



SCRUTINY BOARD (ADULT SOCIAL CARE)

Meeting to be held in the Civic Hall, Leeds on
Wednesday, 17th June, 2009 at 10.00 am

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

MEMBERSHIP

Councillors

- J Chapman (Chair) - Weetwood;
- P Ewens - Hyde Park and Woodhouse;
- Mrs R Feldman - Alwoodley;
- C Fox - Adel and Wharfedale;
- A Gabriel - Beeston and Holbeck;
- T Hanley - Bramley and Stanningley;
- J McKenna - Armley;
- V Morgan - Killingbeck and Seacroft;
- F Robinson - Calverley and Farsley;
- A Taylor - Gipton and Harehills;
- E Taylor - Chapel Allerton;

Please note: Certain or all items on this agenda may be recorded on tape

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</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>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</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>RESOLVED – 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> <p>No exempt items or information have been identified on this agenda.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</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>DECLARATIONS OF INTEREST</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>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES OF THE PREVIOUS MEETING</p> <p>To receive and approve the minutes of the previous meeting held on 6th May 2009.</p>	1 - 8
7			<p>CO-OPTED MEMBERS</p> <p>To receive and consider a report of the Head of Scrutiny and Member Development on Co-opted Members.</p>	9 - 14
8			<p>CHANGES TO THE COUNCIL'S CONSTITUTION IN RELATION TO SCRUTINY</p> <p>To receive a report of the Head of Scrutiny and Member Development on changes to the Council's Constitution in relation to Scrutiny.</p>	15 - 36
9			<p>INPUT TO THE BOARD'S WORK PROGRAMME 2009/10 - SOURCES OF WORK AND ESTABLISHING THE BOARD'S PRIORITIES</p> <p>To receive and consider a report of the Head of Scrutiny and Member Development on an input into the Board's work programme for 2009/10 and to identify sources of work and establish the Board's priorities.</p>	37 - 62

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>DETERMINING THE WORK PROGRAMME 2009/10</p> <p>To consider a report of the Head of Scrutiny and Member Development on determining the Board's work programme for 2009/10.</p>	63 - 78
11			<p>KPMG - SCRUTINY REVIEW - MAY 2009</p> <p>To receive and consider a report of the Head of Scrutiny and Member Development on a recent KPMG external audit review of Scrutiny.</p>	79 - 118
12			<p>DRAFT ADAPTATIONS INQUIRY REPORT</p> <p>To consider a report of the Head of Scrutiny and Member Development seeking the Board's approval of the final report in relation to the Board's Inquiry on Major Adaptations for Disabled Adults.</p> <p>(Draft Report to follow)</p>	
13			<p>EXECUTIVE BOARD REFERRAL</p> <p>To consider a report of the Head of Scrutiny and Member Development which invites the Board to consider a referral for Scrutiny received from the Executive Board on the role of the voluntary, community and faith sector (VCFS) in council led community engagement.</p>	119 - 166
14			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>To note the following dates and times:-</p> <p>Wednesday 29th July 2009 Wednesday 9th September 2009 Wednesday 7th October 2009 Wednesday 11th November 2009 Wednesday 16th December 2009 Wednesday 13th January 2010 Wednesday 10th February 2010 Wednesday 17th March 2010 Wednesday 14th April 2010</p> <p>All at 10.00am (pre- meetings at 9.30am)</p>	

Agenda Item 6

SCRUTINY BOARD (ADULT SOCIAL CARE)

WEDNESDAY, 6TH MAY, 2009

PRESENT: Councillor J Chapman in the Chair

Councillors S Andrew, P Ewens,
Mrs R Feldman, C Fox, T Hanley,
A Hussain and E Taylor

CO-OPTEE: Joy Fisher – Alliance Service Users and Carers

IN ATTENDANCE: Councillor A Blackburn – Member of Scrutiny Board (Health)

103 Chair's Opening Remarks

The Chair welcomed everyone to the last meeting of this Board for the 2008/2009 municipal year.

The Chair went on to thank every Member of the Board for their help and contributions during the year as the Board had to work through an extremely robust programme but felt the Board had made some headway with the work and the inquiries the Board had looked at.

The Chair also thanked officers for providing the Board and its Working Groups with relevant information, often at short notice.

104 Apologies for Absence

Apologies for absence were received on behalf of Councillor S Armitage, Councillor A Taylor and Sally Morgan, Equality Issues (Co-optee).

105 Declarations of Interest

The following interests were declared at the meeting in relation to items:-

- (a) Update on the progress of the Early Implementer
- (b) Performance of Homecare Service Providers (Independent and Indirectly provided).
- (c) Independence Wellbeing and Choice Inspection Action Plan: March 2009

Councillor S Andrew declared a personal interest in the above items as he works for Martin House Childrens' Hospice which also caters for young adults.

Councillor J Chapman declared a personal interest in the above items she has a relative who works in private industry as a homecare worker.

Joy Fisher – Co-optee declared a personal interest in the above items as a service user, as Chair of the Disability People's Organisation and as a Member of Safeguarding Adults Board.

Draft minutes to be approved at the meeting
to be held on 17th June 2009

106 Minutes - 8th April 2009

(a) Minute 100 – Performance Management

Dennis Holmes, Deputy Director - Strategic Commissioning gave a brief update on the following performance indicators:

- (i) NI133 – Acceptable waiting times for care packages.

The Officer informed the Board he could only report on the current data as the final figures would not be available until 27th May 2009.

Last year it was recorded that 85.3% of people received a service within 28 days of the assessment being completed, with current figures indicating this had increased to 85.6%. While this only represented a slight improvement on the previous year, Members were informed that this should be considered in the context of 1320 safeguarding referrals, compared to 645 similar referrals in the previous year..

- (ii) LK1-SS35 – Adult and older clients receiving a review as a percentage of those receiving a service.

The Officer informed the Board that there had also been a slight improvement in the number of people receiving a review of their needs and associated services. This year 65% had received a review, compared with 62.5% last year.

On a general point, Members requested that, for future performance reports to the Board, information be provided on the actual numbers involved (i.e. numerators and denominators) rather than just percentages.

The Officer informed the meeting that he would pass this request on to the Corporate Team who compile all performance indicator reports.

(b) Minute 97 – Safeguarding – Strengthening Strategic Partnerships and Implementation of Quality Assurance Processes and Procedures

Joy Fisher, Co-optee reminded the meeting on the response given by Doctor Flynn recommending the advocacy service for service users and requested that the minutes should reflect this response.

RESOLVED –

- (a) That, subject to the following amendment to the last sentence on the fourth bullet point in Minute 97, the minutes be approved as a correct record.

‘Doctor Flynn did recommend advocacy for service users as she believes that advocacy is a vital service, adding that the voluntary

sector could play a crucial part in assisting service users and relatives when recruiting personal assistants’.

- (b) That any outstanding issues referred to above be dealt with by those officers now identified within the minutes.

107 Annual Report 2008/2009

The Head of Scrutiny and Member Development submitted a report presenting the draft of the Scrutiny Board (Adult Social Care) contribution to the Scrutiny Boards’ Annual Report.

The Principal Scrutiny Adviser reminded Members that the Scrutiny Boards’ Annual Report would be submitted to Full Council for approval.

Councillor Fox requested some minor amendments to the Dignity in Care section of the report to (a) provide an indication of the number of organisations that had been successful in their applications for funding; and, (b) some examples of the type of improvement works undertaken as a result of the funding.

RESOLVED – That the Scrutiny Board (Adult Social Care) contributions to the composite Annual Report be approved, subject to the amendment outlined above and those previously submitted by Members to the Principal Scrutiny Advisor.

108 Update on the progress of the Early Implementer Project

Referring to Minute 64, 7th January 2009, where Members requested additional background information regarding the project, followed by regular quarterly project update reports on the Early Implementer project, the Director of Adult Social Services submitted a further report on progress made since January 2009. The report detailed the scope of the project, identifying the models in place which were currently being tested by customers who had moved to Self Directed Support.

John Lennon, Chief Officer – Access & Inclusion gave a brief overview of the report and, together with Dennis Holmes, Deputy Director - Strategic Commissioning responded to Members’ questions and comments.

In brief, the main issue raised was in relation to transition work between childhood and adulthood requiring personalisation.

In response, the officer reported that Adult Social Services is currently engaging with the Children’s Services Department to create a new service to support the 14 to 25 age group predominantly for those children who would require Adult Social Care services when they became an adult.

The Chair thanked officers for their attendance.

RESOLVED - That the contents of the report be noted and that regular progress reports be submitted to this Board.

109 Update Report on the Mental Capacity Act 2005 and the Deprivation of Liberty Safeguards

The Director of Adult Social Services submitted an update report regarding the implementation in Leeds of the Mental Capacity Act and, in particular the Deprivation of Liberty Safeguards (DoLS).

At the Scrutiny Board meeting held on 12th November 2008 Members received a report which detailed the background to both pieces of legislation and relevant background documents, including the Mental Capacity Act (2005), the Mental Health Act (2007) and the Articulate Advocacy Annual Report. Subsequent to this a briefing note was circulated to all Members of Council as requested by this Scrutiny Board. The report presented for today's meeting described in more detail the Deprivation of Liberty Safeguards (DoLS) which came into force in April 2009.

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

Appendix 1 – A pictorial outline of the process.

Appendix 2 – A detailed flowchart outlining processes.

The Chair welcomed the following officers to the meeting who outlined the report and responded to Members' questions and comments.

Dennis Holmes, Deputy Director - Strategic Commissioning

David Shields, Programme Manager for the Mental Capacity Act.

Dennis Holmes highlighted the following main issues in relation to:

- The Deprivation of Liberty Safeguards (DoLS) and the creation of two new legal entities managing care homes and hospitals.
- The supervisory arrangements for the six assessments.
- That both the Local Authority and NHS Leeds were now the Managing Authorities and Supervisory Bodies.
- The detailed work the authority had undertaken in conjunction with NHS Leeds to put in place the new structures and processes to support the new statutory requirements.

It was confirmed that the processes in Leeds were in place, were legally compliant and that overall, the systems in Leeds were well placed with resources in place in terms of assessors, best interest assessors and doctors and was well regarded regionally.

In brief, clarification was sought in relation to the following issues:

- The differences between 'sectioning' and the Mental Capacity Act.
- The processes in carrying out the six assessments and their timescales.
- Clarification on how the Mental Capacity Act and the Deprivation of Liberty Safeguards would effect those residential homes/nursing homes where doors were often locked for the safety of some individuals.

- Clarification on how the assessment process would work for those individuals living alone out in the community with no family support and yet they may help due to having a personal problem with alcohol.

Members expressed their concern at the lack of support for those individuals detained under the Mental Health Act and then released into the community. It was felt that this would be a potential item for the successor Board to consider.

The Chair thanked Officers for their attendance.

RESOLVED -

- That the contents of the report and the key features highlighted in it, the progress made to implementation and the plans being progressed to raise awareness more widely in the city, be noted.
- That a further update report be submitted later in the year.

110 Performance of Homecare Service Providers (Independent and Indirectly provided)

Referring to Minute 33, 15th October 2008 where Members requested further updates on homecare services in Leeds, the Deputy Director - Strategic Commissioning submitted a report containing the independent sector's compliance with the National Minimum Standard. The report also advised that the current cost and volume contracts had now come to the end of their initial three year period and that with the exception Jays, the contracts had been extended through a delegated decision by the Director of Adult Social Services on 19th February 2009.

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

- Appendix 1 – Homecare Providers Performance – July/September 2008/09.
- Appendix 2 – Homecare Providers Performance – October/December 2008/09.

The Chair welcomed the following officers to the meeting who outlined the report and responded to Members' questions and comments.

Dennis Holmes, Deputy Director - Strategic Commissioning.
Mark Phillott, Commissioning Manager.

The main issue raised related to the levels of NVQ Level 2 training for homecare workers and Members raised their concerns that independent providers were not meeting the national minimum standards where 50% of staff should have this qualification.

In response, the Officer informed the meeting that independent homecare providers do not always have the capacity to allow employees to undertake the necessary training as it could have a detrimental effect on the level of

service provided. It was also reported that the local authority were continually trying to work with the independent providers by providing a full training programme for their homecare staff in order to get them up to standard. Members noted that 70% of homecare services were provided through the local authority and that at least 50% of the staff employed have NVQ Level 2 training.

Members were reminded that the requirement for 50% of carers to have the NVQ Level 2 qualification only came into effect in April 2009. There were other obstacles which could also prevented staff undertaking the necessary training, such as a high level of staff turnover in homecare.

Concern was also expressed that although service users were being encouraged to get involved with the assessment of carers, it was recognised that there should be a budget to facilitate that involvement.

Members sought clarification on the average hours carers were expected to work and requested that, where possible, this information be included in the next progress report.

The Chair thanked officers for their attendance.

RESOLVED -

- (a) That the report and information appended to the report 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 regular progress report be submitted to the successor Board.

111 Independence, Well-being and Choice Inspection Action Plan - March 2009

Referring to Minute 58, 10th December 2008, where it was resolved that the Proposals Working Group (ASC) meet on a monthly bases to monitor overall progress of Adult Social Services performance against the objectives set out in the Independence Wellbeing and Choice action plan and to report directly to this Board with any outcomes. The Head of Scrutiny and Member Development submitted an update report.

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

- (a) Appendix 1 - Leeds Independence, Well-being and Choice Inspection Action Plan: Summary Report March 2009.
- (b) Appendix 2 - Independence, Well-being and Choice Inspection Action Plan: Progress Report March 2009.
- (c) Supplementary information - Minutes of the Proposals Working Group (ASC) meeting held on 30th April 2009 (Members noted that this meeting took place after the agenda despatch date).

Dennis Holmes, Deputy Director - Strategic Commissioning gave a brief summary on the report and its appendices and responded to Members' questions and comments.

The Chief Commissioning Officer informed the meeting that as Chair of the Adult Safeguarding Board he had written to the Care Quality Commission Lead Inspector to seek his views in relation to extending some of the timescales for some of the items on the action plan, as it had become evident that some of the timescales could not be met.

The main areas of clarification and discussion related to the attendance figures for Members of the Adult Safeguarding Board and its Sub Groups and the need for continuous monitoring by the successor Board.

The Chair welcomed the positive progress being made in many areas of the action plan, demonstrated through 13 amber indicators progressing through to green, which could help ensure a more positive rating on the next inspection. Although it was also noted there were still some areas of the action plan where further progress was needed.

Referring to Appendix 1 (4.1) of the summary report, Members requested that a more detailed report be submitted on the actions relating to the 'scope out at a high level training requirements and secure resources across agencies.'

The Deputy Director - Strategic Commissioning welcomed the Board's input into the monitoring of the action plan which clearly demonstrated the level of commitment to improve Safeguarding in Leeds.

The Chair thanked Dennis Holmes for his attendance.

RESOLVED –

- (a) That the report and information appended to the report 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.

Note: Both Councillor P Ewens and Councillor T Hanley left the meeting at 11.30 a.m. during consideration of the above item.

112 Work Programme/Executive Board Minutes and Forward Plan of Key Decisions

The Head of Scrutiny and Member Development submitted a report inviting Members to consider and approve the draft work programme identifying those issues identified by Members as areas for Scrutiny but which have not been addressed due to time constraints.

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

- Appendix 1 – The Board’s work programme for the 2008/2009 municipal year.
- Appendix 2 – An extract from the Forward Plan of Key Decisions for the period 1st May 2009 to 31st August 2009.
- Appendix 3 – Minutes of the Executive Board meeting held on 1st April 2009.

The Principal Scrutiny Adviser advised Members that as this was the last meeting for the 2008/2009 municipal year, the work programme only contained items for today’s meeting. However, also listed were those issues identified by Members as areas for Scrutiny, but due to time constraints had not been fully addressed. Members agreed that these items, together with future monitoring/performance reports outlined below, should be referred to the successor Board in the new municipal year.

The issues raised at today’s meeting and/or included in the work programme schedule were:

- A progress report on the transition work between childhood to adulthood in terms of Personalisation.
- A progress report on the Implementation of the Deprivation of Liberty Safeguards.
- A progress reports on Homecare Provision.
- An Update report on Safeguarding.
- Annual Complaints Report
- Continuing Care Implementation
- Valuing People Now
- The lack of support for individuals detained under the Mental Health Act and then released into the community.

RESOLVED -

- (a) That the Executive Board Minutes of 4th March and 1st April 2009 and the Forward Plan of Key Decisions for the period 1st April to 31st July 2009 be noted.
- (b) That the outstanding issues listed on the work programme, together with future monitoring/performance reports, be referred to the successor Scrutiny Board in the next municipal year.

The Chair thanked Officers for their attendance and for the work carried out throughout the year.

(The meeting concluded at 11.50 a.m.)



Originator: Steven Courtney

Tel: 247 4707

Report of the Head of Scrutiny and Member Development

Scrutiny Board: SCRUTINY BOARD (Adult Social Care)

Date: 17 June 2009

Subject: Appointment of Co-opted Members

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

2.0 Background

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.

Leeds City Council Scrutiny Review (May 2009)

- 2.2 As part of their 2008/09 Audit and Inspection Plan, KPMG (the Council's external auditors) carried out a review of the Council's Overview and Scrutiny function. The outcome of that review is presented elsewhere on the agenda, however a specific aspect relates to the appointment of co-opted members to Scrutiny Boards.
- 2.3 The relevant extract and associated recommendation from the KPMG report is detailed below:

Having attended Scrutiny meetings at LCC that had both co-opted Members on the Board and no co-opted Members there appeared to be a greater level of participation by all when the Boards contained co-opted Members. In addition the contribution made by the co-opted Members was very valuable as these Members were able to draw upon their experiences and provide a different perspective.

Currently the constitution of LCC does allow all Scrutiny Boards to have co-opted members it is just something that is not widely exercised. This is almost the opposite at Bristol City Council where there are a large number of Scrutiny Boards with co-opted Members. The Scrutiny Support Unit has however been proactive in this area and have recently taken a paper to the Scrutiny Advisory Group highlighting the benefits of having co-opted Members on Scrutiny Boards.

Recommendation Six

Each of the Scrutiny Boards should assess more formally whether co-opted Members should be invited to participate in their Board so to allow them to draw from the benefits of their involvement.

- 2.4 In response to this recommendation, it was agreed that each Scrutiny Board would be formally asked to consider the potential involvement of co-opted members throughout the year.

3.0 Arrangements for appointing co-opted members

General arrangements

- 3.1 It is widely recognised that in some circumstances, in particular where there is some specialist knowledge or skill, co-opted members can significantly aid the work Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members. In general terms, Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

Specific arrangements

- 3.2 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board, however, there are some particular legislative exceptions. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and summarised below:

Education Representatives

- 3.3 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:
- One Church of England diocese representative¹
 - One Roman Catholic diocese representative¹
 - Three parent governor representatives²

Where the Scrutiny Board deals with other non-educational matters the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.

¹ Article 6 states this appointment shall be for a term of office that does not go beyond the next Annual Meeting of Council

² Article 6 states these appointments shall be for a four-year term of office

Crime and Disorder Representatives

- 3.4 In accordance with the requirements of the Police and Justice Act 2006, the Council has designated the Scrutiny Board (Environment and Neighbourhoods) to act as the Council's crime and disorder committee.
- 3.5 The overall implications of this designation are detailed elsewhere on the agenda, however there are specific powers relating to the appointment of additional members detailed in Article 6. In this regard the Scrutiny Board (Environment and Neighbourhoods) may co-opt additional members to serve on the Board, providing they are:
- An employee, officer or member of a responsible authority³ or of a co-operating person or body⁴; and,
 - Not an Executive Member
- 3.6 The Scrutiny Board (Environment and Neighbourhoods) may limit the co-opted member's participation to those matters where the Scrutiny Board is acting as the Council's crime and disorder committee.
- 3.7 As Leeds does not have a formal scheme to allow a co-opted member to have voting rights, any co-opted member will not have voting rights and the Board may withdraw the co-opted membership at any time.

4.0 Issue to consider when seeking to appoint co-opted members

- 4.1 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members. As a result, there is a plethora of methods employed within Councils for the appointment of co-optees to Overview and Scrutiny Committees (Scrutiny Boards). For example, some Council's use "job descriptions", some carry out formal interviews and some advertise for co-optees in the local press, with individuals completing a simple application form which is then considered by Members.
- 4.2 In considering or seeking the appointment of co-opted members, Scrutiny Boards may find it useful to consider that co-opted members should:
- Add value to the work of the Scrutiny Board and/or specific inquiry, by having some specialist skill or knowledge
 - Be considered as representatives of wider groups of people. For example, service user representatives, voluntary or community groups etc.
 - Not be seen as a replacement to professional advice from officers;
 - Be mindful about the extent of any potential conflicts of interest;
- 4.3 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of Scrutiny Boards.
- 4.4 In addition, when considering the issue of co-opted members, Scrutiny Boards should also be mindful of the role of expert witnesses and seeking information /

³ These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5. In Leeds, *Safer Leeds* is the city's Crime and Disorder Reduction Partnership, therefore the 'responsible authorities' are those bodies represented on the Safer Leeds Partnership Executive.

⁴ People or bodies with whom the responsible authorities have a duty to co-operate as set out in the Police and Justice Act 2006, Section 19(2)(b).

evidence from a variety of different sources to help fulfill the objectives of the work programme and/or a specific inquiry.

5.0 Scrutiny Board (Adult Social Care)

5.1 During 2008/09, Scrutiny Board (Adult Social Care) made the following non-voting co-opted appointments:

- A representative of the Alliance Service Users and Carers – Ms Joy Fisher
- A representative of Equality Issues – Mrs Sally Morgan

5.2 The nominating bodies have indicated that they would wish the same people to continue on the Board, should the Scrutiny Board decide to maintain the same range of co-opted appointments for 2009/10.

Leeds Local Involvement Networks (LINK)

5.3 However, this year the Scrutiny Board is advised to consider the role of the new Leeds Local Involvement Network (LINK). Further details about the LINK are set out later in the Board's agenda. In summary, the LINK will act as the successor to the Patient and Public Involvement Forums, but with an extended remit covering social care. Run by local people and groups, the role of a LINK is to promote involvement; to find out what people like and dislike about local services; monitor the care provided by services; and use LINK powers to hold services to account.

5.4 Under provisions in the Local Government and Public Involvement in Health Act 2007, the local LINK has the right to refer both health and social care matters to the relevant Scrutiny Board. In turn, this places responsibility on the appropriate Scrutiny Board to acknowledge any such referrals and keep the LINK informed about what actions, if any, will be taken.

5.5 Locally, in August 2008, the Shaw Trust was appointed as the host organisation to support the work of the Leeds LINK. Since that time it has been working with the LINK Preparatory Group to get a wide range of people and organisations involved in the LINK. In addition, an Interim Steering Group (the membership of which was drawn from the LINK Preparatory Group) was established to act as a provisional decision-making body, pending the establishment of a formal steering group following appropriate elections.

5.6 Leeds' LINK is set for an official launch on 9 June 2009. This will include the formal opening of the election process to establish a LINK Steering Group (also referred to as the 'core group'). It is anticipated that the LINK Steering Group will be in place in August 2009, but until that time the Interim Steering Group will continue to act as the decision-making body.

Leeds LINK – Annual Report

5.7 LINKs are accountable to the public and to the Secretary of State for Health. As such, every year all LINKs are required to publish an annual report, which will also be sent to the Care Quality Commission, to relevant Overview and Scrutiny Committees (Scrutiny Boards), Primary Care Trusts (NHS Leeds) and the Strategic Health Authority (NHS Yorkshire and the Humber).

5.8 The Annual Report (2008/09) for the Leeds LINK, covering the period 1 April 2008 to 31 March 2009, is currently being prepared and will be agreed by the Interim Steering Group. The deadline for the completion of the Annual Report (2008/09) is

30 June 2009 and, in line with the requirements of legislation, will be made available to the Scrutiny Board as soon as practicable.

Leeds LINK representatives as co-opted members

- 5.9 Given the role and function of LINKs, the relationship between the Leeds LINK and the Council's Scrutiny Boards will be key. The Board may therefore wish to give consideration to seeking nominations from Leeds LINK for representatives to act as non-voting co-opted members on the Board this year.
- 5.10 The Board may also wish to consider a similar approach if/when seeking to identify any non-voting co-opted members for the duration of a particular and specific scrutiny inquiry (as indicated in paragraph 3.1 above).

