complex needs, all stakeholders needed to demonstrate their commitment, with clear lines of accountability in terms of owning and managing specific cases.

### 3.3 Assistive Technology Hub

A report was presented that was described as setting out the long-term vision that will help disabled people and their families access the range of assistive technology (AT) services available across the City.

It was recognised that Leeds has a comprehensive range of AT services hosted across a range of (both health and social care) organisations in the statutory and non statutory sector. However, it was highlighted that, despite improvements, including the integrated community equipment service and increased access routes across agencies into each others services, the whole system currently lacks coherence and is often difficult for disabled people and their families to navigate.

It was outlined that AT services need to be recognised as an important element of reformed and personalised services where disabled people exercise choice and control. The working group was presented with a diagram detailing a range of service points that disabled people and their families can currently access to help ensure their needs are met. It recognised that a number of relationship between a number of service points already existed, through both formal an informal arrangements. However, the concept of ‘the Hub’ was one of a central co-ordinating mechanism to link all the available services.

The report also outlined a number of elements that needed to be developed to allow ‘the Hub’ to function, such as:

- Assistive technology specialist advisors;

- Single point of contact;
- An established Housing Options for Disable People case management approach – as detailed above.

The report also highlighted that between 2008/09 and 2010/11, Leeds will receive £7.28M Social Care Reform Grant. The purpose of this grant includes joining up services to *'...to provide easy to recognise access points, which co-ordinate or facilitate partner organisations to meet the needs of individuals'*.

Aspects of the report were discussed in some detail, with the following points being made:

- The development as presented should be recognised as an ambitious customer service improvement with great potential;
- The success of such a development is likely to be greatly enhanced by the early involvement of service users;
- Queries regarding the involvement/ potential role of the Citizen's Advice Bureau (CAB) in the development;
- The need to establish mechanisms to allow/ collate long-term feedback from service users;

#### 3.4 Test of resources (private sector)

The working group was presented with a report that provided some specific information regarding the test of resources element within the Disabled Facilities Grant (DFG) process.

The report outlined that the current test of resources or "means test" for DFG applicants is carried out under the Council's duties contained in Section 30 of the Housing Grants, Regeneration and Construction Act 1996, which was accompanied by Government's guidance (Circular 17/96) that provides detailed advice on the correct procedures for local authorities to follow when carrying out a test of resources.

It was highlighted that the legislation applied to all local authorities which meant that a disabled person making a grant application will be assessed to have the same level of contribution regardless of their location in the country. It was reinforced that, given its legislative status, the Council had no discretion when applying the test of resources as part of the DFG application process.

It was also highlighted that the test of resources was solely used to determine the level of contribution that an applicant must pay before grant monies become available. As such, the test of resources and therefore the level of contribution was not linked to the type, extent or overall cost of the adaptation.

Members of the working group were advised that the Adaptations Agency carries out an initial means test at the beginning of the grant delivery process, following receipt of a referral from Adult Social Care. Should an applicant decide to proceed with their application, a final test of resources is undertaken immediately prior to formal approval of the grant (as demanded by the law).

It was stated that, when introducing the test of resources, the



Government's view was that the contribution was a figure that represented a loan taken over a 10 year period that they felt an applicant could afford to pay. As such, where an applicant has a contribution over £2000, they are informed of the potential to take out Home Appreciation Loan with the Council. Any loaned amount is registered as a land charge against the equity in the applicant's property and is only reclaimed by the Council when the property is sold.

The working group were advised that over the preceding 12 months, the Agency had received 1563 referrals from Adult Social Care for grant aid. Of this number, 489 were child cases or Housing Association applications and were exempt from means testing. Of the remaining 1074 cases:

- 92 applicants (8.5%) withdrew due to the means test procedure or as a result of their contribution.
- 770 applicants (71.8%) were means tested and had a nil contribution.
- 212 applicants ( 19.7 %) were identified with a contribution and continued with their grant through to completion.

A summary of the 212 grant applicants where a contribution was required was provided as follows:

<b>Contribution</b>	<b>Number of applicants</b>	<b>Percentage of applicants</b>
£1 to £500	87	41%
£500 to £999	30	14%
£1,000 to £1,999	55	26%
£2,000 to £4,999	28	13%
£5,000 to £9,999	10	5%
Over £10,000	2	1%
<b>Total</b>	<b>212</b>	<b>100%</b>

The working group discussed the information presented, where the following points were discussed:

- It was confirmed that the maximum DFG was £30k.
- It was recognised that this was a complex and sensitive area, however the longer-term impact of individuals withdrawing from the DFG process on the basis of cost was questioned. It was recognised that a withdrawn application rate of around 10% was not insignificant.
- In cases involving Housing Association properties, it was confirmed that the Council contributed 60% of the total cost, with Housing Associations contributing 40%.
- Where properties were deemed unsuitable for adaptations, these were referred to Adult Social Care and re-housing was considered.

	<p>It was envisaged that the case management approach (referred to above) would help to resolve such cases more speedily.</p> <ul style="list-style-type: none"> <li>➤ Where disabled people move home, they can re-apply for an adaptation and associated grant. Such cases are treated as new applications.</li> <li>➤ It was confirmed that any adaptation costing less than £1000, was classed as a 'minor adaptation'. Any adaptation over £1000 was classed as a 'major adaptation'. All major adaptations within the private sector were referred to the DFG process.</li> </ul> <p>The information was noted and it was agreed this would be considered in preparation of the inquiry report.</p>	
4	<p><b>Adaptations framework</b></p> <p>The working group was presented with a short report that detailed the background to the development of the adaptations framework.</p> <p>It was highlighted that the main driver behind the development of the framework was to ensure that customers requiring adaptations in the public sector would receive a consistent service, irrespective of their location in the City, and covers common areas such as receiving referrals from Social Care. As an example, the Policy, Procedures and Framework document (March 2008) for the Adaptations Services of East North East Homes Leeds was appended to the report.</p> <p>It was reported that having a common framework had enabled benchmarking of performance by both the Strategic Landlord and individual ALMOs on both outputs and processes. However, it was noted that a more sophisticated performance regime was required. This, in part, would help the Council respond to increasing customer expectations and understand issues associated with those cases dealing with multiple and complex needs.</p> <p>The report also contained some examples of specific procedures and processes development by individual ALMOs. These were not discussed in detail and it was agreed, in part due to time constraints at the meeting, to defer further consideration of this item until the next working group meeting.</p> <p>It was also agreed that an updated report, reflecting comments from each ALMO would be submitted to the working group.</p>	SP/ SMC
5	<p><b>Performance levels</b></p> <p>A short paper on performance levels was presented to the working group, reminding members of the performance information presented to the Scrutiny Board on 17 September 2008. In addition, performance data for the 2<sup>nd</sup> quarter of 2008/09 was presented in a new format.</p> <p>Members were invited to comment on the new format of the performance report and asked to explore any specific performance issues in more detail.</p> <p>Due to time constraints of the meeting, it was agreed to defer consideration of this item until the next working group meeting, where</p>	HF/ SMC