6.0 Recommendation

- 6.1 In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

Background Papers

- The Council's Constitution
- Police and Justice Act 2006
- KPMG Scrutiny Review May 2009

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Report of the Head of Scrutiny and Member Development

Scrutiny Board: SCRUTINY BOARD (Adult Social Care)

Date: 17th June 2009

Subject: Constitutional Amendments

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of Report

1.1 This report provides the Board with information and guidance reflecting recent amendments of the Council's Constitution, as agreed by Council on 21 May 2009, which directly relate to and/or impact on the work of Scrutiny Boards.

2.0 Background

2.1 The Local Government Act 2000 introduced new models of governance and decision-making arrangements for local authorities in England and Wales. This included putting in place executive arrangements for decision-making through a smaller, more prominent, number of local Councillors (the Executive Board). Within the new arrangements, the overview and scrutiny function was established to hold the Executive Board to account for its decisions and to contribute to evidence-based policy development across the Council.

2.2 Through a number of legislative changes, for example the Health and Social Care Act 2001 which introduced local health scrutiny, the role and responsibilities of overview and scrutiny have expanded significantly; with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners.

2.3 This report seeks to reflect on recent legislative changes, its impact on the scrutiny function and the subsequent amendments to the Council's Constitution, through changes to both the Scrutiny Board Procedural Rules and supportive guidance notes.

3.0 Constitutional amendments

- 3.1 Two recent Acts of Parliament, namely the Local Government and Public Involvement in Health Act 2007 and the Police and Justice Act 2006, have had a direct impact on the scrutiny function and required amendments to the Council's Constitution. Such amendments were agreed at the Council meeting in May 2009 and summarised below.

Councillor Call for Action (CCfA) Provisions

- 3.2 The Local Government Act 2000 included provisions to allow Elected Members to raise matters for consideration by the Council's Scrutiny Boards. This was reflected in the Council's Constitution, Scrutiny Board Procedure Rule 12 which made provision for dealing with such requests.
- 3.3 To supplement and strengthen the provisions set out in the Local Government Act 2000, the Government recently enacted provisions at Section 119 of the Local Government and Public Involvement in Health Act 2007. Referred to as 'Councillor Call for Action', these provisions give Councillors the opportunity to ask for discussions at Scrutiny Boards where *local* problems have arisen and where other methods of resolution have been exhausted.
- 3.4 Specific guidance on the process for administering a CCfA is set out in Annex 1 of the attached Guidance Note: *Requests for Scrutiny, Including Councillor Call for Action (CCfA), Local Crime and Disorder Matters, and Health and Social Care Matters*.

Arrangements for the Scrutiny of Crime and Disorder Functions and Local Crime and Disorder Matters

- 3.5 The Police and Justice Act 2006 extends the remit of local authorities to scrutinise crime and disorder functions¹, with Part 3 of the Act stating that every local authority shall ensure it has a 'Crime and Disorder Committee' to fulfill this role. At the Council meeting in May 2009, the Environment and Neighbourhoods Scrutiny Board was assigned to undertake this role.
- 3.6 Overall, in its capacity as a crime and disorder committee, the Scrutiny Board (Environment and Neighbourhoods) has powers to:
- (a) Review or scrutinise decisions made (or action taken), in connection with the discharge of crime and disorder functions by the 'responsible authorities'²;
 - (b) Review or scrutinise any Member referred local crime and disorder matter;
 - (c) Make reports and/or recommendations to the Council or the Executive;
 - (d) Call an officer from a responsible authority to attend its meetings in order to answer questions or otherwise to provide information and to respond to reports or recommendations made by the Scrutiny Board;
 - (e) Co-opt additional members to serve on the committee, either with or without voting rights³

These additional powers are reflected in the revised terms of reference for the Scrutiny Board (Environment and Neighbourhoods).

¹ Set out in Sections 19, 20 and 21 of the Police and Justice Act 2006

² These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5. In Leeds, *Safer Leeds* is the city's Crime and Disorder Reduction Partnership, therefore the 'responsible authorities' are those bodies represented on the Safer Leeds Partnership Executive

³ Details are set out in Article 6 (Scrutiny Boards: Co-opted Members)

- 3.7 Alongside the additional scrutiny powers, in its capacity as the Council's crime and disorder committee, the Scrutiny Board (Environment and Neighbourhoods) *must* meet at least once each year to fulfill its role in relation to the responsible authorities.
- 3.8 The Police and Justice Act 2006 also makes provision for elected members to refer local crime and disorder matters to the Council's designated Crime and Disorder Committee.
- 3.9 For this purpose, local crime and disorder matters should be considered to encompass all community safety issues that affect all or part of the ward for which the member is elected or any person who lives or works in that area, including:
- Antisocial behaviour;
 - Other behaviour adversely affecting the local environment;
 - The misuse of drugs, alcohol or other substances
- 3.10 While the Police and Justice Act 2006 clearly provides separate provision for the referral of local crime and disorder matters, in practice the principles and processes involved are essentially the same as for any Councillor Call for Action (CCfA) referral, however any crime and disorder referrals will be considered by the Scrutiny Board (Environment and Neighbourhoods), in its capacity as the Council's crime and disorder committee.
- 3.11 Specific guidance on the process for administering a *Local Crime and Disorder referral* is set out in Annex 2 of the attached Guidance Note: *Requests for Scrutiny, Including Councillor Call for Action (CCfA), Local Crime and Disorder Matters, and Health and Social Care Matters*.

Local Involvement Networks (LINKS)

- 3.12 The Local Government and Public Involvement in Health Act 2007 gave a duty to all 150 local authorities in England with social services responsibilities, to enable the formation of a Local Involvement Network (LINK), to act as the successor to the Patient and Public Involvement Forums (PPIF) but with an extended remit covering social care.
- 3.13 Under provisions in the Local Government and Public Involvement in Health Act 2007, the local LINK has the right to refer both health and social care matters to the relevant Scrutiny Board. In turn, this places responsibility on the appropriate Scrutiny Board to acknowledge any such referrals keep the LINK informed about what actions, if any, will be taken.
- 3.14 Specific guidance on the process for administering a *Health and Social Care referral* is set out in Annex 3 of the attached Guidance Note: *Requests for Scrutiny, Including Councillor Call for Action (CCfA), Local Crime and Disorder Matters, and Health and Social Care Matters*.

Responding to inquiry report and recommendations

- 3.15 The Local Government and Public Involvement in Health Act 2007 also places a duty on the Council or Executive to consider and respond to any Scrutiny Board report and/or recommendations within two months of receipt of the report/recommendations. In referring any report / recommendations, a Scrutiny Board can require the Council or Executive to:
- Consider its report or recommendations;

- Respond, outlining any proposed action;
- Publish the response (if the Scrutiny Board has published its report and/or recommendations);
- Provide a copy of the response to the referring Member, where the matter originated from a “Councillor Call for Action”.

3.16 Where a Scrutiny Board sends its report or recommendations to another body, the body in question will also be asked to send its response to the Scrutiny Board within two months⁴, setting out:

- The views of the body
- Details of any action already taken in response to the recommendations;
- Proposed action and timescales; or
- Any reasons for inaction.

4.0 Other legislative changes

Scrutiny of Partners

- 4.1 Since its inception, it has been widely regarded as good practice for Scrutiny Boards to consider evidence/ information from a variety of sources, including partner and/or other outside organisations. The ability for Scrutiny Boards to require information from some outside organisations (relevant partners) is already covered in other legislation (i.e. NHS Act 2006 at Section 44 relating to Local NHS bodies for Health Scrutiny and section 20(5) of the Police and Justice Act 2006 for Crime and Disorder issues). However, with Scrutiny Boards having limited powers to require outside bodies to provide information, any requests for information have tended to be reliant on the cooperation or good will of the organisation involved.
- 4.2 However, Section 121 of the Local Government and Public Involvement in Health Act 2007 places a requirement on certain partner organisations⁵ to provide information to a relevant scrutiny committee when requested to do so.
- 4.3 While the information will relate to the partners responsibility for the delivery of LAA improvement targets, the Secretary of State has still to make regulations covering exactly what information relevant partner authorities must provide, and/or may not disclose to Scrutiny Boards. Clarity is also required on a number of issues including timescales and whether partners will be compelled to attend Scrutiny Board meetings or simply provide the information requested. Once issued, such regulations are likely to require further amendment(s) to the Council’s Constitution and associated guidance notes.

5.0 Recommendations

- 5.1 In fulfilling the role and function of the Scrutiny Board, Members are requested to note the amendments to the Council’s Constitution outlined in the report.
- 5.2 Members are also requested to note the likely changes resulting from the Secretary of State regulations regarding the provision of information from partner authorities.

⁴ For NHS bodies this time limit is 28 days (the Local Authority (Overview and Scrutiny Committee Health Scrutiny Functions) Regulations 2002. Where a Scrutiny Board has sent a report to a partnership the partnership is not required under these Rules to provide a response. Any partnership not otherwise required to provide a response will be invited to do so.

⁵ Set out in Part 5, Chapter 1 (Section 104).

6.0 Background Paper

The Council's Constitution

Local Government and Public Involvement in Health Act 2007

Police and Justice Act 2006

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GUIDANCE NOTE

REQUESTS FOR SCRUTINY, INCLUDING COUNCILLOR CALL FOR ACTION (CCfA), LOCAL CRIME AND DISORDER MATTERS AND HEALTH AND SOCIAL CARE MATTERS

1. INTRODUCTION

- 1.1. The Local Government Act 2000 introduced new models of governance and decision-making arrangements for local authorities in England and Wales. This included putting in place executive arrangements for decision-making through a smaller, more prominent, number of local councillors (the Executive Board). The overview and scrutiny function was established to hold the Executive Board to account for its decisions and to contribute to evidence-based policy development in the council.
- 1.2. In recent years, the role and responsibilities of overview and scrutiny have expanded significantly, with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners. Scrutiny's unique remit and enhanced public profile means that it can be the focus of many requests and suggestions for detailed investigations/inquiries.
- 1.3. Currently, there are a number of avenues for making a request for scrutiny, some of which are specifically set out in legislation. The Council's Constitution, through its Scrutiny Board Procedure Rules, makes provision for dealing with requests for scrutiny from a number of different sources and/or relating to different areas, including:
 - The Executive or Council;
 - Members of a Scrutiny Board;
 - Councillor Calls for Action (CCfA);
 - Local Crime and Disorder Matters;
 - Health and Social Care Matters;
 - Other sources, such as individual Members of Council, community groups and individual members of the public.
- 1.4. This guidance note seeks to provide general advice for Scrutiny Boards and Officers dealing with requests for scrutiny, along with more specific advice on:
 - Councillor Calls for Action (CCfA)¹;
 - Local Crime and Disorder Matters²;
 - Health and Social Care Matters;

2. BACKGROUND

- 2.1. Scrutiny's unique remit means that it is often in an excellent position to examine the links between organisations and see where working collaboratively could deliver enhanced services for local people. As such, Scrutiny Boards are often well placed to:
 - Use a variety of tools to identify areas for review;

¹ As set out in Section 119 of the Local Government and Public Involvement in Health Act 2007

² As set out in Section 19 of the Police and Criminal Justice Act 2006

- Obtain all the information required to identify any shortcomings in specific areas;
 - Discuss matters of concern with those both in receipt of services and those responsible for service delivery;
 - Produce reports and make appropriate recommendations for improvement.
- 2.2. As such, where areas for improvement have been identified and/or where matters remain unresolved, the ability to give an issue wider consideration by referring it to one or more of the Council's Scrutiny Boards should be regarded as a useful additional tool.

3. REQUESTS FOR SCRUTINY

General requests for scrutiny

- 3.1. Requests for scrutiny can emerge from a variety of sources and/or relate to a range of different areas (as set out in paragraph 1.3).
- 3.2. In broad terms, the Scrutiny Board Procedure Rules provide details of how requests for scrutiny from different sources should be administered. This can be summarised as follows:
- All requests for scrutiny received will be added to the agenda of the next ordinary meeting of the relevant Scrutiny Board;
 - Interested parties will be notified of the date, time and location of the Scrutiny Board meeting where a request for scrutiny will be considered;
 - At that meeting, the Scrutiny Board will determine whether or not to undertake a specific inquiry.
- 3.3. When deciding whether or not to undertake a scrutiny inquiry, a Scrutiny Board may usefully wish to consider and confirm whether:
- The matter raised relates The Board has considered a similar issue recently, and if so whether the circumstances and/or evidence has changed significantly.
 - The matter raised relates solely to an individual and is being or should be pursued via the Council's and/or other existing complaints procedure.
 - A similar or related issue is already included on the Board's current work programme, as it may be more appropriate to link the request for scrutiny to an existing work item.
 - The matter might more usefully be considered and referred to an alternative Scrutiny Board (i.e. as part of another inquiry and/or Scrutiny Board work programme).
 - The matter raised is of sufficient significance and has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements.
- 3.4. Where a Scrutiny Board is minded to undertake an inquiry as a result of a request for scrutiny, the Scrutiny Board will also consider:
- How the request meets the inquiry selection criteria;

- The impact on the Board's current work programme;
 - The time available to undertake an inquiry; and,
 - The level of resources required to carry out the work.
- 3.5. The decision whether or not to further investigate matters raised by a request for scrutiny is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.
- 3.6. Notification of the Scrutiny Board's decision (i.e. whether or not to investigate the matter(s) raised) will be provided based on the source of the original request, as follows:
- The Executive or Council – a detailed minute of the Scrutiny Board decision;
 - Members of a Scrutiny Board – a detailed minute of the Scrutiny Board decision;
 - Individual Members of Council – a detailed minute of the Scrutiny Board decision, followed by a letter on behalf of the Scrutiny Board.
 - Community groups and individual members of the public – a detailed minute of the Scrutiny Board decision, followed by a letter on behalf of the Scrutiny Board.
- 3.7. Where a Scrutiny Board decides not to investigate the matter(s) raised, the notification provided will include the reason(s) for that decision.
- 3.8. Where a Scrutiny Board decides to investigate the matter(s) raised, the notification provided will include an outline of the agreed actions with an indicative timetable. Notification of any significant deviation from this timetable will subsequently be provided.
- 3.9. A copy of any final report agreed by the Scrutiny Board and/or any recommendations made to the Council or the Executive Board will be made publically available and provided to the relevant parties as soon as practicable³.

Specific requests for scrutiny

- 3.10. Guidance on specific types of requests for scrutiny are attached to this guidance note as follows:
- Annex 1 – Councillor Calls for Action (CCfA);
 - Annex 2 – Local Crime and Disorder Matters;
 - Annex 3 – Health and Social Care Matters;

³ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

REQUESTS FOR SCRUTINY: COUNCILLOR CALL FOR ACTION (CCfA)

1. INTRODUCTION

- 1.1. Resolving concerns of the local community is an important element of a local councillor's role, and frequently these are resolved via a network of contacts within the organisation. However, where matters remain unresolved, the ability to give an issue wider consideration by referring it to an Overview and Scrutiny Board should be regarded as a useful additional tool.
- 1.2. In this regard, the Government has recently introduced provisions at Section 119 of the Local Government and Public Involvement in Health Act 2007 referred to as 'Councillor Call for Action', to allow Councillors the opportunity to ask for discussions at Scrutiny Boards where *local* problems have arisen and other methods of resolution have been exhausted and failed to deliver an appropriate outcome.
- 1.3. This part of the guidance note relates to the process for administering a *Councillor Call for Action* (CCfA)⁴ and aims to provide guidance and assistance for Members, Scrutiny Boards and Officers in the management and consideration of such requests.

2. BACKGROUND

- 2.1. Under the provisions set out in Section 119 of the Local Government and Public Involvement in Health Act 2007, a local member may raise a matter which relates to the discharge of any function of the authority that affects all or part of the ward for which the member is elected or any person who lives or works in that area, subject to the following exclusions,:
 - a matter which is a local crime and disorder matter within the meaning of section 19 of the Police and Criminal Justice Act 2006⁵;
 - individual complaints concerning personal grievances or commercial issues⁶;
 - any matter relating to a planning decision⁶;
 - any matter relating to a licensing decision⁶;
 - any matter relating to an individual or entity where a right of recourse, review or appeal already exists⁶;
 - any matter which is vexatious, discriminatory or not reasonable to be included on the agenda for, or to be discussed at, a Scrutiny Board meeting⁶;
 - any other matters specified in an order made by the Secretary of State from time to time.

⁴ As set out in Section 119 of the Local Government and Public Involvement in Health Act 2007

⁵ Guidance on *Arrangements for the Scrutiny of Crime and Disorder Functions and Local Crime and Disorder Matters* is provided in Annex B of this guidance note.

⁶ The Overview and Scrutiny (Reference by Councillors) (Excluded Matters) (England) Order 2008 defines an 'excluded matter' and came into force on 1 April 2009.

- 2.2. There is also provision for any matter to be referred to Overview and Scrutiny that consists of an allegation of systematic failure within the Council, notwithstanding the fact that the allegation specifies matters which would otherwise be excluded.
- 2.3. Best practice guidance on Councillor Call for Action (CCfA) has been published by the Centre for Public Scrutiny and the Improvement and Development Agency⁷. Whilst this guidance is not prescriptive it provides case study examples of good practice and local authorities that piloted CCfA arrangements. The key points emphasised in the guidance include:
- CCfA is a means of last resort and should be aimed at seeking resolution where other techniques have failed;
 - senior level officer and Member commitment to resolving issues is necessary for maximum effort;
 - any local CCfA guidance to be light touch;
 - the CCfA process should be developed through a consultation process involving Members and other local partners;
 - CCfA is designed to assist Members in dealing with local ward issues – problems which affect the whole Council area should be dealt with in another way;
 - Members will need to discuss what exactly will constitute the successful resolution of the issue;
 - the forum for discussion is less important than the fact that the issue should be discussed together in its entirety.

3. COUNCILLOR CALL FOR ACTION – THE LOCAL PROCESS

Steps to be taken prior to making a Councillor Call for Action (CCfA) referral

- 3.1. The CCfA should be considered as a mechanism of last resort, where all other methods of resolution have been exhausted and failed to deliver an appropriate outcome.
- 3.2. In using the CCfA provisions, a ward member (the referring Member) must have regard to the guidance issued by the Secretary of State, outlined in 2.1 above, paying particular attention to those matters deemed to be excluded.
- 3.3. Prior to referring a CCfA to a Scrutiny Board, the referring Member must have made reasonable attempts to resolve the matter using all mechanisms and resources available to them as a ward councillor.
- 3.4. As a minimum, it is expected that the referring Member will have satisfied themselves that the issue is not an excluded matter and will have made reasonable attempts to resolve the matter by approaching one or more of the following:
- the relevant Director(s) and/or Chief Officer(s)
 - the relevant Executive Board member(s)
 - any relevant partnership bodies or local groups

⁷ Available from the Publications section of the Centre for Public Scrutiny website: www.cfps.org.uk

Making a Councillor Call for Action (CCfA) referral

- 3.5. Any CCfA request should be made in writing to the Head of Scrutiny and Member Development and be accompanied with supporting evidence, including details of any meetings and/or discussions that have taken place in an attempt to resolve the matter, along with any associated conclusions.
- 3.6. The purpose of providing such supporting evidence is to demonstrate that other appropriate methods of resolution have been explored and exhausted. As such, in providing any supporting evidence the referring Member should seek to demonstrate that:
 - All relevant internal routes of resolution have been followed, with sufficient time allowed to resolve the matter.
 - The matter should not be pursued via the Council's complaints procedure.
 - All relevant partner organisations have been informed of the matter (for example, through formal letters written on behalf of constituents), with sufficient time allowed to resolve the matter.
- 3.7. Where the Head of Scrutiny and Member Development deems that there is insufficient evidence to demonstrate that other methods of resolution have been exhausted then the request will be deemed invalid. In such circumstances, the Head of Scrutiny and Member Development will notify the referring Member in writing within 5 working days, detailing the reason(s) for the decision made.
- 3.8. Where a CCfA request has been deemed invalid, the referring Member shall have the right to appeal the decision of the Head of Scrutiny and Member Development. Any such appeals shall be made in writing to the Chief Democratic Services Officer within 5 working days of the original notification provided by the Head of Scrutiny and Member Development.
- 3.9. On receipt of such an appeal, the Chief Democratic Services Officer shall provide notification of the judgement made in relation to the CCfA request within 5 working days, detailing the reason(s) for the decision made. Such notification will be made in writing and provided to the referring Member and the Head of Scrutiny and Member Development.
- 3.10. The decision of the Chief Democratic Services Officer shall be final and there will be no further right of appeal.

Prior to the Scrutiny Board meeting

- 3.11. Any valid CCfA request received will be included on the agenda of the next ordinary meeting of the appropriate Scrutiny Board. This shall include all supporting evidence⁸ provided to demonstrate that other appropriate methods of resolution have been explored and exhausted.

⁸ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

- 3.12. The Head of Scrutiny and Member Development shall notify the referring Member of the date, time and location of the Scrutiny Board meeting where the request shall be considered.
- 3.13. At the discretion of the relevant Scrutiny Board Chair, the relevant member of the Executive Board, Area Committee Chair and/or appropriate officer will be invited to attend and contribute to the discussion at the Scrutiny Board meeting where a CCfA request is being considered.
- 3.14. In order to assist the Scrutiny Board in reaching a decision on a CCfA request, the Chair of the Scrutiny Board may also choose to invite other organisation(s) and/or individual(s) to attend and contribute to the discussion at the Scrutiny Board meeting.

During the Scrutiny Board meeting

- 3.15. All CCfA requests will to be looked at on their individual merits and on the basis of the evidence provided. The referring Member will be entitled to address the meeting of the Scrutiny Board when a CCfA request is being considered.
- 3.16. In considering whether or not to investigate the matter raised, the Scrutiny Board will have regard to:
- any powers which the referring Member may exercise in relation to the matter under consideration (i.e. exercise of functions by local councillors under local delegated decision-making arrangements);
 - any representations made by the referring Member as to why the matter should be investigated.
- 3.17. In order to assist the Scrutiny Board in deciding whether or not to investigate the matter(s) raised, the Chair of the Scrutiny Board may also choose to invite comments from any other organisation(s) or individual(s) deemed suitable.
- 3.18. When deciding whether or not to further investigate the CCfA, the Scrutiny Board may usefully wish to consider and confirm whether:
- There is sufficient evidence to demonstrate that:
 - All reasonable attempts have been made to resolve the matter by the referring Member.
 - The matter raised is not being progressed and all relevant service areas or partner organisations have been informed and allowed sufficient time to resolve the matter.
 - The matter is being or should be pursued via the Council's complaints procedure.
 - The Board has considered a similar issue recently, and if so whether the circumstances and/or evidence has changed significantly.
 - A similar or related issue is already included on the Board's current work programme, as it may be more appropriate to link the CCfA request to an existing work item.
 - The matter might more usefully be considered and referred to an alternative Scrutiny Board (i.e. as part of another inquiry and/or Scrutiny Board work programme).

- The matter referred has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to improvements for anyone living or working in the referring Member's ward.
- 3.19. Where a Scrutiny Board is minded to undertake an inquiry as a result of a CCfA, the Scrutiny Board will also consider:
- How the referral meets the inquiry selection criteria;
 - The impact on the Board's current work programme;
 - The time available to undertake an inquiry; and,
 - The level of resources required to carry out the work.
- 3.20. The decision whether or not to further investigate the matter(s) raised is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.

After the Scrutiny Board meeting

- 3.21. Where a Scrutiny Board has considered a CCfA request, the Head of Scrutiny and Member Development will provide written notification of the outcome of the Scrutiny Board's deliberations to the referring Member, within 5 working days of the Scrutiny Board meeting.
- 3.22. Where a Scrutiny Board decides not to investigate the matter raised, this notification will include the reason(s) for that decision.
- 3.23. Where a Scrutiny Board decides to further investigate the matter(s) raised, this notification will include an outline of the agreed actions with an indicative timetable. The referring Member will be subsequently notified of any significant deviation from this timetable.
- 3.24. A copy of any final report agreed by the Scrutiny Board and/or any recommendations made to the Council or the Executive Board will be provided to the referring Member as soon as practicable⁹.

⁹ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

REQUESTS FOR SCRUTINY: LOCAL CRIME AND DISORDER MATTERS

1. INTRODUCTION

- 1.1. Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, extend the remit of local authorities to scrutinise crime and disorder functions. As a result, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'. The Environment and Neighbourhoods Scrutiny Board has been assigned to fulfil this role.
- 1.2. Overall, in its capacity as a crime and disorder committee, the Scrutiny Board has powers to:
 - (a) Review or scrutinise decisions made (or action taken), in connection with the discharge of crime and disorder functions by the 'responsible authorities'¹⁰;
 - (b) Review or scrutinise any Member referred local crime and disorder matter;
 - (c) Make reports and/or recommendations to the Council or the Executive;
 - (d) Call an officer from a responsible authority to attend its meetings in order to answer questions or otherwise to provide information and to respond to reports or recommendations made by the Scrutiny Board;
 - (e) Co-opt additional members to serve on the committee, either with or without voting rights¹¹
- 1.3. In addition, the Scrutiny Board must meet to review or scrutinise decisions made, or other action taken, by the responsible authorities at least once a year.
- 1.4. This part of the guidance note relates to the process for administering a *Local Crime and Disorder referral* and aims to provide guidance and assistance for Members, Scrutiny Boards and Officers in the management and consideration of such requests.

2. BACKGROUND

- 2.1. The Police and Justice Act 2006 makes provision for elected members to refer local crime and disorder matters to the Council's designated Crime and Disorder Committee. Local crime and disorder matters should be considered to encompass all community safety issues that affect all or part of the ward for which the member is elected or any person who lives or works in that area including:
 - Antisocial behaviour;
 - Other behaviour adversely affecting the local environment;
 - The misuse of drugs, alcohol or other substances

¹⁰ These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5. In Leeds, *Safer Leeds* is the city's Crime and Disorder Reduction Partnership, therefore the 'responsible authorities' are those bodies represented on the Safer Leeds Partnership Executive

¹¹ Details are set out in Article 6 (Scrutiny Boards: Co-opted Members)

- 2.2. While the Police and Justice Act 2006 makes separate provision for the referral of local crime and disorder matter, in practice the principles and processes involved are essentially the same as for any Councillor Call for Action (CCfA) referral.

3. LOCAL CRIME AND DISORDER REFERRALS – THE LOCAL PROCESS

Steps to be taken prior to making a local crime and disorder referral

- 3.1. A local crime and disorder referral should be considered as a mechanism of last resort, where all other methods of resolution have been exhausted and failed to deliver an appropriate outcome.
- 3.2. Prior to a referring a local crime and disorder matter to the Crime and Disorder Committee, the referring Member must have made reasonable attempts to resolve the matter using all mechanisms and resources available to them as a ward councillor. As a minimum, it is expected that the referring Member will attempted to resolve the matter by approaching the 'responsible authorities' represented on the Safer Leeds Partnership Executive.

Making a local crime and disorder referral

- 3.3. Any local crime and disorder referral should be made in writing to the Head of Scrutiny and Member Development and be accompanied with supporting evidence, including details of any meetings and/or discussions that have taken place in an attempt to resolve the matter, along with any associated conclusions.
- 3.4. The purpose of providing such supporting evidence is to demonstrate that other appropriate methods of resolution have been explored and exhausted. As such, in providing any supporting evidence the referring Member should seek to demonstrate that:
- All relevant internal routes of resolution have been followed, with sufficient time allowed to resolve the matter.
 - The matter should not be pursued via an existing complaints procedure.
 - Relevant responsible authorities have been informed of the matter (for example, through formal letters written on behalf of constituents), with sufficient time allowed to resolve the matter.
- 3.5. Where the Head of Scrutiny and Member Development deems that there is insufficient evidence to demonstrate that other methods of resolution have been exhausted then the referral will be deemed invalid. In such circumstances, the Head of Scrutiny and Member Development will notify the referring Member in writing within 5 working days, detailing the reason(s) for the decision made.
- 3.6. Where a local crime and disorder referral has been deemed invalid, the referring Member shall have the right to appeal the decision of the Head of Scrutiny and Member Development. Any such appeals shall be made in writing to the Chief Democratic Services Officer within 5 working days of the original notification provided by the Head of Scrutiny and Member Development.

- 3.7. On receipt of such an appeal, the Chief Democratic Services Officer shall provide notification of the judgement made in relation to the local crime and disorder referral within 5 working days, detailing the reason(s) for the decision made. Such notification will be made in writing and provided to the referring Member and the Head of Scrutiny and Member Development.
- 3.8. The decision of the Chief Democratic Services Officer shall be final and there will be no further right of appeal.

Prior to the Scrutiny Board meeting

- 3.9. Any valid local crime and disorder referral received will be included on the agenda of the next ordinary meeting of the appropriate Scrutiny Board. This shall include all supporting evidence¹² provided to demonstrate that other appropriate methods of resolution have been explored and exhausted.
- 3.10. The Head of Scrutiny and Member Development shall notify the referring Member of the date, time and location of the Scrutiny Board meeting where the request shall be considered.
- 3.11. Where a local crime and disorder referral is being considered, the appropriate representative(s) from the relevant 'responsible authorities' represented on the Safer Leeds Partnership Executive will be invited to attend and contribute to the discussion at the Scrutiny Board meeting.
- 3.12. In order to assist the Scrutiny Board in reaching a decision on a local crime and disorder referral, the Chair of the Scrutiny Board may also choose to invite other organisation(s) and/or individual(s) to attend the Scrutiny Board meeting.

During the Scrutiny Board meeting

- 3.13. All local crime and disorder referrals will to be looked at on their individual merits and on the basis of the evidence provided. The referring Member will be entitled to address the meeting of the Scrutiny Board when a local crime and disorder referral, raised by that Councillor, is being considered.
- 3.14. In considering whether or not to investigate the matter(s) raised, the Scrutiny Board will have regard to:
- any powers which the referring Member may exercise in relation to the matter under consideration (i.e. exercise of functions by local councillors under local delegated decision-making arrangements);
 - any representations made by the referring Member as to why the matter should be investigated.
- 3.15. In order to assist the Scrutiny Board in deciding whether or not to further investigate the matter(s) raised, the Chair of the Scrutiny Board may choose to invite comments from any other organisation(s) or individual(s) deemed suitable.

¹² Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

3.16. When deciding whether or not to further investigate the local crime and disorder referral, the Scrutiny Board may usefully wish to consider and confirm whether:

- There is sufficient evidence to demonstrate that:
 - All reasonable attempts have been made to resolve the matter by the referring Member.
 - The matter raised is not being progressed and all relevant service areas or partner organisations have been informed and allowed sufficient time to resolve the matter.
- The matter is being or should be pursued via an existing complaints procedure.
- The Board has considered a similar issue recently, and if so whether the circumstances and/or evidence has changed significantly.
- A similar or related issue is already included on the Board's current work programme, as it may be more appropriate to link the local crime and disorder referral to an existing work item.
- The matter referred has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to improvements for anyone living or working in the referring Member's ward.

3.17. Where the Scrutiny Board is minded to undertake an inquiry as a result of a referral, the Scrutiny Board will also consider:

- How the referral meets the inquiry selection criteria;
- The impact on the Board's current work programme;
- The time available to undertake an inquiry; and,
- The level of resources required to carry out the work.

3.18. The decision whether or not to further investigate the matter(s) raised is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.

After the Scrutiny Board meeting

3.19. Where the Scrutiny Board has considered a local crime and disorder referral, the Head of Scrutiny and Member Development will provide written notification of the outcome of the Scrutiny Board's deliberations to the referring Member, within 5 working days of the Scrutiny Board meeting.

3.20. Where the Scrutiny Board decides not to investigate the matter(s) raised, this notification will include the reason(s) for that decision.

3.21. Where the Scrutiny Board decides to further investigate the matter(s) raised, this notification will include an outline of the agreed actions with an indicative timetable. The referring Member will subsequently be notified of any significant deviation from this timetable.

3.22. A copy of any final report agreed by the Scrutiny Board and/or any recommendations made to the Council or the Executive Board will be provided to the referring Member as soon as practicable¹³.

¹³ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

REQUESTS FOR SCRUTINY: HEALTH AND SOCIAL CARE MATTERS

1. INTRODUCTION

- 1.1. The Local Government and Public Involvement in Health Act 2007 gave a duty to all 150 local authorities in England with social services responsibilities, to enable the formation of a Local Involvement Network (LINK). In summary, the LINK will act as the successor to the Patient and Public Involvement Forums (PPIF) but with an extended remit covering social care.
- 1.2. Under provisions in the Local Government and Public Involvement in Health Act 2007, the local LINK has the right to refer both health and social care matters to the relevant Scrutiny Board. In turn, this places responsibility on the appropriate Scrutiny Board to acknowledge any such referrals and keep the LINK informed about what actions, if any, will be taken.
- 1.3. This part of the guidance note relates to the process for administering a *Health and Social Care referral* and aims to provide guidance and assistance for Members, Scrutiny Boards and Officers in the management and consideration of such requests.

2. BACKGROUND

- 2.1. LINKs have been set up to give communities a stronger voice in how their health and social care services are delivered. Run by local people and groups, the role of a LINK is to promote involvement, to find out what people like and dislike about local services, monitor the care provided by services and use LINK powers to hold services to account.
- 2.2. Given the role and function of LINKs, the relation between the LINK and the Council's Scrutiny Boards will be key and more detailed information on this relationship is provided in a separate guidance note.
- 2.3. An important function of the LINK is the ability to refer both health and social care matters to the relevant Scrutiny Board. In turn, this places responsibility on the appropriate Scrutiny Board to acknowledge any such referrals and keep the LINK informed about the progress of any agreed actions.

3. HEALTH AND SOCIAL CARE REFERRALS – THE LOCAL PROCESS

Steps to be taken prior to making a health or social care referral

- 3.1. Under the Local Government and Public Involvement in Health Act 2007 and the Local Involvement Networks Regulations 2008, the local LINK has the right to refer any matter relating to the planning, provision and operation of health or social care services to the relevant Scrutiny Board.
- 3.2. This should not detract from the aspiration for relevant Scrutiny Boards to work closely with the LINK to ensure that knowledge about work programme items and emerging issues is regularly shared.

- 3.3. Any formal referral of such matters should be considered as a mechanism of last resort and occur in instances where the relevant health or social care service provider / commissioner has failed to provide a satisfactory response to a report/ recommendations produced by the LINK within 20 working days.

Making a health or social care referral

- 3.4. Any health or social care referral should be made in writing to the Head of Scrutiny and Member Development and be accompanied with supporting evidence, which outlines the rationale for the referral and demonstrates that the relevant health or social care service provider / commissioner has been given sufficient time to respond to the issue(s) raised.

Prior to the Scrutiny Board meeting

- 3.5. On receipt of a health or social care referral, the Head of Scrutiny and Member Development will ensure the matter, together with all the supporting evidence¹⁴ provided by the LINK, is included on the agenda of the next ordinary meeting of the appropriate Scrutiny Board.
- 3.6. On behalf of the relevant Scrutiny Board, the Head of Scrutiny and Member Development shall acknowledge receipt of any health or social care referral within 20 working days of its receipt. Within this acknowledgement, details of the date, time and location of the Scrutiny Board meeting where the referral shall be considered will also be provided.
- 3.7. Where a health or social care referral is being considered, an appropriate representative from the relevant health or social care service provider / commissioner will be invited to attend and contribute to the discussion at the Scrutiny Board meeting.

During the Scrutiny Board meeting

- 3.8. All health or social care referrals will to be looked at on their individual merits and on the basis of the evidence provided. Representatives from the LINK will be entitled to address the meeting of the Scrutiny Board where such a referral is being considered.
- 3.9. In order to assist the Scrutiny Board in deciding whether or not to act on the referral, the Chair of the Scrutiny Board may also choose to invite comments from any other organisation(s) or individual(s) deemed suitable.
- 3.10. When deciding whether or not to act on the health or social care referral, the Scrutiny Board will consider the impact of any proposed action. In particular, where a Scrutiny Board is minded to undertake an inquiry as a result of a referral, the Scrutiny Board will consider:
- How the referral meets the inquiry selection criteria;
 - The impact on the Board's current work programme;
 - The time available to undertake an inquiry; and,
 - The level of resources required to carry out the work.

¹⁴ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information

3.11. The decision whether or not to act on the referral is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.

After the Scrutiny Board meeting

3.12. Where a Scrutiny Board has considered a health or social care referral, the Head of Scrutiny and Member Development will provide written notification of the outcome of the Scrutiny Board's deliberations to the LINK, within 5 working days of the Scrutiny Board meeting.

3.13. Where a Scrutiny Board decides not to act on the referral, this notification will include the reason(s) for that decision.

3.14. Where a Scrutiny Board decides to act on the referral, this notification will include an outline of the proposed actions and an indicative timetable. The LINK will subsequently be notified of any significant deviation from this timetable.

3.15. A copy of any final report agreed by the Scrutiny Board and/or any recommendations made to the relevant health or social care service provider / commissioner will be provided to the LINK as soon as practicable¹⁵.

¹⁵ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

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Report of the Head of Scrutiny and Member Development

Scrutiny Board: Adult Social Care

Date: 17th June 2009

**Subject: Input to the Work Programme 2009/10 - Sources of Work and
Establishing the Board's Priorities**

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity
Community Cohesion
Narrowing the Gap

1.0 Purpose of Report

- 1.1 This report provides information and guidance to assist the Board develop its work programme for 2009/10.
- 1.2 Relevant information from the following key sources have been extracted appropriate to this Board's responsibilities and attached to this paper to assist Members in this process (Appendix 1):
- Council Business Plan 2008 – 2011 – Executive Summary
 - Leeds Strategic Plan 2008 -2011 – Executive Summary
 - List of Scrutiny inquiries undertaken in the past five years that are relevant to the Board's portfolio
- 1.3 Other sources of work will continue to be 'requests for scrutiny' and corporate referrals.
- 1.4 A copy of the Board's terms of reference is attached for reference purposes. (Appendix 2)
- 1.5 The relevant extract from the latest forward plan and the most recent Executive Board minutes are also attached for consideration. (Appendix 3)

2.0 Guidance

- 2.1 Over the last few years of Scrutiny Board work, experience has shown that the process is more effective if the Board seeks to minimise the number of substantial inquiries running at one time. This view is echoed within the findings of the recent

KPMG external report on the Scrutiny function in Leeds, which is discussed elsewhere in this agenda.

2.2 The Board is advised to consider the benefits of single item agendas (excluding miscellaneous information and minutes) in order to focus on all the relevant evidence and complete an inquiry in a shorter period of time. There are various mechanisms available to assist the Board in concluding inquiries quickly, such as working groups and site visits.

2.3 The agreed Memorandum of Understanding between Executive Board and Overview and Scrutiny which sits within the Council's Constitution states;

"The responsibility of those setting scrutiny work programmes is, therefore, to ensure that items of work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

It is recognised that Scrutiny Boards have a 'watching brief' role. In addition information is required for members' own development process, particularly as membership of the Boards is changed annually.

However, it is also recognised that agendas are often filled up with reports for this purpose, which takes up time for both officers and Members. Where Scrutiny Boards wish to ask questions at a general or more strategic level and/or be updated on issues already considered in detail, the facility of Members' Questions – where a verbal exchange replaces written reports - should be used.

It is expected that where ever possible prior notification is given of the likely questions to be asked".

2.4 For the past couple of years the Children's Services Board in particular has developed the approach of devoting one meeting per quarter to 'horizon scan' issues and consider performance management. This includes discussing with Executive Members and officers relevant issues. This is acknowledged within the KPMG report as good practice.

3.0 Work programming

3.1 Councillor Harrand, Executive Member for Adult Health and Social Care and the Director of Adult Social Services, Sandie Keene, have been invited to attend this meeting of the Board to contribute to discussions about the Board's work programme.

3.2 Following those discussions, the Board is asked to agree an outline work programme that prioritises the issues to be investigated.

4.0 Recommendations

4.1 Members are requested to use the attached information and the discussion with those present at the meeting to develop its work programme.

Background Papers

Council Business Plan 2008 – 2011
Leeds Strategic Plan 2008 - 2011

Council Business Plan 2008 to 2011

Executive Summary

About the Council Business Plan

The **Council Business Plan 2008 to 2011** is an important high level plan which outlines the ways we want to change and improve our organisation over the next three years. It sets out the internally facing business development, organisational change and process transformation activities that we will be undertaking and it ensures that we have the resources in place to deliver these.

It is the sister document to the **Leeds Strategic Plan 2008 to 11** which sets out our externally facing priorities for improving the lives of the people of Leeds. These priorities are not just for the council but are shared with our partners across the city. By changing the way we work through the Council Business Plan we will be in good shape to successfully deliver the Leeds Strategic Plan. In other words the Business Plan is the **smarter working** that helps us achieve the **better results** of the Leeds Strategic Plan.

Our ambitions within the business plan are structured around three strategic outcomes which are translated into actions through a more detailed set of improvement priorities. These are supported by performance indicators and targets to measure the progress we will make over the next three years. There are also three big ideas which bring together the key themes of the plan and provide a focus for our efforts. These outcomes and improvement priorities are shown on the following pages.

Delivering the Plan

The Council Business Plan is translated into action through annual service plans, team plans and individuals actions and activities across the whole organisation. Everyone has a part to play in fulfilling these ambitions and they can only be achieved by working together. Many of the improvements in the plan do not work on their own and are linked together. For example, to improve leadership we need to make sure our leaders have good skills, are fully trained, are given feedback, and have clear policies to support them. The Business Plan will help us to co-ordinate these changes effectively.

Senior officers from across the council have responsibility for co-ordinating and delivering the improvement priorities and we have arrangements in place to monitor our progress on a regular basis and at the highest level.

Further information

For further information about the Council Business Plan 2008 to 2011 please contact:

councilplan@leeds.gov.uk
0113 224 3462

Or visit the intranet pages of the Policy Performance and Improvement team.

Business Outcome 1

We are a values led organisation and our people are motivated and empowered

BIG IDEA

We will take significant steps to reduce our carbon emissions

By 2011 we want to:

Organisational Design and Workforce Planning

- Ensure we have the right staff, in the right place with the right skills at the right time
- Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals
- Improve understanding and transparency of our decision-making and accountability processes

Leadership

- Improve leadership at all levels including officers and elected members
- Enhance our leadership of the city
- Strengthen communication (skills and mechanisms) at all levels

Democratic engagement

- Strengthen our democratic processes to improve governance and policy making
- Maximise member involvement in policy development, decision making and accountability

Equality Diversity and Cohesion and Integration

- Ensure colleagues reflect the diversity of our communities at all levels
- Ensure fair access to all our services
- Embed equality and diversity throughout the organisation

Sustainability

- Reduce the carbon emissions arising from our buildings, vehicles and operations **BIG IDEA**
- Increase the proportion of socially responsible goods and services that we procure
- Support the achievement of our strategic outcomes through our corporate social responsibility programme

Business Outcome 2
We are an intelligent organisation, using good quality information to deliver better outcomes

BIG IDEA
We will have a one council understanding of our customers

By 2011 we want to:

Information and knowledge management

- Improve our systems and processes to enable us to use our information effectively and efficiently
- Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels
- Ensure we have the right intelligence to inform our strategic planning
- Develop arrangements to protect and share information in line with legislative and regulatory requirements

Customer involvement, choice and satisfaction

- Improve our understanding of our customers
- Increase choice so customers can access services in more convenient ways
- Improve our services based on customer feedback
- Manage customer expectation and deliver on our promises
- Develop joined up and person centred services designed around the needs of our customers
- Enhance the links between front and back office services to deliver excellent end-to-end services

Stakeholder Engagement

- Increase involvement, engagement and participation of all communities especially under-represented groups
- Build trust with local communities to encourage greater engagement

Business Outcome 3
Our resources are clearly prioritised to provide excellent services and value for money

BIG IDEA
We will explore opportunities for collaboration to support our business transformation aspirations

By 2011 we want to:

Resource Prioritisation

- Deliver our 5 year financial strategy to align resources to our strategic priorities
- Embed sustainability in our resource management processes
- Consider all additional sources of funding available to support our priorities

Efficiency/Value for Money

- Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management.
- Embed value for money at all levels

Commissioning

- Implement a commissioning approach which is based on need, delivers value for money and ensures the best provider.

Service Improvement and Transformation

- Ensure strategic business transformation/improvement activity is prioritised and co-ordinated
- Enhance service improvement capacity to support business change at directorate/service level
- Embed a consistent approach to service planning which clearly links workforce planning, risk, financial and performance management.
- Explore opportunities for collaboration with private and public sector bodies BIG IDEA

Partnerships

- Develop sustainable and effective partnership governance framework

Support services

- Improve quality and efficiency of support services

Leeds Strategic Plan 2008 to 2011

Executive Summary

About the Leeds Strategic Plan

The Leeds Strategic Plan 2008 to 2011 sets out the strategic outcomes – the real changes we want to see in people's lives and the city by 2011, and improvement priorities – the key areas where we want to focus our efforts over the next three years. Clear targets have been set to measure the progress we will make over the next three years. The contents of the Plan are aligned with the eight themes in the Vision for Leeds 2004 to 2020, the sustainable community strategy for Leeds. The Leeds Strategic plan can be seen as the delivery plan for the Vision for Leeds.

Working in partnership through the Leeds Initiative, Leeds' local strategic partnership, the Council and its key partners have agreed, following extensive consultation with councillors, stakeholder groups and the public across the city, a single shared set of outcomes and priorities for the city.

The targets in the Leeds Strategic Plan have been selected after thorough study of the prospects, opportunities and challenges facing Leeds and agreed with partners in the city and with central government. The Leeds Strategic Plan is also the Local Area Agreement for Leeds, a formal agreement with central government about how to improve outcomes on our shared priorities..

At the heart of the Leeds Strategic Plan is our ambition to transform the quality of life in Leeds to see:

- people happy, healthy, safe, successful and free from the effects of poverty;
- our young people equipped to contribute to their own and the city's future well being and prosperity;
- local people engaged in decisions about their neighbourhood and community and help shape local services;
- neighbourhoods that are inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime;
- an environment that is clean, green, attractive and above all, sustainable; and
- a city-region that is prosperous, innovative and distinctive enabling individuals and businesses to achieve their economic potential.

Our long and successful record of partnership working is a sure foundation for the delivery of these ambitious targets for Leeds. Leeds is one of only three authorities nationally to have been awarded Beacon status for the quality of partnership working and, as a Beacon authority, we will help other authorities all over the country develop effective partnerships to represent local wishes and meet local needs.

How we will deliver this plan

Leeds City Council will play a key role engaging the public and other stakeholders to shape the contents of the Leeds Strategic Plan, managing performance and reporting progress to local people. The Leeds Strategic Plan is a partnership plan and Leeds Initiative and its groups, including the Strategy Group which brings together the major public sector partners in the city as well as key representatives from the business and voluntary, community and faith sectors, will monitor and manage progress and keep the contents of the Plan relevant to the needs of Leeds. Each partner will also integrate the targets and priorities in this Plan into their work plans. Leeds City Council has produced a Business Plan to support its contribution to the Leeds Strategic Plan.



Working in partnership through the Leeds Initiative



Strategic Outcomes The real changes we want to see		Improvement Priorities – our key focus for the next three years	
Culture			
	<ul style="list-style-type: none"> • Increased participation in cultural opportunities through engaging with all our communities. • Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance. 		<ul style="list-style-type: none"> • Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities. • Facilitate the delivery of major cultural schemes of international significance.
Enterprise and the Economy			
	<ul style="list-style-type: none"> • Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy. • Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre. 		<ul style="list-style-type: none"> • Increase innovation and entrepreneurial activity across the city • Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment • Increase international communications, marketing and business support activities to promote the city and attract investment.
Learning			
	<ul style="list-style-type: none"> • An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities. 		<ul style="list-style-type: none"> • Enhance the skill level of the workforce to fulfil individual and economic potential • Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap. • Improve learning outcomes and skill levels for 19 year olds. • Increase the proportion of vulnerable groups engaged in education, training or employment. • Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.
Transport			
	<ul style="list-style-type: none"> • Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours 		<ul style="list-style-type: none"> • Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking. • Improve the quality, use and accessibility of public transport services in Leeds. • Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements. • Improve road safety for all our users, especially motor cyclists, pedal cyclists and pedestrians.
Environment			
	<ul style="list-style-type: none"> • Reduced ecological footprint through responding to environmental and climate change and influencing others. • Cleaner, greener and more attractive city through effective environmental management and changed behaviours. 		<ul style="list-style-type: none"> • Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill. • Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so. • Undertake actions to improve our resilience to current and future climate change. • Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces. • Improve the quality and sustainability of the built and natural environment.