	an updated report would be submitted.	
6	<p><b>Next steps</b></p> <p>It was agreed to invite the appropriate Executive Board members, Councillor Les Carter and Councillor Peter Harrand, to a future meeting of the working group.</p>	SMC
7	<p><b>Future meetings dates</b></p> <p>It was noted that the next meeting would be held on 15 December 2008 at 10.00am. The precise venue for the meeting to be confirmed.</p>	SMC

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## ADAPTATIONS WORKING GROUP

MONDAY, 15<sup>TH</sup> DECEMBER, 2008

**PRESENT:** Councillor J Chapman in the Chair

Councillors - S Andrew, JL Carter, P Harrand  
Officers – H Freeman, C Moss, M Askham, E  
Ward, R Corbishly, N Lowson, S Newbould,

**CO-OPTEEs:** Joy Fisher – Alliance Service Users and Carers  
Sally Morgan – Equality Issues

### 1) Apologies for Absence

Apologies for absence were submitted on behalf of Councillor A Hussain, Councillor D Coupar, Councillor Suzi Armitage and Simeon Perry.

### 2) Chair's Opening Remarks

The Chair welcomed everyone to the meeting, particularly Cllr Les Carter, Executive Board Member for Neighbourhoods and Housing and Cllr Peter Harrand Executive Board Member for Adult Health and Social Care.

### 3) Notes of Previous Meeting

Notes from the previous meeting were not available and will be circulated to all members of the Adaptations Working Group as soon as possible.

### 4) Performance Levels

4.1) The group was advised that there are some discrepancies in the adaptations performance 2<sup>nd</sup> quarter figures presented. The Management team were not in agreement with the accuracy of the report. Helen Freeman apologised for this and explained, along with Liz Ward and Colin Moss, the difficulties in extracting comparable data. ICT are currently trying to develop some software to resolve this problem. The AWG were assured that an accurate report would be available to the group on or before the 5<sup>th</sup> of January 2009.

4.2) Targets for assessment and recommendation time to by Adult Social Care and Children's services as follows:

Service User	Regulating Body	No of days for assessment	No of days for recommendation
New Adults	CSCI	28	28
Other Adults (current service users)	LCC Targets	90	28
Children	Ofsted	42	28 (LCC target)

Each case is then prioritised as low medium or high dependant on risk, which determines the target delivery times used by the Adaptations Agency or ALMO.

4.3) The group praised the fact that ALMO adaptations targets are less than for private adaptations and asked why this was the case. C Moss explained that there are additional factors within the private process that are not required for adaptations within ALMO properties, such as the grant application process. The group noted that the application process, including long and very involved means testing (a statutory requirement) can delay the delivery of an adaptation considerably. The group considered this to be unacceptable. Cllr S Andrew added that officers should investigate how operations could be reduced and time scales speeded up and concluded by pointing out that the ALMO's are easily achieving their target dates so these should be reviewed.

The group also noted that potentially one long and drawn out case can make the figures look artificially bad and that the method of reporting needs to identify such cases.

The group deemed the DCLG target date of 104 days for high risk cases as unacceptable. C Moss added that it is possible to speed up delivery however there are insufficient budgetary resources to support this. £6m of funding has been allocated for 2008/2009, to deliver the work required a further £1.9m of funding would be needed.

The group requested details of how much funding would be required to clear the total backlog of cases.

C. Moss also clarified that once an adaptation has been provided it effectively belongs to that person. They could take it with them if they move house, however in some cases, where a person moves, the Council would have to provide and fund that adaptation again.

4.4) Cllr JL Carter expressed his grave concern at the level of funding attributed to adaptations. He advised the group that funding in recent years has doubled but it is still not sufficient. It would be impossible for the Adaptations Agency to work any faster as there is not the funding to support the commissioned work.

With the conclusion of decency funding the ALMO's could soon find themselves in a similar funding situation.

The elderly suffer a large amount of falls in the homes and the Council need to be proactive in building safety features into the design of homes.

S. Morgan added that the Council seems to be fire fighting and it may be useful to conduct some analysis on the proportion of adaptations for older people. With demographic information relating to the levels of our aging population some proactive planning could be put into place.

4.5) The group asked if service users were advised as a matter of course of the target date for the delivery of their adaptation. C. Moss advised that this does not happen however if a recommendation was made by the Adult Social Care Scrutiny Board it incorporate this into correspondence it would be simple to introduce.

4.6) The group enquired how the ALMO's/ agency achieved best value for money. C Moss advised the group that a VFM and procurement report is tabled for discussion at the next Adaptations Working Group meeting in January.

The group was advised that investment in adaptations has contributed to savings within the PCT's. The group resolved that it may be advantageous to invite the PCT to the next meeting to discuss a potential additional funding arrangement.

4.7) The group requested further information as detailed in section 6

## **5) Adaptations Framework**

5.1) M Askham advised the group of the background leading up to the development of the Adaptations Framework. The scope of the framework is to ensure that customers receive a consistent service irrespective of the ALMO/agency delivering it. Development of the framework has been overseen by the Adaptations Operations Group which is chaired by H Freeman

5.2) The group asked what progress has been made relating to the suggested appointment of a Complex Case Coordinator. M Askham and H Freeman advised that the ALMO Chief Executives had met and were concerned that the creation of this post may not provide value for money. The group agreed that further contact with the Chief Executives may be necessary to understand in their decision.