Strategic Outcomes The real changes we want to see	Improvement Priorities – our key focus for the next three years
Health and Wellbeing	
<ul style="list-style-type: none"> • Reduced health inequalities through the promotion of healthy life choices and improved access to services. • Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect. • Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing. 	<ul style="list-style-type: none"> • Reduce premature mortality in the most deprived areas. • Reduction in the number of people who smoke. • Reduce rate of increase in obesity and raise physical activity for all. • Reduce teenage conception and improve sexual health. • Improve the assessment and care management of children, families and vulnerable adults. • Improved psychological, mental health, and learning disability services for those who need it. • Increase the number of vulnerable people helped to live at home. • Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives. • Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.
Thriving Places	
<ul style="list-style-type: none"> • Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities. • Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours. • Increased economic activity through targeted support to reduce worklessness and poverty. 	<ul style="list-style-type: none"> • Increase the number of “decent homes”. • Increase the number of affordable homes. • Reduce the number of homeless people. • Reduce the number of people who are not able to adequately heat their homes. • Increase financial inclusion in deprived areas. • Create safer environments by tackling crime • Improve lives by reducing the harm caused by substance misuse • Reduce offending by managing offending behaviour better • Reduce bullying and harassment. • Reduce worklessness across the city with a focus on deprived areas. • Reduce the number of children in poverty. • Develop extended services, using sites across the city, to improve support to children, families and communities
Harmonious Communities	
<ul style="list-style-type: none"> • More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services. • Improved community cohesion and integration through meaningful involvement and valuing equality and diversity. 	<ul style="list-style-type: none"> • An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents. • An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery. • Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services. • An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.

Partners who have helped to draw up this Plan

Arts Council
Education Leeds
English Heritage
Environment Agency
Health and Safety Executive
Highways Agency
Jobcentre Plus
Learning and Skills Council
Leeds chamber of Commerce and Industry
Leeds Colleges
Leeds Partnership Foundation Trust
Leeds Primary Care Trust
Leeds Teaching Hospitals Trust
Leeds Voice
Museums, Libraries, Archives Yorkshire
Natural England
Re'new
Sport England
West Yorkshire Fire and Rescue Service
West Yorkshire Metro
West Yorkshire Police
West Yorkshire Police Authority
West Yorkshire Probation Service
Yorkshire Forward
Youth Offending Service

For enquiries about the Leeds Strategic Plan or to obtain a copy of the plan please:

Email: leedsstrategicplan@leeds.gov.uk

Telephone: **0113 224 346 2**

Visit our website: www.leedsstrategicplan.org.uk

Write to:
**Leeds Strategic Plan
Planning, Policy and
Improvement
2nd Floor East
Civic Hall
Leeds LS1 1UR**

If you do not speak English and need help in understanding this document, please phone: **0113 224 346 2** and state the name of your language. We will then put you on hold while we contact an interpreter. We can assist with any language and there is no charge for interpretation.

An audio cassette of the Leeds Strategic Plan can also be obtained by contacting us via one of the methods above.



Working in partnership through the [Leeds Initiative](#)



List of Scrutiny inquiries undertaken in the past five years that are relevant to the Adult Social Care portfolio

YEAR	SCRUTINY BOARD	TITLE OF REPORT
March 09	Adult Social Care	Dignity in Care - Statement
May 08	Health and Adult Social Care	Localisation of Health and Social Care Services
July 07	Health and Adult Social Care	Community Development in Health and Wellbeing
May 07	Health and Adult Social Care	Dignity in Care for Older People
April 06	Health and Wellbeing	Adult Day Services Review
April 06	Health and Wellbeing	Older People's Mental Health Services
May 05	Social Care	Social Services Transport Arrangements
May 05	Social Care	Recruitment and Retention of Staff
May 05	Social Care	Delayed Hospital Discharges
May 04	Social Care	Meeting the needs of BME Service Users and Potential Service Users
Jan 04	Social Care	Recruitment and Retention of Homecare Staff

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Scrutiny Board (Adult Social Care)

Terms of Reference

1. In relation to **Adult Services**¹ to exercise the functions of a Scrutiny Board including the following:
 - a) to review or scrutinise the exercise of any council or executive function, or any other related matter²;
 - b) to make reports or recommendations to Council or the Executive in connection with the exercise of any functions of the Council or the Executive;
 - c) to receive and review external audit and inspection reports;
 - d) to act as the appropriate Scrutiny Board³ in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework;
 - e) to review corporate performance indicators and to make such reports and recommendations as it considers appropriate;
 - f) to review outcomes, targets and priorities within the Leeds Strategic Plan and to make such reports and recommendations as it considers appropriate; and
 - g) to review or scrutinise executive decisions made but not implemented.⁴

2. To receive and monitor formal responses to any reports or recommendations made by the Board.

¹ These are the functions delegated to the Director of Adult Social Services under the officer delegation scheme (council functions) and the officer delegation scheme (executive functions), including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority.

² including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority.

³ under the Budget and Policy Framework Procedure Rules.

⁴ which have been called-in under Rule 22 of the Scrutiny Board Procedure Rules.

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LEEDS CITY COUNCIL**FORWARD PLAN OF KEY DECISIONS**

For the period 1 June 2009 to 30 September 2009

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)
Roundhay Road Relocation Project Approval to the purchase of a property at Killingbeck, together with other moves as part of the Roundhay Road Project and the associated financing of these proposals.	Executive Board (Portfolio: Adult Health and Social Care)	17/6/09	Extensive consultation has been undertaken with all stakeholders including Members for public facing services through the course of the project. Also, Roundhay Road Project Board, Finance Performance Group and Asset Management Board.	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services steve.hume@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)
<p>Care and Support Services to 3 adults with learning disabilities To enter into a contract with a support provider for Care and Support Services to 3 Adults with learning disabilities following a competitive tendering exercise</p>	<p>Director of Adult Social Services</p>	<p>25/6/09</p>	<p>Adult Commissioning Board</p>	<p>Evaluation and Award Report</p>	<p>Director of Adult Social Services mark.phillott@leeds.gov.uk</p>
<p>Health Inequalities To note the findings and recommendations of a service review conducted by external Auditors and to approve the joint action plan.</p>	<p>Executive Board (Portfolio: Adult health and social care)</p>	<p>22/7/09</p>	<p>The review was concluded involving extensive interviews of senior staff, partner organisations and elected members</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services john.england@leeds.gov.uk</p>

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

Executive Board Portfolios

Executive Member

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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EXECUTIVE BOARD

WEDNESDAY, 13TH MAY, 2009

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 – Advisory Member

254 Exclusion of the Public

RESOLVED – That the public be excluded from the meeting during consideration of the following parts of the agenda designated exempt 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 public were present there would be disclosure to them of exempt information so designated as follows:

- (a) Appendix 1 to the report referred to in minute 258 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix provides a brief overview of the anticipated costs and identified funding associated with the proposed acquisition. It is considered not to be in the public interest to disclose this information at this point in time as it could undermine the Council's position in negotiating with the building owner. The release of this information could also prejudice the Council's interests in relation to this or other similar transactions in that the land owner of this or other similar properties would have information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of any transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing the information at this point in time.
- (b) Appendices 1, 2 and 4 of the report referred to in minute 261 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that:-
 - (i) Appendices 1 and 2 – The success of the scheme could potentially be prejudiced by speculative investors acquiring properties in advance of the Council's action;
 - (ii) Appendix 4 – The costs attributed to the purchase of private properties are purely estimates at this stage and their disclosure

could prejudice the Council's ability to reach an agreement on the purchase price with owners.

255 Declaration of Interests

Councillor Smith declared a personal and prejudicial interest in the item relating to the Health and Wellbeing Partnership Plan 2009-2012 (minute 266 refers) due to his position as a Director of a Health and Wellbeing Centre.

Councillor Blake declared a personal interest in the item relating to the Health and Wellbeing Partnership Plan 2009-2012 (minute 266 refers) due to being a member of Leeds NHS Primary Care Trust.

256 Minutes

RESOLVED – That the minutes of the meeting held on 1st April 2009 be approved.

DEVELOPMENT AND REGENERATION

257 Football World Cup 2018

The Director of City Development submitted a report advising of the invitation received from the English Football Association for the City of Leeds to bid to become a 'host city' for the football World Cup 2018.

RESOLVED –

- (a) That Leeds investigate the submission of a Leeds City Region bid to become a host city for the Football World Cup 2018;
- (b) That the governance structure proposed in the submitted report be approved;
- (c) That the proposed Leeds City Region representatives for the Host City Briefing to be held in London on 18th May 2009 be noted;
- (d) That a report be brought back to this Board as soon as the likely human and financial resource implications of the project are known;
- (e) That dialogue with the City Region partners be opened at the earliest opportunity.

258 West Leeds Gateway Site - 2 Branch Road

The Director of Environment and Neighbourhoods submitted a report on an in principle proposal that Compulsory Purchase powers be used to achieve the acquisition of 2 Branch Road, Armley subject to a further report being brought to the Board for final approval.

Following consideration of appendix 1 to the report designated as exempt under Access to Information Procedure Rule 10.4(3) which was considered in private at the conclusion of the meeting it was

RESOLVED – That the contents of the report be noted and that in principle approval be given to the use of Compulsory Purchase powers to achieve the acquisition of 2 Branch Road, should this be necessary, subject to a further report to this Board seeking full approval.

259 Response to the City Development Scrutiny Board's Inquiry into the A660 Corridor Transport Issues

The Director of City Development submitted a report in response to the recommendations from the recent Scrutiny Board (City Development) inquiry concerning A660 Corridor Transport Issues.

RESOLVED – That the proposed responses to the Scrutiny Board's recommendations, as contained in the report, be approved.

NEIGHBOURHOODS AND HOUSING

260 Response to the Scrutiny Board (City and Regional Partnerships) Inquiry into the role of the voluntary, community and faith sectors in Council led community engagement

The Director of Environment and Neighbourhoods submitted a report in response to the recommendations from the Scrutiny Board (City and Regional Partnerships) with regard to the role of the voluntary, community and faith sectors in Council led community engagement.

RESOLVED – That the Scrutiny Board (City and Regional Partnerships) inquiry report into the role of the voluntary, community and faith sectors in Council led community engagement be referred to Scrutiny Board (Children's Services) and Scrutiny Board (Adult Social Care) for consideration, with a further report being submitted to Executive Board in due course.

261 Regeneration of the Garnets, Beeston

The Director of Environment and Neighbourhoods submitted a report on options for the regeneration of the Garnets area and on the proposed commencement of acquisition and clearance of 112 properties within the Garnets by utilising £3,000,000 of confirmed funding during 2009/11.

The report presented and appraised the options of:

- (a) doing the minimum to meet legal conformity;
- (b) undertaking group repair and internal remodelling;
- (c) property acquisition and redevelopment of the site.

Following consideration of appendices 1, 2 and 4 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3) which were considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That scheme expenditure to the amount of £3,000,000 be authorised.
- (b) That the option of acquisition and site redevelopment be progressed.
- (c) That a further report be brought to this Board when further funding is made available through successful bids for the residual £1,300,000 of funding.
- (d) That the Director of Environment and Neighbourhoods and Director of City Development authorise and promote any Compulsory Purchase Orders which may become necessary.

(Under the provisions of Council Procedure Rule 16.5, Councillor Wakefield required it to be recorded that he abstained from voting on this decision)

262 Update on Council Rents - 2009/10

Further to minute 236 of the meeting held on 1st April 2009, the Director of Environment and Neighbourhoods submitted a report providing an update on the rent changes for 2009/10, and the cost implications for this change.

RESOLVED – That the contents of the report be noted together with the change in the 2009/10 average rent increase for Council dwellings from 6.2% to 3.1%.

CHILDREN'S SERVICES

263 School Calendar 2010 - 2011

The Chief Executive of Education Leeds submitted a report on the process of setting the school calendar in Leeds, providing an update on the consultation process and proposing one option for the approval of the Board.

The three options which had been the subject of the consultation were:

Option 1: The Easter bank holiday weekend falls at the end of the two-week school break. This option coincided with the recommendations of the Local Government Association.

Option 2: The Easter bank holiday weekend falls in the middle of the two week school break. Schools would not return to school until the day after May Day bank holiday, reducing the number of split weeks in school. However, the term would not be split equally resulting in a very short first half term after Easter.

Option 3: Schools have a separate Easter bank holiday weekend. They would experience three four-day weeks due to the occurrence of the May Day bank holiday the week after Easter Monday.

RESOLVED –

- (a) That the extensive consultation undertaken to consider the implications for the 2010/11 school calendar in Leeds be noted.
- (b) That the school calendar dates associated with option 3, and as detailed in annex 3 to the report, be approved.
- (c) That subject to (d) below, the proposal for a fixed break between terms 2 and 3, irrespective of when Easter falls, with a corresponding adjustment to the summer vacation which ensures a two week Christmas break, be approved in principle;
- (d) That following the conclusion of the 2010/11 academic year, a report be submitted to the Board reviewing the success of the implementation of the school calendar schedule as detailed at option 3.

264 The Achievement of Looked After Children

The Chief Executive of Education Leeds submitted a report outlining the achievement of Looked After Children in Leeds and on strategies for the improvement of outcomes.

RESOLVED –

- (a) That the main findings of the report and its conclusions be noted.
- (b) That a further update report be brought to this Board in Autumn 2009.

LEISURE

265 Leisure Centre Refurbishment and Free Swimming Capital Modernisation

The Director of City Development submitted a report on proposals for the DCMS Free Swimming Capital Modernisation Programme, refurbishment of changing rooms at Scott Hall Leisure Centre, installation of sound and light systems in the pool halls at Scott Hall, John Smeaton and Pudsey Leisure Centres and the extension of the Bodyline Gym at Scott Hall.

RESOLVED –

- (a) That approval be given to the injection of £572,300 into the Capital Programme consisting of DCMS Free Swimming Capital Modernisation Programme pot 4 (£410,000), Prudential Borrowing (£30,000) and Leeds City Council budgets (totalling £132,300).
- (b) That authority be given to spend in the following amounts:
 - £512,300 on the refurbishment of the changing rooms at Scott Hall Leisure Centre
 - £90,000 on the installation of sound and light systems in the pool halls at Scott Hall, John Smeaton and Pudsey Leisure Centres, thus achieving the criteria set by DCMS for the award of this funding
 - £30,000 on the extension of the Bodyline Gym at Scott Hall Leisure Centre through Prudential Borrowing

ADULT HEALTH AND SOCIAL CARE

266 Health and Wellbeing Partnership Plan 2009 to 2012

The Director of Adult Social Services and Director of Public Health submitted a joint report presenting the final draft of the Leeds Health and Wellbeing Partnership Plan 2009 to 2012 for comment and agreement that it be submitted to Council for approval as part of the Budget and Policy Framework.

RESOLVED – That the final draft of the Health and Wellbeing Partnership Plan be agreed for submission to Council for approval.

(Having declared a personal and prejudicial interest in relation to this item due to being a Director of a Health and Wellbeing Centre, Councillor Smith withdrew from the meeting room during the consideration of this item)

- 267 Carers' Strategy for Leeds 2009-2012: 'Every Carer Counts'**
The Director of Adult Social Services submitted a report on the content of the Leeds Carers Strategy 2009-2012 and presenting the strategy for approval for its publication and dissemination.

RESOLVED – That the Carers' Strategy for Leeds 2009-2012 'Every Carer Counts', as appended to the report, be approved for implementation, subject to an addition which reflects the Board's comments concerning the provision of advice and guidance available to carers in Leeds.

CENTRAL AND CORPORATE

- 268 Response to the Central and Corporate Functions Scrutiny Board Inquiry into Member Development**
The Chief Democratic Services Officer submitted a report in response to the recent Scrutiny Board (Central and Corporate Functions) Inquiry into Member Development.

RESOLVED – That the proposed responses to the Scrutiny Board's recommendations, as contained within the report, be approved.

- 269 Response to the Central and Corporate Functions Scrutiny Board Inquiry into Attendance Management**
The Director of Resources submitted a report in response to the recent Scrutiny Board (Central and Corporate Functions) Inquiry into attendance management.

RESOLVED – That the proposed responses to the Scrutiny Board's recommendations, as contained within the report, be approved.

- 270 Response to the Central and Corporate Functions Scrutiny Board Inquiry into Procurement of Services**
The Chief Procurement Officer submitted a report in response to the recent Scrutiny Board (Central and Corporate Functions) Inquiry into the Procurement of Services.

RESOLVED – That the proposed responses to the Scrutiny Board's recommendations, as contained within the report, be approved.

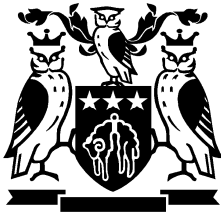
- 271 Councillor Blake and Councillor Smith**
Councillors Blake and Smith were both thanked for their services to the Board, as it was noted that this would be the last meeting in which both would be in attendance as Executive Board members.

DATE OF PUBLICATION: 15TH MAY 2009
LAST DATE FOR CALL IN: 22ND MAY 2009 (5.00 PM)

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on 26th May 2009)

Draft minutes to be approved at the meeting
to be held on Wednesday, 17th June, 2009

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Originator: Sandra Newbould

Tel: 2474792

Report of the Head of Scrutiny and Member Development

Scrutiny Board: Adult Social Care

Date: 17th June 2009

Subject: Determining the Work Programme 2009/10

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of Report

1.1 The purpose of this report is to determine the Board's work programme for 2009/10.

2.0 Introduction

2.1 The previous Agenda item provided inputs to the development of the Board's work programme. Having considered the written information and having discussed relevant issues with those present at the meeting, the Board is now asked to consider formulating a draft work programme.

2.2 In formulating work programme the Scrutiny Board shall determine;

- how the proposed inquiry meets criteria approved from time to time by the Scrutiny Advisor Group (Attached as Appendix 1)
- whether the programme can be adequately resourced and timetabled.(Appendix 2)

3.0 Recommendations

3.1 Members are requested to consider the Board's work programme.

Background Papers

Council's Constitution - Scrutiny Board Procedure Rules

SCRUTINY BOARD PROCEDURE RULES GUIDANCE NOTE 7

INQUIRY SELECTION CRITERIA

1.0 INTRODUCTION

- 1.1 The Scrutiny Board Procedure Rules require Scrutiny Boards, before deciding to undertake an Inquiry, to:

Consider how a proposed Inquiry meets criteria approved from time to time; and

Consult with any relevant Director and Executive Member

- 1.2 This is to ensure that Scrutiny Boards, when agreeing to undertake an Inquiry, have considered carefully the reasons for that Inquiry, its objectives, whether it can be adequately resourced in terms of Member and Officer time and have sought the views of the relevant Director and Executive Member.
- 1.3 The decision whether to undertake an Inquiry or not rests with the Scrutiny Board.

2.0 INQUIRY SELECTION CRITERIA

- 2.1 At the time of deciding to undertake an Inquiry, the Scrutiny Board will refer to the Inquiry Selection Criteria within this Guidance Note and formally identify which of the agreed criteria the proposed Inquiry meets. The Board will also record the comments of the relevant Director and Executive Member. This process will be recorded in the Scrutiny Board minutes.

INQUIRY SELECTION CRITERIA

Scrutiny Board _____

Inquiry Title _____

Anticipated Start Date _____

Anticipated Finish Date _____

The Inquiry meets the following criteria

- It addresses the Council's agreed Strategic outcomes by reviewing the effectiveness of policy to achieve strategic outcomes as defined by the Leeds Strategic Plan
- Shaping and developing policy through influencing pre-policy discussion

It fulfils a performance management function by

- Reviewing performance of significant parts of service
- Addressing a poor performing service
- Addressing a high level of user dissatisfaction with the service
- Addressing a pattern of budgetary overspends
- Addressing matters raised by external auditors and inspectors

- Addresses an issue of high public interest
- Reviews a Major or Key Officer decision
- Reviews an Executive Board decision
- Reviews a series of decisions which have a significant impact _____
- Has been requested by the Executive Board/Full Council/Scrutiny Advisory Group
- looks at innovative change

Comments of relevant Director and Executive Member (Attach additional sheet if necessary)

Date

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Draft Scrutiny Board (Adult Social Care) Work Programme 2009/10

Meeting date – 17 th June 2009			
Legislation and Constitutional Changes	To receive and consider a report of the Head of Scrutiny and Member Development on proposed changes to the Council's Constitution in relation to Scrutiny.		B
Co-opted Members	To receive and consider a report of the Head of Scrutiny and Member Development on Co-opted Members.		B
KPMG Audit Report	To receive and consider a report of the Head of Scrutiny and Member Development on a scrutiny review by KPMG as at May 2009.		PM/B
2009/10 Work Programme	Input to the Boards Work Programme 2009/10 - Sources of Work and Establishing the Boards Priorities and Determining the Work Programme 2009/10		B
Draft Adaptation Inquiry Report	Scrutiny Board (Adult Social Care) has now completed its inquiry on Major Adaptations for Disabled Adults . The draft report is brought before the board for consideration and where the content is agreed, its approval.		PM/D

Key:			
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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2009/10**

VCFS Report	Executive Board resolved that the Scrutiny Board (City and Regional Partnerships) inquiry report into the role of the voluntary, community and faith sectors in Council led community engagement be referred to Scrutiny Board (Children's Services) and Scrutiny Board (Adult Social Care) for consideration.	Lead Officer – Sue Wynne	RFS
Item	Description	Notes	Type of item
Meeting date – 29th July 2009			
Performance Management	Quarter 4 information for 2008/09 (Jan-March)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Independence, Well-being and Choice – action plan update	To consider progress against the action plan arising from the inspection report	Outcome of the ASC Proposals Working Group meeting (xx July 2009) to feed into this item.	RFS/PM
Personalisation Working Group update.	To consider the progress of the working group.	Outcome of the ASC Personalisation Working Group meeting (xxxxxx 2009) to feed into this item	PM/DP
Safeguarding Board – Annual Report	The board is requested to consider the Annual report and make recommendation as necessary.	The report is scheduled to be presented at the July's Executive Board.	PM

Key:			
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

Draft Scrutiny Board (Adult Social Care) Work Programme 2009/10

Meeting date – 9 th September 2009			
Performance Management	Quarter 2 information for 2009/10 (July-Sept)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Commissioning in Adult Social Care	To consider an update report on commissioning within Adult Social Services.	6-monthly report. – Previous March 09 Additional focus on IWC Action Plan. Procurement timetable to be included in this report. Lead Officer – Dennis Holmes/ Tim O’Shea	PM
The Mental Capacity Act Update since implementation	To consider a further report on progress made implementing the requirements of the MCA.	Further update from May 2009 Lead Officer – Dennis Holmes.	B
Inquiry into Adaptations – Response from Director and Executive Board	To receive and update on the formal response to the inquiry by the Director(s) identified in the recommendations and the views of the Executive Board	This report is due to go to Executive Board in August 2009	PM
Care Quality Commission – self assessment report	To receive an update on the self assessment report due to be submitted to the Care Quality Commission which will determine the annual rating for the service.	Lead Officer – Sandie Keene	PM

Key:			
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

Draft Scrutiny Board (Adult Social Care) Work Programme 2009/10

Meeting date – 7th October 2009			
Independence, Well-being and Choice – action plan update	To consider progress against the action plan arising from the inspection report	Outcome of the ASC Proposals Working Group meeting (xxxxxx 2009) to feed into this item.	RFS/PM
Performance Management	Quarter 1 information for 2009/10 (April - June)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Personalisation Working Group Update	To consider the progress of the working group.	Outcome of the ASC Personalisation Working Group meeting (xxxxxx 2009) to feed into this item	PM/DP
Meeting date – 11th November 2009			
Income Review – Impact of price increases on Service users.		Report requested from April 2009 Scrutiny Board Meeting	

Key:			
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

Draft Scrutiny Board (Adult Social Care) Work Programme 2009/10

Personalisation Statement	Board to agree a statement on progress so far.	Response to Executive Board	
Dignity in Care - delivery	To receive an update on the current work and developments across the City highlighting how dignity is being delivered, what improvements are being made and the challenges ahead.		B
Homecare provision	Performance report on homecare provision across the City, including independent sector providers.	Further update from May 2009 Lead Officer – Dennis Holmes	PM
Meeting date – 16th December 2009			
Adult Social Services- Annual Review Report (2008/09)	To consider the outcome of the annual rating review undertaken by the Care Quality Commission (formerly the Commission for Social Care Inspection (CSCI)) for 2008/09	Report will be scheduled for Executive Board meeting on xxxxxx.	PM
Inquiry into Adaptations – Performance Updates and Recommendation Tracking	To receive a performance update and consider progress made from recommendations made by ASC Board xx/xx/09	This is dependant on scheduling for Exec Board.	PM MSR

Key:			
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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2009/10**

Performance Management	Quarter 2 information for 2009/10 (July - Sept)	All Scrutiny Boards receive performance information on a quarterly basis	PM
Meeting date – 13th January 2010			
Personalisation Working Group Update	To consider the progress of the working group.	Outcome of the ASC Personalisation Working Group meeting (xxxxxx 2009) to feed into this item	PM/DP

Key:			
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

Draft Scrutiny Board (Adult Social Care) Work Programme 2009/10

Meeting date – 10th February 2010			
Safeguarding Update	To consider an update report since the implementation of performance measures to improve Adult Safeguarding.	Quarterly update since the last Independence Wellbeing and Choice update on the 7 th of October. Lead Officer – Dennis Holmes	
Meeting date – 17th March 2010			
Commissioning in Adult Social Care	To consider an update report on commissioning within Adult Social Services.	6-monthly report. – Previous September 09. Lead Officer – Dennis Holmes/ Tim O’Shea	PM
Performance Management	Quarter 3 information for 2009/10 (April - June)	All Scrutiny Boards receive performance information on a quarterly basis	PM

Key:			
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

Draft Scrutiny Board (Adult Social Care) Work Programme 2009/10

Meeting date – 14th April 2010			
Personalisation Working Group Update	To consider the progress of the working group.	Outcome of the ASC Personalisation Working Group meeting to feed into this item	PM/DP
Annual Report	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)
RP	Review of existing policy	SC	Statutory consultation
DP	Development of new policy	CI	Call in

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2009/10**

Working Groups			
Working group	Membership	Progress update	Dates
<i>Personalisation Working Group</i>	<i>Cllr. Judith Chapman Cllr Alan Taylor Previous years co-optees Joy Fisher (co-optee) Sally Morgan (co-optee) Vacancies</i>	<i>Terms of reference agreed. Meetings to be scheduled.</i>	<i>Suggested dates 1) 13th, 14th or 22nd – 24th of July 2) 11th - 14th Aug or 17th – 21st Aug 3) 14th – 18th Sept</i>
<i>Proposals working group</i>	<i>Cllr. Judith Chapman Cllr. Penny Ewens Cllr. Clive Fox Previous years co-optees Joy Fisher (co-optee) Sally Morgan (co-optee) Vacancies</i>	<i>Meetings to be scheduled up to and inc. November.</i>	<i>Suggested Dates 1) 2nd July 7th – 10th July 2) 22nd – 25th Sept</i>
<i>1 other working group for 2009/10</i>	<i>Area for inquiry to be agreed</i>		

Key:			
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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2009/10**

Unscheduled / Potential Items from 2009/10		
Item	Description	Notes
Traditional buildings based services – Potential for inquiry for day services and care home provision.	To consider the provision of directly provided buildings based services. The provision of range and choice. Quality of care and the impact of personalisation.	Lead Officer – Dennis Holmes
Annual complaints report	To consider the annual report and any emerging issues.	Report published on 20 August 2008
Continuing Care Implementation	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.
Valuing People Now	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 replacement Executive Board scheduled to receive an update in February 2009. Suggest that Day care provision is scheduled at some point into the annual programme for 2009/10 due to staff reduction and potential reduction in provision.

Key:			
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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2009/10**

Unscheduled / Potential Items from 2009/10		
Item	Description	Notes
No Secrets Review	To consider the outcome and implications of the No Secrets Review the outcome of which will be announced by the Government.	Lead Officer – Dennis Holmes

Key:			
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

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Originator: Peter Marrington

Tel: 39 51151

Report of the Head of Scrutiny and Member Development

Scrutiny Board: Adult Social Care

Date: 17th June 2009

Subject: KPMG – SCRUTINY REVIEW – MAY 2009

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of Report

1.1 This report presents the findings of the recent KPMG external audit review of the Scrutiny function in Leeds. (Appendix 1). The report also details management's response to the reviews recommendations.

2.0 Introduction

2.1 The objective of the KPMG review was to provide the Council with assurance around the progress made in addressing the improvements areas identified by the Corporate Assessment in early 2008.

3.0 Background Information

3.1 As part of their 2008/09 Audit and Inspection Plan, it was agreed that KPMG would carry out a review of the Council's Overview and Scrutiny function. The audit objective was to provide the Council with assurance around the progress made in the improvement areas identified by the Corporate Assessment, specifically:

- The extent to which the Council has a clear vision for the contribution of scrutiny and the resources to deliver that vision;
- The extent to which the skills of the Members on the Scrutiny Boards are matched to and are appropriate for the fulfillment of their role;
- How scrutiny enquiries and public challenge feed into the work programme of Scrutiny Boards;
- The extent to which the information available to Members enables them to reach appropriate conclusions;

- The design of the Call-In arrangements in response to the Council's recent 'Corporate Assessment' report;
- The extent to which the recommendations of the Scrutiny Boards have resulted in changes in service delivery and service improvements;
- The extent to which the seven Scrutiny Boards challenge policy development and the consistency of actions taken by these Boards;
- The extent to which the Scrutiny function fits within the wider performance management arrangements of the Council; and
- The extent to which Scrutiny provides effective challenge and adds value to the Council.

4.0 Main Issues

4.1 The key findings of the review are set out below:

The recognition that in light of the recent Corporate Assessment the Council has been in the process of continuing to strengthen its Scrutiny function and that a number of aspects of good practice were identified, such as:

- Professional relationships have been developed between the Scrutiny Board Chairs and the Principal Scrutiny Advisors;
- A wide range of training tools are used in providing training resources for Scrutiny Board Members;
- Personal development plans are available for all Members which assist in the identification of individual training needs; and
- Inquiry selection criteria forms are used to determine whether full scrutiny Inquiries items will be added to the work programme of the Scrutiny Boards.

4.2 The key learning points were as follows:

That whilst the Council continues to develop its Scrutiny function it should ensure that the following areas are strengthened:

- An overall vision for the Scrutiny function should be developed, documented and published;
- The trust between Scrutiny Members, Executive Members and Officers needs to be maintained and developed in order to reinforce the importance of joint working;
- The relationship between Scrutiny Members, Executive Members and Officers needs to continue to develop and political views need to be kept separate from the Scrutiny function;
- There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide to not undertake work areas suggested by Executive Members a brief rationale should be provided so as to prevent any misunderstandings arising;
- The Scrutiny Boards Procedure Rules Guidance Notes should be strengthened to incorporate that the Scrutiny Boards strive for enhanced lines of internal communication; add value to the Council through the Scrutiny reviews undertaken and incorporate innovation into the approach for challenging the way the Council operates;
- The process of selecting Scrutiny Chairs should be reviewed and a 'job specification' introduced;

- Scrutiny Boards should review whether co-opted Members should be invited to join in their Board;
- All Scrutiny Boards should have 'real time monitoring' as a standing agenda item so that Scrutiny Boards can scan the horizon to identify any emerging issues;
- The efficiency of Scrutiny Board meetings needs to be improved. To achieve this timed or single item agendas should be encouraged where appropriate and pre-meetings used more effectively;
- Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon;
- Reports of Members attendance at Scrutiny meetings should be made to each of the political groups. Where attendance rates fall below an acceptable level then it should be the responsibility of each political party to take appropriate action to address this;
- Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and highlight if they feel this should direct any area of their annual work programme;
- Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery; and
- The Scrutiny annual report should be strengthened to clearly outline the service benefits of the recommendations made. In addition its format should be standardised to clearly categorise the work using a consistent series of headings and to clearly display the outcomes of the previous years recommendations recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.

4.3 These recommendations will be reported to all Scrutiny Boards for consideration. The Scrutiny Advisory Group will play a role in monitoring the implementation of the recommendations

4.4 In line with the Council's protocol for receiving external audit reports, the Corporate Governance and Audit Committee will also receive the audit report and may chose to refer particular issues to other committees, including Scrutiny Boards, for further detailed consideration.

4.5 Unfortunately, the author of the report is unable to attend today's meeting, therefore the Board may wish to consider the recommendations again at a future meeting when any points requiring clarification can be discussed. However, it was considered appropriate to bring the report to the first meeting of the Board as some of the recommendations refer to the running of Scrutiny Board meetings.

5.0 Recommendations

5.1 Members are asked to consider the review's recommendations and accompanying management response and refer any comments to the Scrutiny Advisory Group.

Background Papers

KPMG Scrutiny Review May 2009

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INFRASTRUCTURE, GOVERNMENT AND HEALTHCARE

Leeds City Council
Scrutiny Review
May 2009

AUDIT

AUDIT ■ TAX ■ ADVISORY

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1 Executive summary

1.1 Introduction

Scrutiny Boards are often referred to as the Council “watchdogs” by the press aiming to ensure that Council Tax payers get the best out of their public services. For Scrutiny Boards to provide this service they should have at least two components:

- Ongoing and retrospective consideration of decisions previously taken by the Executive; and
- Forward looking contributions to policy and improvement across the Council.

This review has focused on the ability for the Scrutiny function at Leeds City Council (LCC) to challenge the Council both in terms of ongoing and retrospective consideration of decisions and forward looking contributions to policy and improvement. We have also reviewed the scope and role of the Scrutiny Boards and the information available to Members of the Boards in carrying out their work and drawing their conclusions.

1.2 Key findings

We recognise that in light of the recent Corporate Assessment the Council has been in the process of continuing to strengthen its Scrutiny function and during our review we identified a number of aspects of good practice across the Council, such as:

- Professional relationships have been developed between the Scrutiny Board Chairs and the Principal Scrutiny Advisors;
- A wide range of training tools are used in providing training resources for Scrutiny Board Members;
- Personal development plans are available for all Members which assist in the identification of individual training needs; and
- Inquiry selection criteria forms are used to determine whether full scrutiny inquiries items will be added to the work programme of the Scrutiny Boards.

Whilst the Council continues to develop its Scrutiny function further and reflect best practice it should ensure that the following areas are strengthened:

- An overall vision for the Scrutiny function should be developed, documented and published;
- The trust between Scrutiny Members, Executive Members and Officers needs to be maintained and developed in order to reinforce the importance of joint working;
- The relationship between Scrutiny Members, Executive Members and Officers needs to continue to develop and political views need to be kept separate from the Scrutiny function;
- There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide to not undertake work areas suggested by Executive Members a brief rationale should be provided so as to prevent any misunderstandings arising;

1 Executive summary continued

- The Scrutiny Boards Procedure Rules Guidance Notes should be strengthened to incorporate that the Scrutiny Boards strive for enhanced lines of internal communication; add value to the Council through the Scrutiny reviews undertaken and incorporate innovation into the approach for challenging the way the Council operates;
- The process of selecting Scrutiny Chairs should be reviewed and a 'job specification' introduced;
- Scrutiny Boards should review whether co-opted Members should be invited to join in their Board;
- All Scrutiny Boards should have 'real time monitoring' as a standing agenda item so that Scrutiny Boards can scan the horizon to identify any emerging issues;
- The efficiency of Scrutiny Board meetings needs to be improved. To achieve this timed or single item agendas should be encouraged where appropriate and pre-meetings used more effectively;
- Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon;
- Reports of Members attendance at Scrutiny meetings should be made to each of the political groups. Where attendance rates fall below an acceptable level then it should be the responsibility of each political party to take appropriate action to address this;
- Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and highlight if they feel this should direct any area of their annual work programme;
- Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery; and
- The Scrutiny annual report should be strengthened to clearly outline the service benefits of the recommendations made. In addition its format should be standardised to clearly categorise the work using a consistent series of headings and to clearly display the outcomes of the previous years recommendations recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.

1 Executive summary continued

1.3 Way forward

We will discuss the findings of the review with Officers and Members to agree an action plan to address the key issues going forward.

2 Introduction

2.1 Background

The current constitutions of Local Authorities give selected Councillors an important role in scrutinising the decisions of the Executive. The role of Scrutiny at LCC has evolved over the years and the Council now have established seven Scrutiny Boards whose responsibilities are to examine the decisions, policies and overall performance of the Council, making recommendations for improvement where necessary. The seven Scrutiny Boards cover:

- Adult Social Care;
- Central and Corporate Functions;
- Children’s Services;
- City and Regional Partnerships;
- City Development;
- Environment and Neighbourhoods; and
- Health.

The Scrutiny Boards are often referred to as the Council “watchdogs”, and are made up of Councillors from all political parties and some include Co-opted Members from outside the Council. Legislation requires that to ensure independence there are no Executive Members on any of the Scrutiny Boards.

2.2 Objectives and scope of our review

Our objective is to provide the Council with assurance around the progress made in the improvement areas identified by the Corporate Assessment. We specifically focused upon:

- The scope and role of the Scrutiny Boards, their independence and the relationship with the Council’s leadership and the Executive Board;
- The extent to which the Council has a clear vision for the contribution of scrutiny and the resources to deliver that vision;

2. Introduction continued

- The extent to which the skills of the Members on the Scrutiny Boards are matched to and are appropriate for the fulfilment of their role;
- How scrutiny enquiries and public challenge feed into the work programme of Scrutiny Boards;
- The extent to which the information available to Members enables them to reach appropriate conclusions;
- The design of the Call-In arrangements in response to the Council's recent 'Corporate Assessment' report;
- The extent to which the recommendations of the Scrutiny Boards have resulted in changes in service delivery and service improvements;
- The extent to which the seven Scrutiny Boards challenge policy development and the consistency of actions taken by these Boards;
- The extent to which the Scrutiny function fits within the wider performance management arrangements of the Council; and
- The extent to which Scrutiny provides effective challenge and adds value to the Council.

2.3 Audit approach

Our approach has been to:

- Review key documents;
- Interview key contacts;
- Observe scrutiny meetings;
- Share best practice; and
- Provide constructive challenge and support.

2.4 Acknowledgements

We would like to take this opportunity to thank all those staff at the Council who have supported this review.

3 Scrutiny Boards scope and role, independence and wider relationships

3.1 Introduction

This section of the report discusses the scope and role of the Scrutiny Boards, their independence and the relationship with the Council's leadership and the Executive Board.

3.2 Scope and role of Scrutiny Boards

Each of the seven Scrutiny Boards have their own terms of reference which all outline the functions of the Boards. Within their terms of reference, all Scrutiny Boards state they will:

- Review or scrutinise the exercise of any function of the Council, Executive or any other matter;
- Make reports or recommendations to Council or the Executive either in connection with the exercise of any function of the Council, Executive or on any matter affecting the area or its inhabitants;
- Receive and review external audit and inspection reports;
- Act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework;
- Review corporate performance indicators; and
- Exercise the right to Call-In decisions made but not yet implemented by the Executive.

In addition all Scrutiny Boards may assist the Council and the Executive in the development and review of policies.

Having compared the terms of reference of the Scrutiny Boards at LCC with those of other Local Authorities it is evident that at LCC these are set within the legal framework whereas at other Authorities they also detail roles outside of this framework.

The softer roles referred to within other Local Authorities terms of reference include being innovative in the approach to Scrutiny; adding value through the reviews completed; striving for greater public involvement in Scrutiny; and improving communication within the Council and wider community. Whilst the role around engaging with the public is expressed within other documentation at LCC there is potential to enhance the procedural notes further by explicitly outlining additional functions / activities that Scrutiny could undertake.

3 Scrutiny Boards scope and role, independence and wider relationships continued

Recommendation One

The Council should review the Scrutiny Board Procedure Rules Guidance Notes and add that the Scrutiny Boards will:

- Be innovative in their approach to challenging the way the Council operates;
- Add value to the Council through the reviews they do; and
- Strive to improve communication channels within the Council and the wider community.

3.3 Independence of the Scrutiny Boards and wider relationships

By law no Members of scrutiny boards may be from the Council's Executive Board. However to ensure that an effective Scrutiny function is in place it is essential that a two way relationship is developed between the Executive Board and the Scrutiny Boards. In essence the relationship between the Executive Board Member and the Chair of the Scrutiny Board will impact on how issues are raised and dealt with.

A number of the Scrutiny Chairs feel that relationships with other Members and Officers is a continually evolving process and needs to continue to develop. Executive Board Members also acknowledge that whilst relationships have improved with Scrutiny Chairs there is still further work to be done.

As a result of the need to continue to develop the relationships between Scrutiny Chairs, Executive Board Members and Officers there is an acknowledgment that Scrutiny is not as effective as it could be at LCC and all political groups appear accepting of this.

Some Scrutiny Chairs feel that the role of Scrutiny is under valued by some of the Executive Board and as a result Scrutiny has not been as successful as it could be. Whilst some Executive Board Members felt that Scrutiny has added value to the Council, a couple were unable to give any specific examples of this. Scrutiny Chairs feel that they have tried various techniques to engage with Executive Members including inviting them to meetings; asking for assistance to develop work programmes; having regular update meetings; and sharing Scrutiny recommendations although still there is a recognised need to continue to engage further.

3 Scrutiny Boards scope and role, independence and wider relationships continued

Recommendation Two

The Council should publish and distribute local and national examples of where Scrutiny has added value and impact within the Annual Report. This should be seen by full Council and Officers. This will continue to convey the message that by engaging fully with Scrutiny the Council as a whole will benefit through improved public services.

The need to further develop the relationships between some Scrutiny Chairs, Executive Members and Officers is clearly highlighted by a quote from one Scrutiny Chair "Executive Members will punish Officers for co-operating too fully with Scrutiny requests."

The 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' was devised to address the subtleties and nuances required to establish successful and robust Scrutiny. This should be re-distributed to facilitate professional working relationships and should be introduced on an Annual basis within the Members induction programme.

Recommendation Three

The Council should raise the profile of the 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' and should encourage further engagement between the Scrutiny Chairs, Executive Members and Officers. On an annual basis this document should also be included within the Members induction programme.

3.4 Public engagement

From the Scrutiny Board meetings attended it was noted that attendance by members of the public is poor. Advertising of Scrutiny Board meetings is principally done on the Council's internet site and if a Scrutiny meeting is to be held outside of the Civic centre then fliers will be produced to leave at the place of the new venue. In addition the Scrutiny Support Unit has a mailing list to communicate with people who have previously attended meetings. The Council should consider whether it may be appropriate to try and encourage greater public engagement and as part of this they could look at different methods of advertising their Scrutiny Board meetings.

In order to encourage greater engagement with members of the public and other partners the Council should consider having single item agendas. There have been a number of occurrences within some of the Scrutiny Boards where agenda items have been given disproportionate amounts of time and as a result attendees have been left waiting sometimes not being able to present their given agenda item.

3 Scrutiny Boards scope and role, independence and wider relationships continued

Recommendation Four

Single item agendas should be introduced for Scrutiny Board meetings to improve their efficiency.

In addition to encourage greater engagement with the public, witnesses and co-optees the Council should remind Members that Scrutiny Board meetings are not the appropriate forum to raise political views as there is a risk that by doing so these individuals may feel alienated.

Recommendation Five

Scrutiny Members should be reminded that Scrutiny Board meetings are not a forum to voice personal political views.

3.5 Co-opted Members

Having attended Scrutiny meetings at LCC that had both co-opted Members on the Board and no co-opted Members there appeared to be a greater level of participation by all when the Boards contained co-opted Members. In addition the contribution made by the co-opted Members was very valuable as these Members were able to draw upon their experiences and provide a different perspective.

Currently the constitution of LCC does allow all Scrutiny Boards to have co-opted members it is just something that is not widely exercised. This is almost the opposite at Bristol City Council where there are a large number of Scrutiny Boards with co-opted Members. The Scrutiny Support Unit has however been proactive in this area and have recently taken a paper to the Scrutiny Advisory Group highlighting the benefits of having co-opted Members on Scrutiny Boards.

Recommendation Six

Each of the Scrutiny Boards should assess more formally whether co-opted Members should be invited to participate in their Board so to allow them to draw from the benefits of their involvement.

4 The vision and resources for scrutiny

4.1 Introduction

This section of the report discusses the extent to which the Council has a clear vision for the contribution of scrutiny and the resources to deliver that vision.

4.2 Vision for effective Scrutiny

By having an overall vision, aim or objective for a particular function it can serve to provide a clearer understanding of that function and demonstrate the added value that that function can bring.

From the documentation reviewed relating to Scrutiny at LCC there was no reference to what the Council see as their vision for Scrutiny. Following discussions with the Scrutiny Board Chairs, it was also clear that they each had their own personal visions for Scrutiny with there being no overarching Council wide vision. The visions from speaking to various Scrutiny Board Chairs included “holding the executive to account”; “getting involved in pre-policy decisions”; and “improving services for members of the public”.

Recommendation Seven

The Council should ascertain what their overall vision is for the Scrutiny function, formally document this and then publicise it, potentially within the Scrutiny Board Procedure Rule Guidance Notes.

4.3 Resources for effective Scrutiny

Whilst there is no overall vision as to the role of Scrutiny at LCC all Officers and Members interviewed felt that the financial resources available to the Scrutiny function were adequate to enable it to fulfil its role. The actual expenditure relating to the Scrutiny support function totalled £574,312 in 2007-08; £585,247 in 2006-07; and £503,875 in 2005-06.

One area of concern that was raised by a Scrutiny Board Chair related to whether members of the Scrutiny Boards fully understand the totality of issues being discussed. Whilst the Scrutiny Boards have access to independent research facilities this

4 The vision and resources for scrutiny continued

Member felt that these were predominately internet based and did not allow for specialist expertise to always be obtained on a particular topic area. The Scrutiny Support Unit does however provide a newspaper clipping service for Scrutiny Board Chairs which enables Members to gain further information relating to topic areas and facilitates some horizon scanning to be undertaken and potential emerging issues identified. In addition the Scrutiny Support Unit keep track of up and coming legislation, current consultations, departmental forward plans, publications by pressures, quangos and national bodies and attend numerous seminars and conferences and report back on all of these.

In addition there are a number of web based forums which Scrutiny Members are encouraged to access to gain further information or identify emerging issues. There has also been a Regional Chairs Forum although Members from LCC have not accessed this facility.

Recommendation Eight

Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon and it will enable further horizon scanning of emerging issues to be undertaken.

5 Matching of skills to Scrutiny Board roles

5.1 Introduction

This section of the report discusses the extent to which the skills of the members on the Scrutiny Boards are matched to and are appropriate for the fulfilment of their role.

5.2 Matching of members skills against the requirements of their role

The Scrutiny Boards are composed of elected Members who are selected to represent the political balance of the Council. As a result each political group has its own method of selection for appointing Chairs and Members to the Scrutiny Boards. However there is no formal matching undertaken by any of the political groups of the skills of Chairs and Members and the skill requirements of a particular Board. Given that there is no formal matching there is a risk that the most suitable candidate in terms of skills, experiences or even interest in the subject matter is not appointed as a Chair or Member of a Scrutiny Board.

5.3 Attendance

The table below highlights the percentage of members for each of the Scrutiny Boards that have attended 50% or less of the Scrutiny Board meetings in the time period 1 June 2008 – 19 March 2009:

Scrutiny Board	Percentage of members who have attended 50% or less of the meetings held between 1 June 2008 – 19 March 2009
Adult Social Care	23%
Central and Corporate	14%
Children's Services	27%
City Development	8%
City and Regional Partnerships	17%
Environment and Neighbourhoods	40%
Health	36%

5 Matching of skills to Scrutiny Board roles continued

This table clearly highlights that there are a large number of Scrutiny Board Members who are not attending meetings on a regular basis. In addition not only is there a poor attendance rate by some but there are other Members who are either late or who leave meetings early. Poor attendance rates, arriving late or leaving meetings early does not enable all Members to fully engage in the Scrutiny process.