5.3) Cllr Chapman requested that a complex case report be brought to the group/board every 3 months.

## **6) Next Steps**

6.1) Procurement will be the item for discussion at the next meeting

6.2) Further information requested by the Group to be provided for the 12<sup>th</sup> of January 2009 meeting.

- **Value For Money & Procurement.**

- i) The costs of the various installations
- ii) Opportunities to scale-up work (for efficiencies) by for example installing mixer taps as standard in public sector.

- iii) Information on economies of scale in other areas. Increased purchasing power with contractors who may be inclined to hike up costs when a grant is known to be involved.
- iv) Information on the quality checks and contract monitoring arrangements are in place to ensure a good quality service is provided to both the Council and the service user.

- **Performance**

- i) An accurate performance report in advance of the next meeting – report deadline is the 5<sup>th</sup> January 2008.
- ii) Info on the performance of the various stages of service delivery, as well as the overall LCC performance.
- iii) Details of the exceptional cases (i.e. much longer than the target) & reasons why, e.g. an extension, protracted means assessment.
- iv) Details of the reduction in ALMO targets?
- v) What is the future capital investment required in the private & public sector, to address known & anticipated demand and what level of investment would be required to clear the backlog for private work and in the ALMO's.
- vi) What is the saving to the NHS as a result of adaptations? Also is the Council liable for any costs or recharges to the PCT's where a person has to remain in hospital as a result of adaptations not being undertaken within target dates. If so how much as this been for 2007/8 and 2008/9 (so far).

- **Adaptations Framework**

A copy of the minutes of the meeting where the ALMO Chief Execs discussed the suggested post for a Complex Casework Coordinator. (should they exist.) If no minutes exist the Directors of the ALMO's will be asked individually in writing.

- **Other Information**

- i) Info on the contributions made by applicants to their adaptations.
- ii) What bureaucracy is involved due to statutory procedures and national guidelines that would help if it were removed?
- iii) The proportion of adaptations required to address acute needs as oppose to chronic needs (to give some idea of how much of future need could be planned, knowing that we have an aging population)?
- iv) If possible, how many people buy their own adaptations (whether public or private sector residents)?
- v) Feedback information on the complex case management every 3 months.

6.3) Further information requested by the Group to be provided in preparation for the 12<sup>th</sup> of February 2009 meeting.

- **Customer Satisfaction**

i) Data relating to registered Compliments and Complaints received in the last 6 months and the nature of the compliment/complaint

ii) Examples of adaptation cases, 3 from each of the ALMO's and 3 private, to look at , the selection should include a case that has not been dealt with particularly well, one dealt with efficiently and one mid range.

**7) Date and Time of Next Meeting**

Monday 12<sup>th</sup> January 2008 at 10.00 a.m.

Additional Meeting Scheduled for Thursday 12<sup>th</sup> of February @ 9:30am

Draft





Originator: Sandra Newbould

Tel: 247 4792

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Adult Social Care)

Date: 7 January 2008

Subject: Scrutiny Board (Adult Social Care) – Work Programme

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<b>Electoral Wards Affected:</b>     	<b>Specific Implications For:</b>  Equality and Diversity <input type="checkbox"/>  Community Cohesion <input type="checkbox"/>  Narrowing the Gap <input type="checkbox"/>
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## 1.0 INTRODUCTION

- 1.1 Attached at Appendix 1 is the current work programme for the Scrutiny Board (Adult Social Care) for the remainder of the current municipal year.
- 1.2 Also attached for Members consideration is an extract from the Forward Plan of Key Decisions for the period 1 January 2009 to 31 April 2009 (Appendix 2).
- 1.3 The Executive Board Minutes for the meeting held on the 3 December 2008 are presented at Appendix 3.

## 2.0 WORK PROGRAMME MATTERS

- 2.1 The current work programme (Appendix 1) provides an indicative schedule of items/issues to be considered at future meetings of the Board. The work programme should be considered as a live document that will evolve over time to reflect any changing and/or emerging issues that the Board wishes to consider.
- 2.2 The work programme also provides an outline of other activity being undertaken on behalf of the Board outside of the formal meetings cycle.

## 3.0 RECOMMENDATIONS

- 3.1 From the content of this report, its associated appendices and discussion at the meeting, Members are asked to:
  - 3.1.1 Note the general progress reported at the meeting;
  - 3.1.2 Receive and make any changes to the attached work programme; and,

3.1.3 Agree an updated work programme.

#### **4.0 BACKGROUND PAPERS**

None.

**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Meeting date – 23 July 2008</b>			
<b>Dignity in Care</b>	To receive an update on the current work and developments across the City.	May result in further scrutiny work.	B
<b>Income Generation for Community Care Services</b>	To provide the Board with an outline of the planned consultation regarding Income Generation for Community Care services	Executive Board report presented on 11 June 2008	B
<b>Personalised Day Support for Older People</b>	To provide the Board with an outline service improvement plan to deliver increased choice and more personalised day activities for older people.	Executive Board report presented on 16 July 2008	B
<b>Inquiry into Adaptations – draft terms of reference</b>	To consider draft terms of reference for the scrutiny inquiry into adaptations.	Need to determine the process and timing for undertaking this inquiry.	RP
<b>Meeting date – 17 September 2008</b>			
<b>Inquiry into Adaptations – 1<sup>st</sup> session</b>	To consider a report that provides an overview of the adaptations across the city.	Need to determine the terms of reference, process and timing for undertaking the inquiry.	RP

<b>Key:</b>			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
PM	Performance management	B	Briefings (Including potential areas for scrutiny)
RP	Review of existing policy	SC	Statutory consultation
DP	Development of new policy	CI	Call in

**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Commissioning in Adult Social Care</b>	To consider a report on commissioning within Adult Social Services, specifically including: <ul style="list-style-type: none"> <li>➢ Mental Health services</li> <li>➢ Neighbourhood Networks</li> <li>➢ Contract issues</li> <li>➢ Risk Taking</li> <li>➢ Partnerships for Older Peoples Projects</li> </ul>	Lead Officer - Dennis Holmes	PM
<b>Update on Leeds Local Involvement Network (LINK)</b>	To provide the Board with an update and consider the Board's relationship with the host organisation.	May need some input from Legal regarding relationship issues.	B
<b>Meeting date – 15 October 2008</b>			
<b>Performance Management</b>	Quarter 1 information for 2007/08 (April - June)	All Scrutiny Boards receive performance information on a quarterly basis	PM
<b>Homecare provision</b>	Performance report on homecare provision across the City, including independent sector providers.	Lead Officer - Dennis Holmes	PM
<b>Inquiry into Adaptations – Terms of Reference</b>	To consider and approve the draft terms of reference for the inquiry.		RP
<b>Key:</b>			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
PM	Performance management	B	Briefings (Including potential areas for scrutiny)
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**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Meeting date – 12 November 2008</b>			
<b>Joint Strategic Needs Assessment (JSNA) - update</b>	To consider an update in the development of a joint assessment that identifies the future needs of the populous of Leeds and any identified service changes/reconfigurations	Also likely to be reported to the Health Scrutiny Board and Children's Services Scrutiny Board.	B
<b>The Mental Capacity Act</b>	To consider the impact, implications and proposed response to legislative changes regarding the Mental Capacity Act.	Lead Officer – Dennis Holmes.	B
<b>Meeting date – 24 November 2008 (additional meeting)</b>			
<b>Income Generation for Community Care Services</b>	To provide the Board with the results of the consultation undertaken regarding Income Generation for Community Care services and any subsequent decisions.	Ann Hill to draft report	DP
<b>Dignity in Care</b>	To consider the Board's draft statement.	Principal Scrutiny Adviser to draft	

<b>Key:</b>			
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**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Meeting date – 10 December 2008</b>			
<b>Adult Social Services- Annual Review Report (2007/08)</b>	To consider the outcome of the annual review undertaken by the Commission for Social Care Inspection (CSCI) for 2007/08	Report scheduled for Executive Board meeting on 3 December 2008. Representative from CSCI invited to present outcomes.	PM
<b>Independence, Well-being and Choice – inspection report</b>	To consider the outcome of the inspection and associated action plan.	Report scheduled for Executive Board meeting on 3 December 2008. Lead inspector invited to present outcomes.	PM
<b>Meeting date – 7 January 2009</b>			
<b>Personalisation</b>	To consider a scoping report on the personalisation agenda to help identify any specific aspects which the Board may wish to consider in more detail.	Outcome of the ASC Proposals Working Group meeting (12 December 2008) to feed into this item. Additional focus on the IWC Action Plan for future reports.	B
<b>Performance Management</b>	Quarter 2 information for 2008/09 (July-Sept)	All Scrutiny Boards receive performance information on a quarterly basis	PM
<b>Dignity in Care</b>	To receive an update on the current work and developments across the City following the report received in July 2008.	6-monthly report requested in July 2008. Mick Ward produced the last report.	B

<b>Key:</b>			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
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**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Commissioning in Adult Social Care</b>	To consider an update report on commissioning within Adult Social Services.	Further update from September 2008 focusing on Neighbourhood Networks. Additional focus on IWC Action Plan. Lead Officer – Dennis Holmes/ Tim O'Shea	PM
<b>Inquiry into Adaptations – update</b>	To consider a report from the working group providing an update on the progress of the scrutiny inquiry into adaptations.	Principal Scrutiny Adviser to draft	RP
<b>Meeting date – 11 February 2009</b>			
<b>Independence, Well-being and Choice – action plan update</b>	To consider progress against the action plan arising from the inspection report	Outcome of the ASC Proposals Working Group meeting (January 2009) to feed into this item.	RFS/PM
<b>Safeguarding – Strengthening Strategic Partnerships</b>	To examine and evaluate specific actions arising from the Independence wellbeing and choice inspection report.	Focusing on recommendations 3,7,8,25, within the IWC action plan. Lead Officer – Dennis Holmes	RFS/PM
<b>Health and Wellbeing Plan</b>	To consider and comment on the draft plan, prior to it being considered by the Executive Board.	Added to the Budget and Policy Framework on 22/5/08(CG&A on 14/5/08) Scheduled to be considered by the Executive Board on 1st April 2009 and Council on 22nd April 2009	DP

<b>Key:</b>			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
PM	Performance management	B	Briefings (Including potential areas for scrutiny)
RP	Review of existing policy	SC	Statutory consultation
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**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Recommendation Tracking</b>	To track progress with previous Scrutiny recommendations on a quarterly basis	To be confirmed	MSR
<b>Meeting date – 11 March 2009</b>			
<b>Independence, Well-being and Choice – action plan update</b>	To consider progress against the action plan arising from the inspection report	Outcome of the ASC Proposals Working Group meeting (Feb 2009) to feed into this item.	RFS/PM
<b>Safeguarding – Implementation of Quality Assurance Processes and Procedures</b>	To examine and evaluate specific actions arising from the Independence wellbeing and choice inspection report.	Focusing on recommendations 2,6,11 within the IWC action plan. Lead officer – Dennis Holmes	RFS/PM
<b>Commissioning in Adult Social Care</b>	To consider an update report on commissioning within Adult Social Services.	6-monthly report. Additional focus on IWC Action Plan. Lead Officer – Dennis Holmes/ Tim O’Shea	PM
<b>Inquiry into Adaptations – Draft Final Report</b>	To consider the draft final report in relation to the scrutiny inquiry into adaptations.	Principal Scrutiny Adviser to draft	RP
<b>Joint Strategic Needs Assessment (JSNA) - update</b>	To consider a further report on the development of Leeds JSNA	Further update from November 2008 Lead Officer – John England	B