Currently the Head of Scrutiny and Member Development sends reports to the Scrutiny Board Chairs and group Whips highlighting attendance rates for their Members. There is now a need for this to also be sent to each of the political groups for them to take action. For Scrutiny to be seen as effective across the Council it is paramount that Members who sit on each of the Boards attend and contribute to as many meetings as possible.

Recommendation Nine

Regular reports should be made to the political parties highlighting the attendance rates for their Members. Where attendance rates fall below an acceptable level then it should be the responsibility of each political group to take appropriate action to address this. Alternatively the number of members on Scrutiny Boards could be reduced if there are too many competing demands on Members' time.

It is recognised by some Executive and Scrutiny Members that the Scrutiny function at LCC could be strengthened. Having attended a number of Scrutiny meetings it has been evident that the chairing styles of the Boards does differ and this can lead to there being a lack of clarity over what information the Board actually requires; to agenda items being given disproportionate amounts of time; and the engagement with other partners and members of the public being weak. The Council should therefore look closely at the methods used in appointing Scrutiny Chairs. Due to the differences previously highlighted in the selection methods employed by each of the political groups there is a risk that the Members appointed as Chairs of the Scrutiny Boards are not the most suitable. The Council should consider introducing a 'job specification' outlining the required competencies of a Scrutiny Chair. Each political group should then select the individuals who best meet this specification and this should be approved by the Leader of each group.

Recommendation Ten

The Council should consider introducing a 'job specification' outlining the required competencies of a Scrutiny Chair. Each political group should then select the individuals who best meet this specification and this should be approved by the Leader of each group.

5 Matching of skills to Scrutiny Board roles continued

There appears to be a range of methods used within the Local Government sector in terms of appointing individuals as Chairs of Scrutiny. These methods include:

- An informal process of nomination, dealt with by each political group and endorsed by full Council;
- Having job specifications, against which each political party appoints the most suitable candidate; and
- Using job specifications for the leader of each political party to formally interview candidates against.

6 Development of Scrutiny work programmes

6.1 Introduction

This section of the report discusses how scrutiny enquiries and public challenge feed into the work programme of Scrutiny Boards.

6.2 Development of Scrutiny work programmes

The first meeting of the year for Scrutiny Boards is held in June where the work programmes for the year are developed. Work programmes are developed having had access to a wide range of information including key performance indicators, external audit and inspections reports and financial data etc. Work programmes are not finalised documents as they are seen to evolve throughout the year.

As work programmes are evolving documents and to ensure that all Members continually identify new areas for inclusion in the work programme each Scrutiny Board should have a standing agenda item which allows for real time monitoring of issues, so that any emerging issues can be identified. This will enable any current issues to be added where appropriate to the work programme and will facilitate the Scrutiny Board being perceived to be having greater impact by continually scanning the horizon for potential issues.

Recommendation Eleven

All Scrutiny Boards should have 'real time monitoring' as a standing agenda item.

For a detailed inquiry area to be added to the work programme it will be considered against the Council's 'inquiry selection criteria' and the Scrutiny Board will consult with the relevant Director and Executive Member. The ultimate decision of whether to add an inquiry area to the work programme lies with the Scrutiny Board.

The Council also have a 'request for scrutiny' form that anyone can complete and submit to the relevant Scrutiny Board, this is subject to the same selection criteria above.

6 Development of Scrutiny work programmes continued

At one of the Scrutiny Board meetings attended there was debate about whether or not to add a particular inquiry area to the work programme. Whilst Members of the board spent a considerable amount of time debating whether or not to add this to their work programme it was incorrectly pointed out that this had not been discussed with either the relevant Director or Executive Member. It was therefore decided to move this agenda item to the next meeting. This action was not actually required and could potentially lead to alienation of Members, partners and members of the public if meetings are not conducted in an efficient manner. By ensuring that all Scrutiny boards hold effective pre-meetings this will help to ensure that similar situations are limited.

7 Information for Members of Scrutiny Boards

7.1 Introduction

This section of the report discusses the extent to which the information available to Members enables them to reach appropriate conclusions.

7.2 Quality / Quantity of information

There is a general feeling amongst the Scrutiny Board Members that the quality of information they receive to enable them to reach appropriate decisions is to a high standard. This is felt to be facilitated by the strong relationships that the Scrutiny Board Members have developed with their Principal Scrutiny Advisors.

Across all Council meetings, not just Scrutiny, there is a trend for very large agenda packs. The risk of having such large agenda packs is that people do not get sufficient time to read the contents fully. Having reviewed all Scrutiny agenda packs for March 2009 there are only two with less than one hundred pages and there are four Scrutiny Boards with agenda packs greater than one hundred and fifty pages. The quantity of information that is presented and the number of agenda items may be a contributing factor as to why the contribution within some Scrutiny Board meetings of some Members is limited. The Council should consider whether the agenda packs could be limited in size as this could potentially lead to greater engagement by both Members and other attendees.

At one of the Children's Services Scrutiny Board meetings however, some Members felt that insufficient information was presented to decide if to go ahead and hold an inquiry hence adding an item to their work programme. As a consequence the agenda item had to be carried forward to the next meeting.

All Scrutiny Boards should ensure that they use their pre-meetings more effectively as this should be the forum for Members to voice concerns over the sufficiency of information presented. Chairs should ensure that at pre-meetings all Members are focused upon the forth coming meeting and they should ensure all Members identify which agenda item they will lead on. By having more focused pre-meetings this should lead to more efficient Scrutiny Board meetings.

7 Information for Members of Scrutiny Boards continued

Recommendation Twelve

Scrutiny pre-meetings should be more effectively used. They should be a forum to provide real focus in advance of the Scrutiny meeting.

8 Call-In arrangements

8.1 Introduction

This section of the report discusses the design of the Call-In arrangements specifically in response to the Council's recent 'Corporate Assessment'.

8.2 Call In arrangements

Within the Local Government Act 2000 there is a requirement that Overview and Scrutiny Committees are given the power to recommend that a decision made but not implemented be reconsidered, 'Called In'. As 'Calling In' of a decision can lead to a period of delay before a decision is implemented it was envisaged that this mechanism is used sparingly.

The recent Corporate Assessment made the following observations in relation to Call in arrangements:

".... Call-In arrangements need to be reviewed to support a fair and effective approach.... Call In arrangements are considered ineffective by many Councillors as two political parties have to agree which has resulted in few Call Ins in recent years."

Following this observation the Council approved changes to its constitution in May 2008. Call In arrangements must now be signed by:

- Two Non Executive elected Members (who are not from the same political party); or
- Any five Non Executive elected Members.

Following the changes implemented above another review of the Call In arrangements was undertaken in October 2008 and the following arrangements implemented:

- Scrutiny Board Members should no longer be signatories to Call Ins which they will hear;
- A substitute Member is entitled to attend the Scrutiny Board meeting where the Call In is received in place of a regular Member; and
- Call in meetings can be adjourned up to a maximum of five working days to allow information not available at the time but considered crucial by the Scrutiny Board in order to reach a decision.

8 Call-In arrangements continued

As a consequence of these changes there has been an increase in the number of Call Ins received, which now appear in line with the level of Call Ins at other Local Authorities. These changes have also led to the view that Call Ins are becoming increasingly more effective.

One of the decisions recently Called In was at the City Development Scrutiny Board and related to a decision made around cemeteries and crematoria fees. Whilst this decision was released for implementation, it was noted that under the Officer Delegation, the decision had been implemented before the Call In period had expired. Internal Audit at the Council have recently highlighted this issue and included a recommendation within one of their reports.

Recommendation Thirteen

The Scrutiny Support Unit should remind Officers of the processes that need to be adhered to relating to Call Ins.

9 Service delivery, service improvements and added value of Scrutiny

9.1 Introduction

This section of the report discusses the extent to which the recommendations of the Scrutiny Boards have resulted in changes in service delivery and service improvements and the extent to which Scrutiny adds value to the Council.

9.2 Service delivery and service improvements

Historically Scrutiny Boards have had no comprehensive system for tracking the implementation of recommendations. Hence it has not always been clear to demonstrate service delivery or improvements following recommendations made. To address this the Council have recently implemented a formal tracking system so that Scrutiny Boards can monitor the implementation of their recommendations in a more systematic way.

In addition on an annual basis a report is produced of the work undertaken by the Council's Scrutiny Boards. This highlights in detail the areas of focus of each Board and highlights some of the recommendations made. This could be further strengthened by outlining the service benefits of these recommendations as a demonstration of the impact Scrutiny can have.

Recommendation Fourteen

Within the Scrutiny annual report each Scrutiny Board should clearly outline the service benefits of the recommendations made. In addition each Scrutiny Board should consider using a consistent table or graph to clearly display the impact of their recommendations and the outcomes recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.

Whilst not having had a formalised monitoring system in place for a long period of time, the Council is still able to highlight a wide range of examples of where the recommendations of the Scrutiny Boards have resulted in service delivery or improvements. A selection of examples are highlighted below:

- In November 2005 the Children's Services Scrutiny Board established a Young People's Scrutiny Forum to carry out scrutiny on topics chosen by the young people themselves. In their second year the Young People's Scrutiny Forum reviewed transport arrangements in Leeds for Young People and a local campaign has been launched for free bus travel for young people.

9 Service delivery, service improvements and added value of Scrutiny continued

- The Children's Services Scrutiny Board have been involved in steering the Council's approach to the development of Trust Schools to enable a proactive strategic approach to maximise the potential that Trust Schools might have in improving outcomes for children in deprived communities.
- The Scrutiny Boards also provide an important function to ensure that all parties have their views heard and comprehensively reflected. This has recently been evidenced where staff at a local school agreed to call off strike action after it was decided that Scrutiny would undertake an inquiry into a school based issue.
- The Health and Adult Social Care Scrutiny Boards have previously been acknowledged as being instrumental in improving the negotiations and working relationships between the Leeds Teaching Hospitals NHS Trust and the LGI Kidney Patients Association.
- Some of the funding awarded by the Centre for Public Scrutiny has been used to achieve one of the objectives of the Healthy Leeds Partnership's 'Health and Wellbeing Plan' which was to establish a Community Development Network for Leeds.
- Following a recommendation made by the Health and Adult Social Care Scrutiny Boards being implemented, for a representative from the Council's Development Department to become a member of the Leeds Childhood Obesity Strategy Group, it is recognised that they have played an active part in developing the action plan for tackling childhood obesity.
- The Environment and Neighbourhoods Scrutiny Board have been involved in an inquiry into the Council's own CO2 emissions. From reviewing this it is highly commendable to see the Board had factored into their inquiry future legislative changes relating to the Carbon Reduction Commitment.

All of the examples highlighted above have been identified by Scrutiny Members. None of the Executive Members interviewed were able to say when questioned any areas where Scrutiny has added value or where Scrutiny recommendations had led to service improvements. When asked as to why the Executive Members felt this was the case, some stated that they felt Scrutiny had become "cosy" and the enquiries held were "not very challenging". Some Executive Members felt that Scrutiny recommendations were ones that predominately had been generated by Officers themselves. Having reviewed a large number of Scrutiny recommendations this does not always appear to be the case although it does highlight the need for all Scrutiny Members to ensure they act with professional scepticism in all they do.

10 Policy development

10.1 Introduction

This section of the report discusses the extent to which the seven Scrutiny Boards challenge policy development and the consistency of actions taken by these Boards.

10.2 Policy development

Policy development can take the form of being involved in the development of a new policy area or can involve suggesting modifications to previous policies. Across the Council there are examples that a number of Scrutiny Boards are involved in some form of policy development, even if at the out set the area of review was not badged as policy development. Whilst there is still room for improvement in ensuring all Scrutiny Boards are more involved in policy development there is a consensus that there is a shift in the right direction and increasingly more work is being done in this area. From a review of the 2007/08 annual report which categorises the different types of work that the seven Scrutiny Boards have been involved in, it is clear to see that 33% of their total work in 2007/08 involved some form of policy review or development compared to 24% in 2006/07.

There are however, a number of Scrutiny Board Members who feel that they would like to be more involved in policy development. Following discussions with both Scrutiny Chairs and Executive Members there are a small number of inconsistencies in how the role of Scrutiny in policy development is viewed. From the feedback we received some Scrutiny Chairs do feel bypassed in policy development. Some Executive Members however felt that despite providing direction to Scrutiny Boards in terms of useful areas of work and policy development that they would like Scrutiny to get involved in, this is often ignored. During our review, however, we found limited evidence of this. In addition Executive Members stated that no rationale was provided as to why these areas were not felt to be priorities for the Scrutiny Boards.

Recommendation Fifteen

There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide not to undertake work areas suggested by Executive Members a brief rationale should be provided so to prevent any misunderstandings arising.

10 Policy development continued

From a review of this years and prior years' work programmes it is evident that one example of where the Culture and Leisure Scrutiny Board (as it was previously called) could have been more involved in policy development was in regards to the proposals to establish a Sports Trust. The Board did however identify this as a potential area of work although following discussions decided against taking this forward.

There are a number of examples however of where the Scrutiny Boards have been able to demonstrate involvement in policy development. Examples include:

- The Children's Services Scrutiny Board where they have been actively involved in policy development relating to the services for 8 – 13 year olds; the development of an inclusion Strategy; and the education and training provision in Leeds for 14 – 19 year olds;
- The City Development Scrutiny Board have commented on a number of ongoing plans and strategies which has included the Local Development Framework;
- The Environment and Neighbourhoods Scrutiny Board have been involved in an inquiry into housing lettings which examined the Council's current housing lettings policy; and
- The Health Scrutiny Board have recently commenced an inquiry looking at teenage pregnancy and sexual health.

The Council's Scrutiny Boards' Annual Report is an excellent forum to highlight the examples of where the Scrutiny Boards have been involved in policy development or service enhancements. However other than in the introductory section - 'Work of the Boards' which shows the different types of work Scrutiny has been involved in, and the Children's Services section which shows the areas where they have been involved in the review of existing policy and the development of new policy, the remaining report sections make it difficult to identify which areas of work relate to policy development or review. The Head of Scrutiny and Member Development is looking to make changes to the 2008/09 Annual Report to make the identification of policy development work streams easier.

Recommendation Sixteen

Templates for the layout of the Annual Report should be provided to Scrutiny Chairs so to increase the consistency and to enable greater comparability between the work of each of the Boards. Within the Annual Report each Scrutiny Board should clearly categorise the work using a consistent series of headings.

11 Performance Management

11.1 Introduction

This section of the report discusses the extent to which the Scrutiny function fits within the wider performance management arrangements of the Council.

11.2 The role of performance management within Scrutiny

At the start of the year when the work programmes for the Scrutiny Boards are developed (June) performance management information is shared with each Board to enable this to shape the direction of their work.

Performance management information is then presented on a quarterly basis to enable the Board to challenge the information and ask questions where appropriate to either the Executive Member, a corporate performance management Officer or the relevant Services Director. This should then provide some assurance that adequate progress is being made and where this is not the case provides a mechanism to challenge performance further.

Concern was raised by one Scrutiny Board Member that consistent poor performance against a particular key performance indicator (KPI) is not identified by Officers as being a potential area where the Scrutiny Board can provide insight and add value to the Council. Some Members, however have to take greater ownership and accountability here and not rely upon others to direct their work programmes but should feel empowered to proactively identify this themselves.

Recommendation Seventeen

Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and use this to direct any area of their annual work programme.

Some Scrutiny Board Members also raised concern that whilst they are presented with data relating to KPIs on an exception basis they often do not fully understand the impact of this. Some organisations actually present information relating to what the impact is on the organisation of not achieving a particular KPI, this may be something the Council should consider for particular KPIs that have had historical poor performance.

11 Performance Management continued

Recommendation Eighteen

Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery. This may help identify areas where the Council could involve Scrutiny Boards further.

There are good examples however of where some Scrutiny Boards are clearly using performance information to shape their work programmes. The Environment and Neighbourhoods Scrutiny Board are one such board which have identified areas where performance was not meeting the required targets and used this to request more detailed information which lead to an inquiry being undertaken.

11.3 Performance Management of Scrutiny

Within the Scrutiny Annual Report there is detail provided of the work that is undertaken by each of the seven Scrutiny Boards. Each Scrutiny Board provides a brief summary of the work they have undertaken and the recommendations raised however it is difficult given the current format of the report to monitor the actual outcomes. Each Scrutiny Board should consider using a consistent table or graph to clearly display the outcomes of the recommendations recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable. This will ensure that the impact of Scrutiny is clearly identifiable. This is to be incorporated into the 2009/10 Annual Report.

Recommendations and action plan

***	Significant residual risk **	Some residual risk *	Little residual risk *	Little residual risk
	Recommendation	Priority	Management response	Responsibility and timescale
1	<p>The Council should review the Scrutiny Board Procedure Rules Guidance Notes and add that the Scrutiny Boards will:</p> <ul style="list-style-type: none"> • Be innovative in their approach to challenging the way the Council operates; • Add value to the Council through the reviews they do; and • Strive to improve communication channels within the Council and the wider community. 	*	Agree.	Head of Scrutiny and Member Development September 2009
2	<p>The Council should publish and distribute local and national examples of where Scrutiny has added value and impact within the Annual Report. This should be seen by full Council and Officers. This will continue to convey the message that by engaging fully with Scrutiny the Council as a whole will benefit through improved public services.</p>	***	<p>Agree.</p> <p>The Annual report is already presented to full council.</p> <p>A number of scrutiny case studies have featured in national toolkits and studies. In addition some scrutiny reviews were featured in the 'Picture of Leeds' series produced for the CPA in 2007.</p> <p>We will look at strengthening this aspect by incorporating such messages into our overall 'communications strategy'.</p>	Head of Scrutiny and Member Development September 2009

Recommendations and action plan

***	Significant residual risk	**	Some residual risk	*	Little residual risk
	Recommendation	Priority	Management response		Responsibility and timescale
3	The Council should raise the profile of the 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' and should encourage further engagement between the Scrutiny Chairs, Executive Members and Officers. On an annual basis this document should also be included within the Members induction programme.	***	Agree. The development of a Council vision for scrutiny (recommendation 7) will be a good tool to develop this engagement further. The 'Memorandum of Understanding' will be refreshed and re-circulated annually.	*	Head of Scrutiny and Member Development June 2009 onwards
4	Single item agendas should be introduced for Scrutiny Board meetings to improve their efficiency.	**	Agree. Scrutiny Boards will be encouraged to focus on single item agendas wherever possible and appropriate when developing their work programmes.		Scrutiny Chairs/Head of Scrutiny and Member Development June 2009 onwards
5	Scrutiny Members should be reminded that Scrutiny Board meetings are not a forum to voice personal political views	**	Agree. This will first take place at the June meeting, but Group whips will be reminded via the publication of this report. We accept that whilst party politics should be left at the door, Members will rightly be influenced by their political views but will make recommendations based on evidence.		Scrutiny Chairs/Group Whips/Head of Scrutiny and Member Development June 2009 onwards

Recommendations and action plan (Cont.)

***	Significant residual risk **	Some residual risk	Little residual risk *	
	Recommendation	Priority	Management response	
			Responsibility and timescale	
6	Each of the Scrutiny Boards should assess more formally whether co-opted Members should be invited to participate in their Board so to allow them to draw from the benefits of their involvement.	**	Agree. This will be a formal item on the June Scrutiny Board meeting agendas.	Head of Scrutiny and Member Development June 2009
7	The Council should ascertain what their overall vision is for the Scrutiny function, formally document this and then publicise it, potentially within the Scrutiny Board Procedure Rule Guidance Notes.	*	Agree. We would suggest that the CfPS five principles of scrutiny are used as a starting point. This will require sign up by the Leaders and should involve a wide range of stakeholders.	Head of Scrutiny and Member Development/ Administration Leaders/Scrutiny Chairs October 2009
8	Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon and it will enable further horizon scanning of emerging issues to be undertaken.	*	Agree. Members will be reminded of these resources on an annual basis at the start of the municipal year, as well as on an ongoing basis.	Head of Scrutiny and Member Development June 2009 onwards

Recommendations and action plan (Cont.)

***	Significant residual risk **	Some residual risk	* Management response	Little residual risk Responsibility and timescale
	Recommendation	Priority	Management response	Responsibility and timescale
9	Regular reports should be made to the political parties highlighting the attendance rates for their Members. Where attendance rates fall below an acceptable level then it should be the responsibility of each political group to take appropriate action to address this. Alternatively the number of members on Scrutiny Boards could be reduced if there are too many competing demands on Members' time.	**	Agree. We currently do this to political groups.	Head of Scrutiny and Member Development/ Group Whips Ongoing
10	The Council should consider introducing a 'job specification' outlining the required competencies of a Scrutiny Chair. Each political group should then select the individuals who best meet this specification and this should be approved by the Leader of each group.	**	We shall be introducing 'job specifications' as part of our bid to achieve 'CharterPlus' for Member Development. Whilst the competencies required for the role will be made available to the political groups, the groups need to consider the requirements for the role within the context of national party rules.	Head of Scrutiny and Member Development October 2009 Political Groups

Recommendations and action plan (Cont.)

***	Significant residual risk **	Some residual risk *	Little residual risk	
	Recommendation	Priority	Management response	
			Responsibility and timescale	
11	All Scrutiny Boards should have 'real time monitoring' as a standing agenda item.	*	Agree. All Scrutiny Boards have a standing item where they review their work programme, and receive the Forward Plan and Executive Board minutes to assist them in any reprioritisation of work. This is required by the Council's constitution. All Scrutiny Boards also have the facility to engage in general discussions with the appropriate Executive Member and Director about service issues. We would not envisage this being a standing item but a facility available to Scrutiny Boards when appropriate.	Head of Scrutiny and Member Development Ongoing
12	Scrutiny pre-meetings should be more effectively used. They should be a forum to provide real focus in advance of the Scrutiny meeting.	**	Agree. We believe that there is scope to improve on the current use of pre-meetings.	Head of Scrutiny and Member Development/ Scrutiny Chairs June 2009 onwards
13	The Scrutiny Support Unit should remind Officers of the processes that need to be adhered to relating to Call Ins.	*	Agree. We will work with colleagues in Governance Services to ensure officers across the council are aware of the stages and timescales involved in the decision-making process, particularly in relation to the call-in requirements.	Head of Scrutiny and Member Development/Head of Governance Services September 2009

Recommendations and action plan (Cont.)

***	Significant residual risk **	Some residual risk	* *	Little residual risk
	Recommendation	Priority	Management response	Responsibility and timescale
14	<p>Within the Scrutiny annual report each Scrutiny Board should clearly outline the service benefits of the recommendations made. In addition each Scrutiny Board should consider using a consistent table or graph to clearly display the impact of their recommendations and the outcomes recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.</p>	**	<p>Agree. This will be introduced for the 2009/10 Annual Report. The progress of recommendations will relate mainly to those recommendations made the previous year. We will use our existing recommendation tracking system to provide this information.</p>	<p>Head of Scrutiny and Member Development May 2010</p>
15	<p>There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide not to undertake work areas suggested by Executive Members a brief rationale should be provided so to prevent any misunderstandings arising.</p>	**	<p>Agree. The success of this will depend on the relationship between Scrutiny and Executive Board Members. The work programme setting meeting in June will be crucial for this to be a success. The Scrutiny Board Procedure Rules already require the Board to provide an explanation where it turns down a suggestion from the Executive Board.</p>	<p>Head of Scrutiny and Member Development June 2009 onwards</p>

Recommendations and action plan (Cont.)