<b>Key:</b>			
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**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Meeting date – 8 April 2009</b>			
<b>Performance Management</b>	Quarter 3 information for 2008/09 (Oct-Dec)	All Scrutiny Boards receive performance information on a quarterly basis	PM
<b>Independence, Well-being and Choice – action plan update</b>	To consider progress against the action plan arising from the inspection report	Outcome of the ASC Proposals Working Group meeting (March 2009) to feed into this item.	RFS/PM
<b>Safeguarding – Strengthening Strategic Partnerships and Implementation of Quality Assurance Processes and Procedures</b>	To conclude the examination of and make recommendations on specific actions arising from the Independence wellbeing and choice inspection report.	Outcome of Feb and March inquires, including further updates. Lead Officer – Dennis Holmes	RFS/PM
<b>Homecare provision</b>	Performance report on homecare provision across the City, including independent sector providers.	Further update from October 2008 Lead Officer – Dennis Holmes	PM
<b>Inquiry into Adaptations – Initial response to recommendations</b>	To consider the initial response to the scrutiny inquiry report and recommendations into adaptations.	Need to determine the process and timing for undertaking this inquiry.	RP
<b>The Mental Capacity Act</b>	To consider a further report on progress made implementing the requirements of the MCA.	Further update from November 2008 Lead Officer – Dennis Holmes.	B

<b>Key:</b>			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
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RP	Review of existing policy	SC	Statutory consultation
DP	Development of new policy	CI	Call in

**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Item</b>	<b>Description</b>	<b>Notes</b>	<b>Type of item</b>
<b>Income Review - Consultation and Engagement Review</b>	Reviewing the effectiveness of consultation and engagement with particular reference to the Income Review	Lead Officer – Janet Somers Originally scheduled for February but advised not available until April.	PM
<b>Annual Report</b>	To agree the Board's contribution to the annual scrutiny report		

Key:			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
PM	Performance management	B	Briefings (Including potential areas for scrutiny)
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**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Working Groups</b>			
<b>Working group</b>	<b>Membership</b>	<b>Progress update</b>	<b>Dates</b>
<i>Adaptations working group</i>	Cllr. Judith Chapman Cllr. Debra Coupar Cllr. Stuart Andrew Cllr. Suzi Armitage Cllr. Hussain Joy Fisher (co-optee) Sally Morgan (co-optee)	<i>Feedback on the complex case management every 3 months. Due March 2009 to working group if still ongoing, if not Board.</i>	6 October 2008 4 November 2008 15 December 2008 12 January 2009 12 February 2009
<i>Proposals working group</i>	Cllr. Judith Chapman Cllr. Debra Coupar Cllr. Penny Ewens Cllr. Suzi Armitage Cllr. Clive Fox Joy Fisher (co-optee) Sally Morgan (co-optee)	<i>12 December 2008 – meeting arranged to consider issues around personalisation and the role of the working group/ Scrutiny Board</i>	12 December 2008 30 January 2009 25 February 2009 25 March 2009 30 April 2009
<i>Older People's Housing working group</i>	Cllr. Judith Chapman Cllr. Debra Coupar	<i>This scrutiny inquiry is being led by the Scrutiny Board (Environment and Neighbourhoods). The Scrutiny Board (Adult Social Care) nominated 2 members as representatives to serve on the working group.</i>	1 December 2008

<b>Key:</b>			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
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**Scrutiny Board (Adult Social Care)  
Work Programme 2008/09**

<b>Unscheduled / Potential Items</b>		
<b>Item</b>	<b>Description</b>	<b>Notes</b>
<b>Annual complaints report</b>	To consider the annual report and any emerging issues.	Report published on published on 20 August 2008
<b>Continuing Care Implementation</b>	To consider the local impact and future activity associated with implementing the national framework for continuing NHS care.	Lead Officer – Dennis Holmes. Report presented to the Executive Board in October 2007.
<b>Valuing People Now</b>	To consider progress against the implications outlined in the report presented to the Executive Board in February 2008, alongside any future proposed actions.	Lead Officer - Paul Broughton. Executive Board scheduled to receive an update in February 2009.
<b>Healthy Leeds Partnership</b>	To consider an outline of some of the key areas being taken forward in the partnership arena, within the overall remit of the Scrutiny Board.	Added to work programme in November 2008. Potential for additional SB meeting end of April to look at this. Chair of the Partnership to be invited to the Board. Timing TBC.

Key:			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
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## EXECUTIVE BOARD

WEDNESDAY, 3RD DECEMBER, 2008

**PRESENT:** Councillor A Carter in the Chair

Councillors R Brett, J L Carter, R Finnigan,  
S Golton, R Harker, P Harrand, J Procter,  
S Smith and K Wakefield

Councillor J Blake – Non voting advisory member

### 137 Exclusion of the Public

The substantive reports referred to under minutes 140 and 141 had been designated as exempt until 3<sup>rd</sup> December (1.00 pm) and 27<sup>th</sup> November respectively. This designation had arisen from embargoes on the documents which had substantially been the source of the contents of those reports and all information had been published on lifting of those embargoes.

### 138 Declaration of Interests

Councillor Wakefield declared a personal interest in the item relating to Machinery of Government and 14-19 Commissioning Arrangements (minute 149) as a schools and college governor.

Councillor Blake declared a personal interest in the item relating to the Vision for Council Leisure Centres (minute 154) as an NHS Leeds Board member.

### 139 Minutes

#### **RESOLVED –**

- (a) That the minutes of the meeting held on 5<sup>th</sup> November 2008 be approved.
- (b) That with reference to minute 122 relating to the Deputation to Council regarding sports facilities in the Hyde Park area, a further report be brought to the next meeting of the Board.

## **ADULT HEALTH AND SOCIAL CARE**

### 140 Independence, Wellbeing and Choice Inspection of Adult Social Services

Tim Willis, the lead inspector from the Commission for Social Care Inspection, attended the meeting and presented the Service Inspection Report following the inspection in Leeds which was undertaken in Leeds in July/August 2008.

The Director of Adult Social Services submitted a report on the outcome of the inspection and presented an action plan relating to the 25 recommendations contained in the inspection report.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 14th January, 2009

**RESOLVED –**

- (a) That the inspection report, the report of the Director and the action plan be noted.
- (b) That updates on progress against the action plan be brought to this Board as part of the Annual Performance Assessment reporting in December 2009.
- (c) That the inspection report and associated action plan be referred to the Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set out in the plan.

**141 Annual Performance Assessment (Star Rating) for Adult Social Services 2007/08**

The Director of Adult Social Services submitted a report on the annual assessment of Adult Social Care Services published by the Commission for Social Care Inspection on 27th November 2008 and attached to the report of the Director. The response to the assessment was integrated into the action plan referred to in minute 140 above.

**RESOLVED –**

- (a) That the report of the Director and the Performance Review report from the Commission be noted.
- (b) That the Annual Performance Review report be referred to the Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set in respect of identified areas for improvement.

**CHILDREN'S SERVICES**

**142 Future Secondary Provision Proposal for South Leeds High School**

Further to minute 43 of the meeting held on 16<sup>th</sup> July 2008 the Chief Executive of Education Leeds submitted a report on proposals to close South Leeds High School and to replace it with an Academy to serve the needs of children and young people from the Beeston and Holbeck, City and Hunslet and Middleton Park wards.

The Chair referred to correspondence which had been addressed to members of the Board in relation to this, and to the proposal referred to in minute 143 below, and other members confirmed their receipt of the same.

**RESOLVED –**

- (a) That the outcome of the consultation, to close South Leeds High School on 31<sup>st</sup> August 2009, conditional upon Department for Children, Schools and Families approval to open an academy on that site opening on 1<sup>st</sup> September 2009, be noted.
- (b) That approval for the publication of a statutory notice to that effect be given.

**143 Future Secondary Provision Proposal for Intake High School**

Further to minute 220 of the meeting held on 16<sup>th</sup> April 2008 the Chief Executive of Education Leeds submitted a report on proposals to close Intake High School Arts College and to replace it with an Academy to serve the children and young people from the Bramley and Stanningley ward.

**RESOLVED –**

- (a) That the outcome of the consultation, to close Intake High School on 31<sup>st</sup> August 2009, conditional upon Department for Children, Schools and Families approval to open an academy on that site opening on 1<sup>st</sup> September 2009 be noted.
- (b) That approval be given for the publication of a statutory notice to that effect.

**ADULT HEALTH AND SOCIAL CARE**

**144 Re provision of Windlesford Green Hostel for People with Learning Disabilities**

Referring to minute 57 of the meeting held on 22<sup>nd</sup> August 2007 the Director of Adult Social Services submitted a report on the proposed change of scope for the scheme established to create a new supported living development for people with learning disabilities at Windlesford Green.

The rescoping provided for a smaller development meeting the needs of current residents, requiring a less than best disposal of land and resulting in land being made available for alternative use.

**RESOLVED –** That the changes to the scheme as previously reported be noted, that the revised scheme as detailed in the report be approved and that the terms of the proposed lease as detailed in the report also be approved.

**NEIGHBOURHOODS AND HOUSING**

**145 Deputation to Council - Pets in Council Houses**

The Director of Environment and Neighbourhoods submitted a report in response to the deputation to Council from Cats Protection on 10<sup>th</sup> September 2008.

**RESOLVED –** That the report be noted.

**146 Home Energy Conservation Act (HECA) (1995) - 12th Progress Report**

The Director of Environment and Neighbourhoods submitted a report on the progress made in improving the overall energy efficiency of the Leeds housing stock.

**RESOLVED –** That the content of the 12<sup>th</sup> HECA progress report and its release to the Government Office for Yorkshire and the Humber be noted.

**147 West Yorkshire Energy Efficiency Scheme - Expenditure Discharge and Legal Delegation**

The Director of Environment and Neighbourhoods submitted a report on proposals that Calderdale Council be appointed as banker for the West Yorkshire Regional Energy Efficiency Scheme with responsibility for administering the scheme budget for the period April 2008 to March 2011.

**RESOLVED –**

- (a) That the West Yorkshire Energy Efficiency Scheme be approved.
- (b) That the Scheme annual and approximate sub set expenditure be approved for discharge.
- (c) That Calderdale Council continue in the role of banker for the West Yorkshire Energy Efficiency Scheme for the period April 2008 to March 2011 and that the Legal Delegation Form as contained in Appendix 1 to the report be approved.

**CHILDREN'S SERVICES**

**148 Options for changes to primary provision in the Richmond Hill Planning Area**

The Chief Executive of Education Leeds submitted a report on the options available with regard to primary education provision in the Richmond Hill Planning Area.

The options presented in the report were:

1. The expansion of Richmond Hill Primary School linked to a proposal to close Mount St Mary's Primary School.
2. Closure of both Richmond Hill and Mount St Mary's Primary Schools and the establishment of a new school.
3. Closure of Richmond Hill and Mount St Mary's Primary Schools and the establishment of a joint community and Catholic Provision.

**RESOLVED –**

- (a) That formal consultation be undertaken on the linked proposals to:
  - Expand Richmond Hill Primary School by one form of entry with new community specialist provision for children with Special Education Needs
  - Close Mount St Mary's Primary School.
- (b) That a further report be brought to the Board with regard to the land ownership position at Mount St Mary's.



**149 Machinery of Government and 14-19 (25 for Learners with Learning Difficulties and/or Disabilities) Commissioning Arrangements**

The Chief Executive of Education Leeds submitted a report on the proposed local approach to the implementation of the Machinery of Government changes to deliver the transfer of responsibilities from the Learning and Skills Council to the City Council. The report also referred to the strategic approach to the commissioning for 16-19 (25 for learners with learning difficulties and/or disabilities) learners in Leeds from September 2009 through which the Council will trial the operational response to its new responsibilities.

**RESOLVED –**

- (a) That approval be given to the local approach to implementing the arrangements for the Council's response to the Machinery of Government changes that will transfer responsibilities from the LSC to Leeds City Council as detailed in sections 3.1.2 and 3.1.3 of the report.
- (b) That the basis for the strategic commissioning arrangements for post 16 learners in Leeds from September 2009 as detailed in sections 3.2.2 to 3.2.4 of the report be noted, and that the Director of Children's Services develop detailed arrangements for the commissioning of provision and for monitoring and evaluating the impact of these activities.
- (c) That a further report be brought to the Board as early as possible in 2009 on the proposed strategic commissioning arrangements for post 16 learners.

(Councillor Finnigan declared a personal interest in this item as a governor of Joseph Priestley College).