***	Significant residual risk	**	Some residual risk	*	Little residual risk
	Recommendation	Priority	Management response		Responsibility and timescale
16	<p>Templates for the layout of the Annual Report should be provided to Scrutiny Chairs so to increase the consistency and to enable greater comparability between the work of each of the Boards. Within the Annual Report each Scrutiny Board should clearly categorise the work using a consistent series of headings.</p>	**	<p>Agree. This will be introduced for the 2009/10 Annual Report. The use of categories of work has been introduced for the 2008/09 annual report</p>		<p>Head of Scrutiny and Member Development May 2010</p>
17	<p>Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and use this to direct any area of their annual work programme.</p>	**	<p>Agree. A training session, facilitated by the Centre for Public Scrutiny will take place in June and the messages reinforced throughout the year.</p>		<p>Head of Scrutiny and Member Development May 2009 onwards</p>
18	<p>Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery. This may help identify areas where the Council could involve Scrutiny Boards further.</p>	**	<p>Agree. This will be fed into the quarterly performance monitoring reports received by all Scrutiny Boards</p>		<p>Head of Scrutiny and Member Development and Head of Policy, Planning and Improvement October 2009</p>

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Originator: Sandra Newbould

Tel: 247 4792

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 17th June 2009

Subject: Executive Board Referral

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 BACKGROUND

- 1.1 On the 13th May 2009 the Director of Environment and Neighbourhoods submitted a report to the Executive Board in response to the recommendations from the Scrutiny Board (City and Regional Partnerships) with regard to the role of the voluntary, community and faith sectors in Council led community engagement.
- 1.2 Executive Board resolved that the Scrutiny Board (City and Regional Partnerships) inquiry report into the role of the voluntary, community and faith sectors in Council led community engagement be referred to Scrutiny Board (Children's Services) and Scrutiny Board (Adult Social Care) for consideration, with a further report being submitted to Executive Board in due course.
- 1.3 Information relating to the scope of the inquiry is attached as appendix 1.
- 1.4 The Inquiry report into the Role of the Voluntary, Community and Faith Sector (VCFS) in Council Led Community Engagement is attached as appendix 2.
- 1.5 The response by the Director of Environment and Neighbourhoods to the City and Regional Partnerships Inquiry is attached as appendix 3.

2 RECOMMENDATIONS

- 2.1 The Adult Social Care Scrutiny Board is asked to consider the Inquiry Report in accordance with the Executive Boards referral and agree any comments to be fed back.

3 BACKGROUND PAPERS

Executive Board minutes – 13 May 2009

Scrutiny Board (City and Regional Partnerships)

Inquiry into the role of the voluntary, community and faith sectors (VCFS) in council led community engagement

Terms of Reference

1.0 Introduction

- 1.1 At the first meeting of this new Scrutiny Board, members agreed to carry out an inquiry into the role of the voluntary, community and faith sector in community engagement.
- 1.2 In particular Members were keen to establish what opportunities exist to improve voluntary, community and faith sector (VCFS) participation and influence, including:
 - exploring what opportunities exist to strengthen the voluntary, community and faith sector infrastructure which supports engagement, and
 - exploring what, if any, changes are necessary in the Council's culture, policy and practice to strengthen voluntary, community and faith sector engagement.
- 1.3 The context of and drivers for the inquiry are complex:
 - Members have their own experiences of voluntary, community and faith sector participation and views about strengths and weaknesses and the potential for improvement.
 - There is a Central Government agenda promoting greater levels of engagement, including the recent publication of the Community Empowerment White Paper, 'Communities in Control', which will increase requirements for Councils to promote, facilitate and deliver a wider range of engagement activity, with demonstrable impacts on services and other decisions.
 - The Leeds Strategic Plan 2008-2011 includes an improvement priority and a national indicator on increasing the number of people who feel they can influence decisions in their locality.
 - The Council has legal obligations it must meet in respect of Equality legislation. It is required to evidence appropriate arrangements for engaging with all communities.
 - The Council is a signatory to the Compact for Leeds, where community participation and equal partnerships are key areas of focus.
 - Area Committees are about to significantly strengthen their community engagement responsibilities, including a brief to agree Area Community Engagement Plans with the goal of delivering better outcomes from local services.
 - Other partners and partnerships across Leeds have their own drivers and arrangements for engagement and many of these are also in transition.
 - Within the VCFS there are some well established and some newly emerging networks and structures facilitating effective engagement, but as the Council and other partners undergo transition to new structures and systems, so the VCFS sector is required to adapt to meet changing needs as well as respond to changing resourcing opportunities.
 - Finally, the recent wave of new accession state migration that Leeds has experienced has highlighted the need to engage with new communities as they

move to the City, to enable them to establish themselves and to ensure that services are aware of and can respond to changing demands. In reality we need to identify routes to engage with all of the communities in Leeds for the same reasons. The VCF sector may have a key role to play in delivering on this goal.

- The drivers and context exemplify the challenges and opportunities of the engagement agenda for Leeds at this time. The scrutiny focus is timely and provides an opportunity to draw together a number of issues, whilst spotlighting some specific areas of focus.

2.0 The Scope of this Inquiry

The scope of this inquiry is to identify:

- a the opportunities and barriers for engagement that exist for the VCFS and wider community as the Council and others work towards achieving the LAA targets set for Leeds.
- b what good practice exists in Leeds and beyond that can be used and developed.
- c what resources and other support is required by the VCFS in order to play a full role in delivering on the engagement and other targets for Leeds.
- d some of the changes that may be necessary in the Council's policy, practice and culture to deliver improved engagement outcomes for Leeds.

3.0 Comments of the relevant Director and Executive Board Member

- 3.1 The Director of Environment & Neighbourhoods, and the relevant Executive Board Members have been requested to comment on these terms of reference.

4.0 Timetable for the Inquiry

- 4.1 The inquiry will take place over three sessions with a view to issuing a final report in November 2008.

5.0 Submission of evidence

- 5.1 The following formal evidence gathering sessions have been scheduled:

5.2 Session One – 25th September 2008

The purpose of this session is to hear evidence about:

- current and emerging consultation obligations;
- the arrangements in place within the Council for community engagement at strategic, service and area level; and
- the strengths and weaknesses of the current approaches and opportunities and barriers to improve practice.

In particular the Board will consider:

- An overview of Council community consultation obligations, performance requirements and commitments;

- An overview of current Corporate Consultation Policy and processes, including: Place Survey; Citizens Panel and Corporate arrangements to facilitate more effective community consultation across services and in neighbourhoods, e.g. the Corporate Consultation Portal, emerging Equalities Forum and Hubs;
- An overview of Service based engagement practice, including examples of good practice;
- An overview of Area based engagement and the emerging role of Area Committees in respect of community engagement as a tool for shaping Area Delivery Plans, local services and activity;
- An overview of the opportunities for and practice of engaging with the VCFS at a strategic level e.g. on the development of key strategies like the LAA/LSP or in key Leeds Initiative Partnerships;
- Consideration of issues relating to reach, impact and opportunities for coordination and improvement in practice.

5.3 **Session Two – 23rd October 2008**

The purpose of this session is to:

- hear evidence of examples of good practice in Leeds and other areas.
- hear a VCFS perspective on the opportunities and barriers to participation with the Council and others.
- hear evidence from the VCFS and others about the capacity and infrastructure for engagement within the VCFS

In particular the board will consider:

- information requested from the last session;
- a VCFS perspective on the opportunities for and barriers to, effective participation at strategic, service and area level;
- a VCFS perspective on the effectiveness and impact of engagement activity at a strategic, service and area level;
- views from VCFS and others on the strengths and weaknesses of the capacity / infrastructure within the VCFS to support effective engagement.
- evidence of examples of good practice from Leeds and other local authority areas;
- the changes that may be necessary in Council policy, practice, culture and elsewhere to deliver the desired improved engagement outcomes.

This Session should use specific Case Studies in order to give practical illustrations to the issues identified.

The Board is asked to consider at this session any emerging recommendations from the inquiry to date.

5.4 **Session Three – 20th November 2008**

The purpose of this session is to consider:

- Any information requested from the last session.
- The Board's draft inquiry report and recommendations.

6.0 Witnesses

6.1 The following witnesses have been identified as possible contributors to the Inquiry:

- Leeds Voice
- Faith Community organisation
- Connecting Communities/Leeds BME Network
- Volition, the Advocacy Network for people with Mental Health issues
- Individual resident/s who have participated in community engagement activity
- Leeds City Council's Corporate Consultation Manager
- Environment and Neighbourhoods Officers, including: Area Management and Chief Regeneration Officer
- Director of Adult Social Care
- Assistant Chief Executive (Policy, Planning and Improvement) Performance /Equalities/ LAA development etc
- Director of Children's Services / Partnerships Manager

7.0 Monitoring Arrangements

7.1 Following the completion of the scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for monitoring the implementation of the Board's recommendations.

8.0 Measures of success

8.1 It is important to consider how the Board will deem whether its 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.

8.2 The Board will look to publish practical recommendations.

**Inquiry into the Role of the
Voluntary, Community and
Faith Sector (VCFS)
in Council Led Community
Engagement**

Scrutiny Inquiry Report

Introduction and Scope



Introduction

1. In developing our work programme for 2008/2009 we recognised the important role that the Voluntary, Community and Faith Sector (VCFS) has to play in Council led community engagement and agreed to undertake an inquiry on this issue.
2. We wanted to explore the context of, and the drivers for, an inquiry on this issue which we recognised as being complex.
3. We knew that the recently published Empowerment White Paper, 'Communities in Control: Real People, Real Power' sets out new expectations and opportunities for Local Government. These include:
 - extending the duty to involve partner organisations
 - streamlining consultation and engagement with partners
 - supporting and promoting volunteering opportunities
 - improving access to information to support involvement
 - creating opportunities to influence – e.g. participatory budgeting, establishing neighbourhood, community or village councils
 - incentives to encourage voting
 - accountability through scrutiny and public hearings
4. In addition in 2009 the Comprehensive Area Assessment (CAA) will replace the current Corporate Performance Assessment for measuring local authority performance and standards. The new CAA includes clear and significant focus on community engagement and specifically the equality aspects of engagement. Current guidance for the new CAA indicates inspectors will explore and expect to see 'how well councils engage with, involve and empower local people including through the use of the third sector'.
5. Moreover, the Leeds Strategic Plan 2008 - 2011 which incorporates the Local Area Agreement includes improvement priorities and targets linked to engagement and empowerment. (see Appendix 1 attached). These measures recognise the important role and contribution that the VCFS plays in the life of the city and its residents. The indicators drawn from the national indicator set are to be measured by the Place Survey. The first survey to provide a baseline from which progress would be measured was carried out in the Autumn of 2008.
6. As Members of Council we all have our own experiences of voluntary, community and faith sector participation and views about its strengths and weaknesses and the potential for improvement. Pressure to engage with the VCFS is

Introduction and Scope



coming from a variety of sources including the fact that:

- ◇ There is a Central Government agenda promoting greater levels of engagement including the White Paper referred to in paragraph 3.
 - ◇ The Leeds Strategic Plan 2008-2011 includes an improvement priority and a national indicator on increasing the number of people who feel they can influence decisions in their locality (see Appendix 1).
 - ◇ The Council has legal obligations that it must meet in respect of equality legislation.
 - ◇ The Council is required to evidence appropriate arrangements for engaging with all communities.
 - ◇ The Council is a signatory to the Compact for Leeds, where community participation and equal partnerships are key areas of focus.
7. In addition we are aware that Area Committees are about to significantly strengthen their community engagement responsibilities, including a brief to agree Area Community Engagement Plans with the goal of delivering better outcomes from local services.
 8. Other partners and partnerships across Leeds have their own drivers and arrangements for engagement and many of these are also in transition.
 9. We know that within the VCFS there are some well established and some newly emerging networks and structures facilitating effective engagement, but as the Council and other partners undergo transition to new structures and systems, so the VCF Sector is required to adapt to meet changing needs as well as respond to changing resourcing opportunities.
 10. Finally, the recent wave of migrant workers from other European Countries which Leeds has experienced has highlighted the need to engage with new communities as they move to the City, to enable them to establish themselves and to ensure that services are aware of and can respond to changing demands. In reality we need to identify routes to engage with all of the communities in Leeds for the same reasons. The VCF Sector may have a key role to play in delivering this goal.
 11. The drivers and context exemplify the challenges and opportunities of the engagement agenda for Leeds at this time. We consider that the scrutiny focus is timely and provides an opportunity to draw together a number of issues whilst spotlighting some specific areas of focus.

Introduction and Scope



12. We acknowledge the lead role that the Environment and Neighbourhoods Directorate has for Council lead community engagement with the VCFS and the excellent work that is being carried out and developed in this regard.

13. We recognised whilst developing the terms of reference for this inquiry the importance of looking at specific case studies to help us identify the issues and understand the role of the VCFS. Their experiences would help us to identify what was working and where possible improvements could be made.

14. We are very grateful to everyone who gave their time to participate in this inquiry and for their commitment in helping us to understand and review this matter.

15. We would particularly like to thank the Director of Leeds Voice for her help, support and guidance during our deliberations.

The Scope of this Inquiry

16. In the light of our discussions we agreed terms of reference for this inquiry on 21st July 2008.

17. We agreed that the purpose of the inquiry was to make an assessment of and where appropriate, make recommendations on the following areas:

◇ the opportunities and barriers for engagement that exist for the VCFS and wider community as the Council

and others work towards achieving the LAA targets set for Leeds.

◇ what good practice exists in Leeds and beyond that can be used and developed.

◇ what resources and other support is required by the VCFS in order to play a full role in delivering on the engagement and other targets for Leeds.

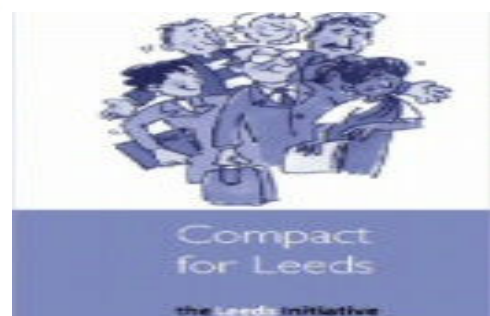
◇ the changes that may be necessary in the Council's policy, practice and culture to deliver improved engagement outcomes for Leeds.



Voluntary
Action –
Leeds

the **Leeds** Initiative

Local partnerships making things happen



Conclusions and Recommendations



18. We wanted to identify what is meant by community engagement and the duties of the Council in this regard. We also wanted to understand the way in which the Voluntary, Community and Faith Sector is now a fundamental part of Council-led community engagement. We have summarised the background and our subsequent findings under the following headings:

- A. Community Engagement and Duties of the Council
- B. Engagement with the VCFS to support strategic developments
- C. Engagement with the VCFS to support service development and implementation
- D. Engagement with the VCFS to support Area based Initiatives
- E. Funding to VCFS
- F. Key Issues Identified with Representatives from VCFS

A. Community Engagement and Duties of the Council

19. Community engagement was described to us as an umbrella term that includes consultation, involvement, community capacity building and similar activities designed to enhance citizens' roles in local decision making. Community engagement must include people with disabilities, with different ethnic, cultural, faith or religious heritages, all genders, ages and sexualities.

20. Community engagement is essential to improving services, shaping the future of the city and the quality of life of its residents. It helps to unite local people and communities,

builds citizenship and community pride. It helps the council and its partners understand what communities want from our services.

21. We were informed that the Council's Community Engagement Policy and Toolkit was approved by Executive Board in December 2006. The policy sets out the Council's strategic approach to engagement and consultation which consists of four key components:

- a corporate Community Engagement Policy
- a corporate Community Engagement Toolkit
- a council-wide community engagement networking group
- an on-line consultation portal and information database

22. These components are all linked and complement one another and form an overall approach towards joined up community engagement. The full document was made available to us.

23. We learned that the Council aims to achieve Level 4 of the Equality Standard for Local Government by March 2009.

24. We understand that the Equality Standard is an evidence based assessment framework setting out expectations and benchmarks under a number of key headings: Leadership, Impact Assessments,

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Monitoring, Consultation,
Employment and Procurement.

25. The Standard overlaps with and sets challenges for the engagement agenda. The Council will need to demonstrate that it is monitoring and can evidence who it engages with, to ensure that all appropriate stakeholder communities are involved. Equality is a key element of the new CAA framework. The inspection will consider how well public services know, and are meeting, the needs of the diverse groups within communities; and focus on whether groups and individuals that are vulnerable to discrimination and prejudice receive equitable outcomes. The standard will change to the Equality Framework from April 2009.

26. We were advised that the Council's Equality Team is developing an Equality Assembly with Equality Hubs. This work is still in development but it will provide opportunities to engage with representatives from all equality strands at all levels across the city. This will not always be the most appropriate engagement route in all cases and other ways of engaging with diverse and minority communities may need to be explored in specific geographical and thematic areas. We acknowledge that using voluntary, community and faith organisations as facilitators and routes to some communities may be appropriate but will need encouraging and supporting where services have no experience or links.

27. Relationships between the Council and VCFS are embodied in the Compact for Leeds. Launched in 2003, this document is a voluntary agreement to improve relations between public and voluntary, community and faith sector partners in Leeds. It sets out a framework to facilitate better working and is built around the four key principles of:

- Promoting equal partnerships
- Encouraging effective use of resources
- Recognising and valuing volunteering and community activity
- Improving the quality of communication, consultation and information exchange

28. The Council actively supports work with the sector to review and update the codes of conduct contained within the agreement.

29. Within the VCF Sector in Leeds we were surprised to learn that there are over 3,000 organisations and a large number of these support and facilitate community engagement both formally and informally. A number of organisations provide a representative role at a city-wide level engaging in work to support the development of city-wide plans and policies, whilst others have a specific service, community of interest or neighbourhood focus.

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B. Engagement with the VCFS to Support Strategic Developments

30. We were advised that the Local Government and Public Involvement in Health Act sets out a stronger role for local government in leading its communities and bringing services together to address challenges working closely with their partners.
31. We acknowledged that the VCFS is a key partner in this 'place shaping' role helping the Council to answer the question 'what are the biggest challenges facing the city and what are we going to do about them?'
32. The VCFS represents the views of service users and residents throughout the city in local forums and bodies at strategic and key decision making levels in the city. Over 100 VCF Sector representatives participate in the partnership and strategy groups of the Leeds Initiative, the city's local strategic partnership. The development of the Sustainable Community Strategy, the Vision for Leeds, and Leeds Strategic Plan 2008-11 including the development of the Local Area Agreement (LAA) could not have been achieved without a robust VCFS framework that speaks for and represents citizens and service users.
33. We know that the partnerships, both with and within the sector, have been strengthened through the work to develop the current LAA supported by Leeds Voice. The process enabled the VCFS to engage equally and consistently in the design process resulting in the identification of the sector's key contributions for each of the new priorities and indicators.
34. We were informed that the Narrowing the Gap Board of the Leeds Initiative has recognized the importance to the city of maintaining a vibrant and thriving VCFS and has recently established a new partnership group to support the sector, the VCFS Partnership Group. The group will be a vehicle for developing and securing a consensus approach to policies, strategies and action which will enable the VCF sector to contribute to the delivery of the Leeds Strategic Plan 2008 -11.
35. The Group will have a focus on the service improvement priorities of community engagement, active citizenship and a thriving VCF Sector.
36. We referred to this during our discussions with representatives from the VCFS including Leeds Voice and thought it useful to attach to our report the terms of reference and the outline work programme for this Strategy Group as Appendix 1.

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C. Engagement with the VCFS to Support Service Development and Implementation

37. There is considerable engagement activity led by Council services taking place on a daily basis. Engagement can be with individual citizens or with and through voluntary, community and faith sector groups to extend the reach and effectiveness of this activity. It would not be possible to detail all the engagement activity involving the VCFS, therefore a sample of these activities has been provided at Appendix 2 using examples provided by Children's Services and Adult Social Services.

38. Children's Services has worked with VCFS organisations to develop more creative ways in which to engage with children and young people from different backgrounds and communities across the city. The examples provided by Adult Social Services demonstrate engagement activity from consultation with service users, involvement in strategy and service development and redesign, through to involvement in decision-making to commission services.

D. Engagement with the VCFS to Support Area Based Initiatives

39. There are a range of engagement activities described in Appendix 3 that have been employed to support the work of the Area Committees in South Leeds. These provide an indication of the VCFS involvement

in area-based community engagement activities. These include the VCFS brokering community engagement and influencing service delivery at the local level; undertaking commissioned community engagement activity; and contributing to Area Delivery Plan priorities and outcomes.

40. The review of Area Working considered by Executive Board in July 2008 set out the need for Area Community Engagement Plans that will set out the planned engagement activity for an area. This will include the production of a community profile; a calendar of planned communication and engagement activity; and an annual report. This annual report will provide the Area Committees with an overview of the engagement activity along with key outcomes delivered in their wards over the last year and the forward plan for the year ahead. This planned approach provides an opportunity to consider and plan for the involvement of VCFS organizations in the delivery of this activity.

E. Funding to VCFS

41. We received details of the total payments made by the Council to the VCFS in 2007/2008 amounting to £114m.

42. We were provided with detailed audited accounts for this period showing grants and other financial

Conclusions and Recommendations



assistance provided to the VCFS in Leeds in 2007/2008.

43. A summary of this information is set out in Appendix 4 attached.

F. Key Issues Identified with Representatives from VCFS

44. We heard from and met with representatives from Leeds Voice, St Luke's Cares and South Leeds Health for All.
45. Members of our working group visited SLATE (South Leeds Alternative Trading Enterprise), Hope of Africa, the Guru Nanak Nishkam Sewak Jatha temple and St Luke's Cares Smoothie Bar.
46. We recognised the valuable work being done and the potential opportunities and challenges of working with the VCFS organisations to enhance community engagement.
47. We identified from our discussions with the VCFS a number of common issues and concerns.
48. We applaud the fact that the Council has established a range of policies and procedures that require the Council to engage with the VCF Sector including:
- ◇ Community Engagement Policy (see paragraph 21)
 - ◇ Community Engagement Toolkit (see paragraph 21)
 - ◇ Aspiring to achieve Level 4 of the Equality Standard for Local Government (see paragraph 24)

◇ Developed the VCFS Partnership Group (see paragraph 34)

◇ Established a community engagement sub-group of the above which includes representatives of Leeds Voice, Leeds City Council and VCFS organisations.

◇ Is a signatory to the Compact for Leeds (see paragraph 27)

49. We were concerned that whilst some Council services are already fully engaged and have recognised the value of involving VCFS at an initial or early stage in reviewing services (example Children's Services Commissioning Board), there are other areas, where the VCFS perceive that they have not been involved, or where the degree of involvement and communication were minimal. Whilst we recognise that there may be good reason for this we thought it appropriate for a review to be undertaken.

Recommendation 1:

That the Director of Environment and Neighbourhoods co-ordinates work across the Council to undertake a Compact for Leeds awareness and compliance self assessment. This will enable the Board to assess the extent to which Council services engage with and recognise the value of VCFS in developing and improving their plans and policies in order to deliver a customer based service.

50. We were repeatedly told during our

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discussions with the VCFS of the significant funding pressures they are suffering as a consequence of the end of the Single Regeneration Budget and the Neighbourhood Renewal Fund and the budget constraints being faced by the Council. Funding has been withdrawn from many organisations including the Sikh Temple as new commissioning requirements are established. We acknowledged that VCFS schemes are highly vulnerable to financial variations. Sustainability of VCFS organisations and projects are essential if they are to be successful.

51. We noted from the funding and grant arrangements summarised in Appendix 4 that many schemes are only funded for a 12 month period which prevents or reduces incentives to develop medium and long term strategies and initiatives. By the time a project is established and staff recruited and trained, in reality there are only six months useful output from a project.

52. It was stressed to us by the VCFS that there has been a marked move in recent years away from a 'grants culture' to a service commissioning and outcomes-based system, with local VCFS organisations recognised and acknowledged as vital partners in a wide range of complex and comprehensive service provision, including the planning and implementation of those services demands stability of funding.

53. We feel that if the Council is genuine about ensuring that the VCFS is business ready for commissioning activities then it

must try and offer greater financial stability by guaranteeing funding for longer periods.

54. It is clear from what we were told by representatives from the VCF Sector that there also needs to be more work undertaken to ensure that project sponsors are supported to develop planned exit strategies and that this should be introduced at an early stage in circumstances where the Council decides to cease funding a particular project to avoid lack of continuity of service, uncertainty for the organisation and project concerned and the potential for bad publicity for the Council when funding ceases.

55. We believe that there is strong leadership within the sector which is supported by the Council and that there is greater co-ordination and collaboration amongst all parties concerned. However, the size, diversity and complexity of the VCFS in Leeds means that sometimes it is difficult for service managers to identify which groups are best placed to support and deliver engagement activity. The potential exists to improve and further strengthen leadership and collaborative arrangements within the sector to improve the service offered to the Council and its partners and for Council service managers to use the skills and knowledge of the sector to greater effect.

56. We were concerned that because of the complexity of this matter

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there was likely to be an element of overlap in services provided by VCFS, if not direct duplication. Some organisations may be competing against one another as a result. Clearly competition can be healthy or destructive but we have not been able from the small sample of VCFS organisations we met to take an informed view on this except to say that further research should be undertaken to support improvements in this area.

establish whether the Council provides a consistent and coherent approach to engaging with the VCF Sector and whether resourcing and monitoring of contracts / funding agreements are effectively communicated and that resourcing opportunities are disseminated properly, fairly and easily understood. The response from the VCF Sector on this complex issue was as expected mixed.