**150 Building Schools for the Future Phase 2 Priesthorpe Specialist Sports College**

The Chief Executive of Education Leeds submitted a report on proposals to proceed with the refurbishment of Priesthorpe Specialist Sports College as part of Wave 1, Phase 2 of the Building schools for the Future programme.

**RESOLVED –**

- (a) That approval be given to the completion and entry into all necessary legal documentation for the Design and Build contract for Priesthorpe Specialist Sports College.
- (b) That expenditure of £16,579,338 from the capital programme be authorised.

**151 Leeds Building Schools for the Future: Follow On Project and Expression of Interest**

The Chief Executive of Education Leeds submitted a report on the 'Follow On' project for the Building Schools for the Future programme and on the submission of the expression of interest as the basis for transforming the remaining schools in BSF.

**RESOLVED –**

- (a) That the priorities identified within the Expression of Interest be approved as the follow on project in Leeds through additional investment in Building Schools for the Future.
- (b) That further work be undertaken to detail the specific programmes in all the remaining geographical areas of Leeds.

**152 2008 Audit Commission School Survey**

The Chief Executive of Education Leeds submitted a report summarising the results from the Audit Commission's School Survey for 2008.

**RESOLVED –**

- (a) That the findings of the 2008 Audit Commission School Survey as set out in Appendix A to the report be noted.
- (b) That it also be noted that the results of the survey will be used to inform children's services and partners' service improvement plans.

**LEISURE**

**153 Long Term Burial Requirements for the City**

The Director of City Development submitted a report on the current position with regard to the supply of burial space in Leeds and options for meeting the expected demand for burial space for the next 50 years and beyond.

**RESOLVED –**

- (a) That the recommended policy to establish a preference for smaller locally based cemetery sites combined with the extension, where possible, for existing sites be adopted.
- (b) That officers explore further the potential to extend Farnley and Lofthouse cemeteries including consultation with planning officers about the inclusion of proposals in the Local Development Framework.
- (c) That officers look in more detail at the potential to develop small locally based cemeteries at Elmete, Priesthorpe Lane, Alwoodley Gates, Tile Lane East Moor and Haigh Farm Rothwell and report back to this Board on the outcome of this work.
- (d) That approval be given to the development of a 5 acre Cemetery at Whinmoor on the site identified on Plan B attached to the report, and that the implementation of this development be delivered as part of a larger masterplan for the site involving the decant of the Council's nursery from Redhall.
- (e) That proposals to deliver a 14 acre cemetery extension at Lawnswood be not progressed.

- (f) That officers liaise with Leeds University to acquire the site of the American Football Field either through private treaty or Compulsory Purchase to deliver a 3.8 acre extension to Lawnswood Cemetery, that officers explore further the potential to deliver a 5 acre cemetery on the site of the former Elmete Caravan Park and that officers seek to acquire the 2.5 acre site at Horsforth Cemetery either through private treaty or Compulsory Purchase Order.
- (g) That the Capital Programme be amended to reflect schemes at Lawnswood £1,750,000 , Elmete Cemetery £743,000, Horsforth Cemetery Extension £350,000, Kippax Cemetery Extension £51,000 and Harehills Cemetery £125,000, releasing £281,000 back to the general Capital Programme.
- (h) That officers liaise further with representatives of the Muslim community on the accommodation of Muslim burial needs in the Council's network of smaller cemeteries.
- (i) That officers carry out consultations with the relevant Ward Members and Area Committees regarding these proposals.

#### **154 Vision for Council Leisure Centres**

Further to minute 74 of the meeting held on 2<sup>nd</sup> September 2008 the Director of City Development submitted a report on the outcome of the public consultation exercise undertaken in relation to the Council's draft Vision for Leisure Centres.

#### **RESOLVED –**

- (a) That the outcome of the public consultation exercise on the Vision for Council Leisure Centres be noted.
- (b) That officers explore in more detail the proposal to transfer Richmond Hill Sports Hall to community management as part of a community asset transfer.
- (c) That Sport England be requested to re-run their Facilities Planning Model for swimming pools provision in Leeds and in particular examine the implications of the Council's draft proposals.
- (d) That officers consider the potential for community management for each of the centres most affected by these proposals and report back to a future meeting of this Board.
- (e) That officers further develop capital investment proposals for Aireborough, Bramley, Kirkstall, Pudsey, Otley, Rothwell, Scott Hall and Wetherby Leisure Centres.

## **CENTRAL AND CORPORATE**

### **155 Implications of Introducing a Living City Wage for Leeds**

The Chief Executive submitted a report on the implications of introducing a Living City Wage in Leeds following a resolution made by Council at its meeting on 9<sup>th</sup> April 2008.

**RESOLVED** – That the report be noted.

### **156 Business Transformation in Leeds City Council**

#### **(a) Organisational Programme**

The Assistant Chief Executive (Planning, Policy and Improvement) and the Director of Resources submitted a joint report outlining the Council's developing business transformation agenda and setting out the reasons behind the development, the high level scope of the programme of work required, initial benefits accruing from the work and governance arrangements to secure delivery.

**RESOLVED** – That the establishment of an organisational wide Business Transformation Programme be endorsed in the terms outlined on the submitted report.

#### **(b) Design and Cost Report for Key Enabling Projects**

The Director of Resources and Assistant Chief Executive (Planning, Policy and Improvement) submitted a joint report on proposals for the delivery of the first phase of the Business Transformation Programme.

**RESOLVED** –

(a) That approval be given to the release of £7,183,000 (over a five year period), to be funded from the Business Transformation allocation in the Strategic Development Fund for the first phase of the Business Transformation programme.

(b) That authority be given to incur expenditure on procuring and implementing the key enabling projects which provide the foundations for delivering the Council's Business Transformation aspirations.

### **157 Calling In of Decision Taken on 8th October 2008**

The Chief Democratic Services Officer submitted a report on the outcome of the Call In of a decision of the Executive Board on 8<sup>th</sup> October 2008 regarding the Capital Programme Update 2008 –2012

**RESOLVED** – That the report be noted.

## **DEVELOPMENT AND REGENERATION**

**158 Deputation to Council - Spenhill Residents' Association regarding the Protection of Butcher Hill Playing Fields and Surrounding Land**

The Director of City Development submitted a report in response to the deputation to Council from the Spenhill Residents' Association on 10<sup>th</sup> September 2008.

**RESOLVED** – That the report be noted.

**159 Leeds Local Development Framework Annual Monitoring Report**

The Director of City Development submitted a report on the City Council's recommendations on the Leeds Local Development Framework for the Secretary of State's consideration.

An amended page of the submission was circulated at the meeting.

**RESOLVED** – That the Annual Monitoring Report be approved for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

DATE OF PUBLICATION: 5<sup>th</sup> December 2008  
LAST DATE FOR CALL IN: 12<sup>th</sup> December 2008

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Monday 15<sup>th</sup> December 2008).

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 January 2009 to 30 April 2009

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Mental Health Service Reviews To request a 12 month extension to the existing fourteen contracts to allow for the mental health reviews to continue.	Director of Adult Social Services	8/1/09	These services are currently being reviewed and service users and stake holders are playing a key part.	Report to the Director and service reviews summary	Director of Adult Social Services tim.o'shea@leeds.gov.uk
Terry Yorath House To request a 12 month extension to the existing contract to allow for this service to be reviewed and put out to tender. This will ensure that there is no disruption to this service.	Director of Adult Social Services	8/1/09	To consult with parents / carers, stakeholders and service users about future provision.	Report to the Director and LCIL service user consultation report	Director of Adult Social Services tim.o'shea@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Request to waive contract procedure rule 13 in respect of the Moor Allerton Extra Care Housing Scheme ( Yew Tree Court) and Dementia Day Care Scheme ( Bay Tree Resource Centre)	Director of Adult Social Services	8/1/09	Legal and Procurement.	Report to the DASS	Director of Adult Social Services dennis.holmes@leeds.gov.uk
Request to enter in to a contract with the Alzheimer's Disease Society to provide a support service to people with Alzheimer's Disease and their Carer's To approve the invocation of Contract Procedure Rule 31.4 – Waiver of Contract Procedure Rule and Contract Procedure Rule 13 – High Value Procurement	Director of Adult Social Services	8/1/09	A service review is almost completed during which all stakeholders have been consulted	Report to be presented to the Delegated Decision Panel	Director of Adult Social Services susan.gamblen



Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Review of Adult Social Care Senior Management Arrangements</p> <p>To create head of service posts, Access and Inclusion, and, Support and enablement, taking into account</p> <ul style="list-style-type: none"> <li>• transformation requirements</li> <li>• requirement to enhance leadership capacity</li> <li>• improvement in safeguarding and quality</li> </ul> <p>whilst maintaining improvements in financial and service delivery performance.</p>	<p>Director of Adult Social Services</p>	<p>8/1/09</p>	<p>As a minimum the Executive Board Member, Staff and TU's.</p>	<p>Attached is the Local Government Circular LAC (DH) (2008) 1 for background.</p>	<p>Director of Adult Social Services lorraine.hallam@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Leeds Society for Leeds Deaf and Blind People To request an extension to the existing contract to allow for this service to be put out to tender. The extension will ensure that there is no disruption in services.	Director of Adult Social Services	8/1/09	Service users and stakeholders	Report and service review executive summary	Director of Adult Social Services tim.o'shea@leeds.gov.uk
Adult Social Services - Single Capital Pot Grant from the Department of Health To approve an injection of a £2006K capital grant from the Department of Health into the capital programme	Director of Resources	8/1/09	None	Design and cost report outlining details of the grant allocation	Director of Adult Social Services steve.hume@leeds.gov.uk
St Anne's Alcohol Residential Rehab To request a 12 month extension of the existing three year contract to allow tender negotiations to take place.	Director of Adult Social Services	8/1/09	To consult with stakeholders, parents / carers and service users about future provision.	Report to the Director and Contract monitoring information	Director of Adult Social Services tim.o'shea@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
<p>Leeds Skyline HIV / AIDS Social Care and Prevention Service To request a 12 month extension of the existing one year contract.</p>	<p>Director of Adult Social Services</p>	<p>8/1/09</p>	<p>Stakeholders, services users and partners</p>	<p>Report to the Director, Contract monitoring information</p>	<p>Director of Adult Social Services tim.o'shea@leeds.gov.uk</p>
<p>Transformation of day opportunities for people with learning disabilities To approve both the vision for a more personalised approach to delivering day opportunities for people with learning disabilities in Leeds and the range of proposed actions to transform existing services in line with this vision.</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>14/1/09</p>	<p>Consultation has previously taken place with stakeholders (including customers, families, carers and staff) in relation to the current and future day service provision, the outcomes of which are referred to in the report. Further consultation and engagement will follow in relation to the implementation of the proposed new arrangements.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services Paul.Broughton@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Tender for Keeping House Quality Standard and Directory Approval to award contract to service provider	Director of Adult Social Services	19/1/09	Keeping House Partnership Board	Keeping House Quality Standard and Directory	Director of Adult Social Services carol.mcgrath@leeds.gov.uk
Adult Social Care Income Review To report on the outcome of the consultation on service user contributions for non-residential services (home care, supported living, day care, transport, direct payments, telecare mobile response service, meals, respite care and Supporting People services) and request Executive Board approve a charging and contributions policy framework and changes to service user contributions.	Executive Board (Portfolio: Adult Health and Social Care)	13/2/09	Service users and carers, Voluntary organisations representing service users and carers, Citizens panel, Members of the public, Briefings for members, staff and service providers.	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services ann.hill@leeds.gov.uk

## **NOTES**

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

<b><u>Executive Board Portfolios</u></b>	<b><u>Executive Member</u></b>
Central and Corporate	Councillor Richard Brett
Development and Regeneration	Councillor Andrew Carter
Environmental Services	Councillor Steve Smith
Neighbourhoods and Housing	Councillor John Leslie Carter
Leisure	Councillor John Procter
Children's Services	Councillor Stewart Golton
Learning	Councillor Richard Harker
Adult Health and Social Care	Councillor Peter Harrand
Leader of the Labour Group	Councillor Keith Wakefield
Leader of the Morley Borough Independent Group	Councillor Robert Finnigan
Advisory Member	Councillor Judith Blake

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

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