Recommendation 2:

That through the VCFS Partnership Group the Director of Resources and the Director of Environment and Neighbourhoods

(a) reviews the period of funding attached to grant awards to VCFS organisations with a view to phasing in 3 – 5 year awards from April 2010 for appropriate schemes.

(b) identifies and provides appropriate support to enable VCFS organisations to develop planned exit strategies to better manage expiry of funding awards

(c) strengthens leadership and collaborative arrangements within the Council and in the VCFS to minimise the potential for the duplication of commissioned activity in order to maximise the effectiveness and efficiency of the services being provided by April 2010.

58. We were informed that advice is available through the Council's and Leeds Initiative's websites on funding and commissioning issues.

59. However, it was generally felt by representatives from the VCFS and accepted by Council officers that more could be done to simplify the funding process and provide better quality advice and support to local VCFS organisations.

60. We were concerned that some smaller organisations would not have the capacity to compete under the commissioning process. We were advised by officers that the level of information required from organisations would be appropriate for the level of funding and risk involved.

61. We noted how some VCFS organisations are working together as a federation of voluntary organisations as in Hull which has brought economic advantages and empowerment.

62. We know that the VCF Sector has been responding to a number of

57. In our discussions we wanted to

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changes in the external environment. This includes the ending of a number of external discretionary grant programmes; a shift in the funding priorities of other programmes; and public sector partners moving to a commissioning approach which can require a changed approach from those seeking resources. The Council and its partners are also subject to changing central government expectations and periodically review and revise their priorities and arrangements to deliver on these. This can create both challenges in terms of managing change but also new opportunities for agencies to work together. To enable the meaningful involvement of the VCFS in delivering community engagement during such periods of change, we feel that greater emphasis and priority should be placed on providing quality training and support to the VCF Sector.

63. We were concerned to ensure that information and support is provided to grass roots community groups. They can provide a real opportunity for communities to come together to meet their local neighbourhood needs and for a different range of voices to be heard. These groups are often dependent on voluntary activity and the leadership abilities and efforts of a small number or single key individual within the community and for this reason can face difficulties in sustaining activity over the longer term. We also recognised that the strength and importance of community groups is not in delivering services to their communities but in articulating effective and coherent responses to change and opportunity so that each locality continues to thrive (rather than recoil as events appear to threaten and even overwhelm them). This contrasts

with voluntary organisations which tend to be agencies tooled up to deal with particular areas of interest and need.

Recommendation 3:

That through the VCFS Partnership Group the Director of Environment and Neighbourhoods identifies

(a) what further improvements could be made to simplify the current procedures and processes (including funding) and how the Council in conjunction with the VCF sector could better provide quality support including training and advice to local voluntary organisations.

(b) the impacts of current commissioning strategies on smaller organisations and identifies what safeguards could be developed to prevent losing the valuable services of these smaller organisations that provide a valuable service to the local community.

(c) the opportunities to develop federated or collaborative working across VCFS infrastructure organisations to extend support to a wider range of organisations within the sector and benefit both their organisation and their service user and maximise the impact of public and other resources.

(d) the opportunities to develop targeted information and support to community organisations to support their development and enable them to address local issues.

Conclusions and Recommendations



64. We referred to the “Compact for Leeds” during our discussions with the VCFS.
65. This "Compact" is an agreement between the Voluntary, Community and Faith Sector and the public sector to improve their relationship for mutual advantage. The Compact for Leeds, was launched by the Leeds Initiative in September 2003, and was the starting point for transforming the relationships between the statutory and voluntary sectors. This work has been driven forward by the Compact Implementation Group. It has provided a useful framework document to outline the respective roles of the Council and the VCFS and the expectations of each relative to the other. It has been a very effective tool to support and improve the relationship between the Council and the VCFS.
66. A view was expressed by the VCFS that the “Compact” could be used by all partner organisations to undertake self-assessment awareness and compliance with the Compact Codes of Conduct.
67. We were advised that the Compact Codes needed to be reviewed in the light of changes made to the structure and operation of VCFS.

Recommendation 4:

That through the VCFS Partnership Group the Director of Environment and Neighbourhoods

- (a) encourages all signatory partner organisations to undertake a self assessment to monitor awareness and compliance with the “Compact” Codes of Conduct and that this be monitored by the Council from January 2010.**
- (b) reviews the effectiveness of the “Compact” Codes of Practice in 2009/2010 in the light of changes in the environment and infrastructure, and that the outcome be reported to this Scrutiny Board.**

68. Working with the VCF Sector to promote and deliver engagement activity is well established in Leeds and the sector has a real role to play. Arrangements are in place that involve the VCFS at a city-wide level with representation through Leeds Voice on the Leeds Initiative, the local strategic partnership; at a service level there is a wide range of partnerships with service specific expertise; and at a locality level, each of the area committees have varying mechanisms for engaging with the sector to reflect the needs of their communities and the skills of the local VCFS groups.

Conclusions and Recommendations



69. We are aware that Area Committees are about to significantly strengthen their community engagement responsibilities, including a brief to agree Area Community Engagement Plans with the goal of delivering better outcomes from local services.

70. The role which Area Committees could play in improving and enhancing links with local VCFS organisations by promoting initiatives such as the Extended Schools programme for example, is one that the VCF Sector wants to develop. We feel this should be encouraged.

Recommendation 5:

That the Director of Environment and Neighbourhoods identifies opportunities and initiatives that will further improve and enhance links with local VCFS organisations to support the delivery of the Area Committee's work in localities and that they be reported to this Scrutiny Board.

71. We acknowledged that a key benefit of working with the VCFS to improve and enhance community consultation and engagement is that VCFS groups are generally community based and have direct contact with large numbers of local people, some of which focus on those groups who can be 'hard to reach'. The sector can offer a means for improving the targeting of engagement and extending its reach. However, we understand that further work is required in some thematic and

geographical areas to map the available resource and expertise to maximize its potential impact.

Recommendation 6:

That the Director of Environment and Neighbourhoods supports the VCFS Partnership Group to map the available resource and expertise within the sector to improve the targeting and engagement of "hard to reach" groups.

72. A number of VCF Sector organisations expressed a view that they thought there was a gap in youth service provision for 8 to 13 year olds and that this should be investigated through consultation with VCFS groups to identify local needs and offer solutions. It was reported that this was a discretionary service and that the Children's Services Scrutiny Board had undertaken an inquiry on this service for 8 to 13 year olds in 2007/08 which had made a number of recommendations. The final report and recommendations was published in May 2008.

73. We noted that Talking Point, the Council's consultation database, is a tool to help teams across the council share information on consultations currently underway, as well as recording the results of past consultations.

74. We feel that Talking Point needs more publicity and promotion

Conclusions and Recommendations



amongst Council Staff, Elected Members and the wider community.

Recommendation 7:

(a) That the Head of Scrutiny and Member Development arranges a seminar in 2009/2010 for members on the aims, benefits and use of Talking Point.

(b) That the Assistant Chief Executive (Planning, Policy and Improvement) considers how best to promote this service amongst officers and the wider community.

Recommendation 8

That the Director of Environment and Neighbourhoods develops a time-tabled action plan to implement any changes identified in 2009/10 and submit these to Scrutiny Board for consideration.

Monitoring Arrangements



Monitoring arrangements

- Standard arrangements for monitoring the outcome of the Board's recommendations will apply.
- The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.
- Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Evidence



Reports and Publications Submitted

- Minutes of Scrutiny Board (City & Regional Partnerships) meeting held on 21st July 2008
- Terms of Reference for the Board's Inquiry dated 21st July 2008
- Report of the Head of Scrutiny and Member Development with the report of the Chief Regeneration Officer which focused on how the VCFS supports Council engagement activity considered on 25th September 2008
- Minutes of Scrutiny Board (City & Regional Partnerships) meeting held on 25th September 2008
- Fact sheets from South Leeds Health For All and St Luke's Cares circulated to the Board on 23rd October 2008
- Links to the internet circulated to Board Members providing access to additional background documents on
 - ◇ The Ripple Effect : The Economic Contribution of the VCFS in Leeds
 - ◇ A Strategic Review of Voluntary, Community and Faith Sector Representation
 - ◇ The Voluntary, Community and Faith Sector Approach to Reducing Worklessness
 - ◇ Smoothie Bar Business Plan
- Pie chart showing total payments to VCFS 2007/08
- Pie chart providing breakdown by type of funding to VCFS 2007/08
- Headline analysis of VCFS payments 2007/08
- Minutes of Scrutiny Board (City & Regional Partnerships) meeting held on 23rd October 2008
- Notes of VCFS Partnership Group meetings held on 11th December 2008
- Notes of meetings held with the organisations Hope for Africa (16th February 2009) and St Luke's Urban Bar (2nd March 2009)

Evidence



Witnesses Heard

- Sue Wynne, Head of Regeneration Policy & Planning, Environment & Neighbourhoods Directorate
- Keith Lander, Deputy Area Manager, South East Team. Environment & Neighbourhoods Directorate
- Matthew Lund, Corporate Consultation Manager, Chief Executive's Directorate
- Ms Lisa Wright, Director, Leeds Voice
- Ms Louise Megson, Chief Executive, St Luke's Cares
- Ms Judith Hickman, Operations Manager, South Leeds Health for All
- Mr Richard Lancaster, Priority Neighbourhood Worker, South Leeds Health for All

Dates of Scrutiny

- 23rd June 2008 Scrutiny Board (City & Regional Partnerships) Meeting
- 21st July 2008 Scrutiny Board (City & Regional Partnerships) Meeting
- 25th September 2008 Pre Meeting Scrutiny Board (City & Regional Partnerships) Talking Point Presentation
- 25th September 2008 Scrutiny Board (City & Regional Partnerships) Meeting
- 23rd October 2008 Scrutiny Board (City & Regional Partnerships) Meeting
- 11th December 2008 Voluntary, Community & Faith Sector Working Group Visit to the Guru Nanak Nishkam Sewak Jatha (Leeds) Temple and South Leeds Alternative Trading Enterprise (SLATE)
- 16th February 2009 Voluntary, Community & Faith Sector Working Group Visit to the Hope of Africa project
- 2nd March 2009 Voluntary, Community & Faith Sector Working Group St Luke's Smoothie Bar
- 15th January 2009 Scrutiny Board (City & Regional Partnerships) Meeting

Appendix 1



Appendix 1

VCFS Partnership Group

Terms of Reference

1. Role and purpose

The VCFS High Level Partnership Group will be a vehicle for developing and securing a consensus approach to policies, strategies and action which will enable the VCF Sector to contribute to the delivery of the Leeds Strategic Plan 2008-11. The Group will have a focus on the following service improvement priorities: -

Service Improvement Priority	Measure
<ul style="list-style-type: none">• Enable a robust and vibrant voluntary , community and faith sector to facilitate community activity and directly deliver services• An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents• An increase in the number of people who feel they can influence decisions in their locality	<ul style="list-style-type: none">• NI 7 Environment for a thriving third sector• NI 6 Increased number of people participating in regular volunteering• NI 4 Percentage of people who can feel they can influence decisions in their locality

2. Responsibilities

Developing collaborative approaches to support and work with the VCFS organisations in the City to enable the sector play a full and equal part in the delivery and review of the Leeds Strategic Plan 2008-11

Improving the knowledge and understanding of the VCF Sector and the interface between partner organisations and the sector

Sponsoring debate and discussion with all stakeholders on policy, operational and resourcing issues that impact on the viability of the VCF Sector

Contributing to and influencing the service planning and commissioning frameworks of the Leeds Initiative strategy and partnership groups and partner organisations

To work collaboratively on the development of specific policies, strategies and programmes to enable VCF organisations to contribute to identifying service needs,

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shaping interventions and participating in service delivery and decision-making processes where appropriate

To monitor progress and evaluate the impact of interventions, capture learning and disseminate good practice across service providers and the VCF Sector

Responding on behalf of the Leeds Initiative to central and regional Government for on third sector policy initiatives

3. Frequency of meetings

Meetings will be held bi-monthly. A schedule of meetings for the year will be drawn up and circulated.

4. Membership:-

- Sandie Keene - Director of Adult Social Services (Chair)
- Ian Cameron - Director of Public Health
- Rosemary Archer - Director of Children's Services
- Mark Milsom - Chief Superintendent, West Yorkshire Police
- Richard Norton - VCFS Strategy Group
- Richard Jackson - VCFS Infrastructure Consortium
- Kathy Kudelnitzky - Leeds Initiative
- Lelir Yeung - Head of Equality
- Sue Wynne - Head of Policy & Planning - Regeneration
- Lisa Wright - Director of Leeds Voice
- Jane Stageman - Senior Policy Manager/ Leeds Area Agreement

Responsibilities of individual representatives are:-

- To attend meetings regularly on an agreed basis
- To consult with relevant staff / networks to inform their contribution to meetings
- To report back through the relevant management structures in their respective organisations
- To share information with relevant staff and networks

5. Linkages

The Group will provide oversight and strategic direction to the VCFS Task Group to enable the delivery of its work programme.

The Group will report periodically to the Narrowing the Gap Board on its achievements and forward work programme.

Appendix 1



The Group will engage with partnership and strategy groups of the Leeds Initiative as appropriate and in particular those with responsibility for commissioning services.

The Group will receive information and intelligence reports from the City Council's VCFS Resources Group to inform future strategy to support the delivery of Leeds Strategic Plan Outcomes

6. Work programme priorities

Resourcing

- Establish a shared understanding of commissioning frameworks and approaches employed by partners including the use of terminology relating to contracts, grants and service level agreements.
- Support to increase the capacity of the sector to respond to commissioning opportunities
- Identify new resourcing opportunities to support VCF Sector activity to deliver active citizenship, community empowerment and public services to communities
- Identify opportunities for support other than financial e.g. joint working.
- Compact code of practice - review effectiveness and review in light of changes in environment / infrastructure

Active Citizenship

- Developing a directory of civic participation opportunities, training and support
- Supporting the recruitment and retention of volunteers
- Sustainable asset transfer and delivery of community benefits - development of policy / option appraisal and risk assessment
- Compact code of practice - review effectiveness and requirement to update in light of changes in environment / infrastructure

Community Empowerment

- Map existing key community engagement mechanisms and activities that will contribute to the achievement of NI4
- Identify and disseminate best practice
- Identify new opportunities / challenges to be addressed to contribute to the achievement of NI4
- Identify appropriate shared partnership engagement mechanisms
- Build a shared understanding of residents' perceptions of public service delivery

To be reviewed periodically - 6 monthly intervals minimum.

Appendix 2



VCFS ENGAGEMENT IN SERVICE BASED ACTIVITY

Leeds City Council's Children's Services and Adult Services provide good examples of effective service led engagement, delivered in partnership with the Voluntary, Community and Faith Sector.

Children's Services

Children's Services supports the work of Children Leeds, which has developed the Children and Young People's Participation Strategy 2007 in response to a number of initiatives and policies that require organisations to involve children and young people. They include:

- Every Child Matters and the Children Act 2004
- National Service Framework for Children's and Maternity Services 2004
- Youth Matters 2006.

The aims of the strategy are:

- To provide a framework for all organisations across the Children Leeds partnership to assist them in involving children and young people in the design, delivery and review of the services that affect them
- To provide a mechanism for establishing and embedding good participatory practice in Leeds and
- To set out the range of activities underway in Leeds and the support available.

The Voluntary, Community and Faith Sector play key roles in developing and delivering the strategy and supporting and enabling children and young people to take active roles in developing and delivering strategy and services in Leeds e.g. Leeds Children and Young People's Plan 2006-2009 places a strong emphasis on developing services and strategies *with* children, young people and families. A revised plan for 2009-14 is in development. All partners involved in children's services as well as children and young people themselves, will be involved in shaping the plan.

There is an infrastructure which supports the development and implementation of the CYPPS, it includes:

The Strategic Participation Group, which works alongside services to ensure that they involve children and young people. Membership comprises representatives from various statutory and voluntary organisations.

Leeds Participation Team, which is a forum of practitioners who come together to influence and support the work of the strategic participation group. Many of the members are voluntary sector organisations, including:

Appendix 2



- BARCA
 - The Cupboard
 - The Project
 - Getaway Girls
 - The Market Place
 - Youth on Health
 - Youth Point
 - Young Sexual Health Action Group
 - National Children's Homes
- Public sector members include:
- Arts and Regeneration
 - Education Leeds
 - Leeds Careers
 - Youth Service

The Children and Young People's Participation Strategy has led to the development of some creative and effective approaches to engaging children and young people, examples include:

Youth Point, a voluntary sector member of the Leeds Participation Team, delivers a wide range of services for young people in North West Leeds, including youth arts projects, volunteering projects, information and support. Youth Point's 'Make it Happen' project supports young people to be involved in decision making. They provide young people with information about the participation opportunities available to them such as steering group meetings and youth forums and are supported to access those opportunities.

ROAR (Reach Out and Reconnect) – is a city wide partnership group for children and young people to work at a strategic level in the planning and development of services for children and young people. ROAR is not a fixed group, but a forum that involves many different groups working with children and young people. ROAR is facilitated by The Project (voluntary organisation).

Youth Offer: Breeze Youth Promise

Leeds Youth Council (LYC) was consulted in December 2006 about the general principles, expectations and shape of the youth offer. They decided to call it the Breeze Youth Promise and gave the council's youth service a clear steer about what it should look like.

The youth service then consulted 400 service providers through Open Forums in March 2007 based on LYC's steer. It also held a multi agency seminar, attended by 40 people in April 2007, where proposed entitlement statements were devised. The draft entitlement statements were presented to LYC and to Reach Out And Reconnect (ROAR) groups of young people to find out young people's views. LYC and ROAR carried out consultation with 972 young people in summer 2007. This consultation resulted in changes to the entitlement statements proposed by agencies in April.

Appendix 2



LYC and ROAR produced a brilliant promotional Breeze Youth Offer DVD and this was shown in numerous settings. For example it was presented to Scrutiny Board and was shown twice in November at the switch on of the Christmas lights event.

LYC and ROAR have continued to work hard on the Breeze Youth Promise and have made further changes which they believe make it a more deliverable and relevant youth offer. Approximately 30 young people have sustained involvement in this.

LYC has merged two of its sub groups, Enjoy and Achieve and Economic Wellbeing, to form a new sub group responsible long term for the Breeze Youth Promise.

The Breeze Youth Promise is finalised but the young people want it to be formally signed off by LYC (very imminent) before it is officially launched. The next stage for the LYC sub group is to agree a communication strategy.

Adult Social Care

In line with government priorities and strong local tradition, the engagement of the voluntary and community sector plays a key role in the commissioning, design and delivery of services; in promotion of personalised services; and in maintenance of quality. The sector is also a key ally to local statutory organisations in connecting to those who are disadvantaged, socially excluded, or reluctant to access formal statutory services. The overall focus is on health and wellbeing as part of a whole system. New Joint Commissioning arrangements are being set up in which the VCF Sector will be fully represented.

Adult Social Care is supporting engagement in a number of different ways:

Local Involvement Network (Leeds)

The Local Government and Public Involvement in Health Act 2007 brought an end to Patient and Public Involvement Forums (there were three in Leeds) and the national Commission for Patient and Public Involvement on 31st March 2008. The national budget was reassigned by the Department of Health to enable Local Authorities (as required under the Act) to commission an organisation to act as host for a new Local Involvement Network (LINK) in their area. The LINK replaces local PPI forums and also extends to social care.

A procurement exercise has just been completed, led by Adult Social Care, to appoint the host organisation which has involved representatives of the VCF Sector as members of both the Project Team and the Procurement Board. This was handled by the VCF sector with great tact because local VCF organisations were potential or actual bidders.

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The purpose of the LINK as described in the Act is to:

- promote and support the involvement of people in commissioning, provision and scrutiny of local care services (“care services” refers to both health and social care)
- enable local people to monitor and review the standard of local care services and report on how they could be improved
- obtain the views of local people about their experience of local care services and their care needs.

The LINK will have powers to visit local health and social care service (with the exception of social care for children) raise issues of concern in relation to health and social care services with statutory organisations, and the right to make representation directly to Scrutiny Board. An especial responsibility of the LINK is to reach people whose voices are seldom heard.

The LINK includes both individuals and VCF Sector organizations; membership / participation are flexible and subject to local decisions about governance.

Local Authorities were charged with making LINK transitional arrangements to ensure that section 221 activities (Local Government and Public Involvement in Health Act 2007) are carried out in the interim period between the dis-establishment of the PPI Forums and the establishment of the LINK. Adult Social Care supported by the local NHS and VCF Sector established a LINK Preparatory Group from 1st April which has been meeting regularly, with commissioned independent support from the Leeds Older People’s Forum.

A Host organisation for Leeds was appointed at the beginning of September (the Shaw Trust) and it is commencing work to establish the LINK on a more formal basis.

It is likely, as the LINK develops, that it will become the source for patient, service user and carer representation on health and social care matters. However VCF representation is likely still to be organised separately, for example through Leeds VOICE.

Specialised Involvement Networks

Adult Social Care, working with Leeds PCT and others where appropriate, supports the **Leeds Older People’s Forum** and the **Leeds Advocacy Network**. It also contributes to the Leeds VOICE Health Forum and the Community Health Development Network.

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Organisations funded by Adult Social Care to focus on Community Engagement

Adult Social Care Services with the Leeds PCT provide funding to Leeds Involvement Project (a voluntary sector organisation) to develop engagement and involvement with the Service User and Carer communities. Using this funding, Leeds Involvement Project supports and maintains a number of Service User and Carer led forums that includes the Alliance of Service User and Carers, Black and Minority Ethnic Disabled People's Consultation Group and the Equipment Users Advisory Group. Some groups (e.g. the Alliance of Service User and Carers also receive direct joint funding from Adult Social Care and the PCT).

Additionally, funding is provided through the Leeds Strategic Partnership and Development Team to support three reference groups, the Disability Reference Group, the Older People's Reference Group and the Black and Minority Ethnic Disabled People's Consultation Group.

The Reference Groups and the Forums supported by Leeds Involvement Project are used by Adult Social Care Services, amongst other statutory organisations, to support their engagement and involvement with Service Users and Carers. Additionally, the Forums as they are led by Service Users and Carers, raise their own issues of concern with Council employees and Elected Members.

Examples of their involvement as representatives of these groups are as follows:

- A representative of the Alliance of Service Users and Carers sits on Scrutiny Board (Social Care)
- The Alliance of Service Users and Carers is working with Adult Social Care Commissioning Services and Independent Sector Providers on the quality of service provision – this is a long term arrangement.
- Representatives from each of the Reference Groups sit on the Leeds Strategic Partnership and Development Boards.
- Representatives of the Equipment Users Advisory Groups sits on the Partnership Board
- A representative of the Alliance of Service Users and Carers Chairs the LINK (Local Involvement Network) Preparatory Group.

Adult Social Care also contributes funding to local community health projects such as South Leeds Health for All and Women's Health Matters which have engagement as one of their primary objectives. Local Healthy Living Centres have a similar role.

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Mental Health

Adult Social Care supports Volition, which is an alliance of voluntary sector organisations that either provide mental health services for or work with people who have mental health needs. It is part of Volition's remit to promote the contribution of the voluntary sector in strategic planning and the development of services. Volition has over 60 members from all areas of the voluntary sector providing services to people in Leeds.

The Independent Disability Council (Leeds)

Adult Social Care Services, together with the Corporate Equality Unit have provided support to the development of the Independent Disability Council (Leeds). The IDC(Leeds) is an organisation of disabled people who are committed to the positive and meaningful involvement of disabled people in the development and delivery of public services. It was launched in July 2008 with the intention of seeking to represent the disabled people of Leeds and Organisations of disabled people through peer led representation.

Service re-design

Adult Social Care services is committed to the involvement of VCF Sector organisations in the re-design of services. The Adult Social Care Business Plan 2008/09 states: "Our vision represents a broad approach to working with partners across the Council, the PCT, and the independent, Voluntary, Community and Faith Sector to ensure the best use of all our resources to improve the wellbeing of the population of Leeds."

All projects and programmes must identify key stakeholders, including VCF Sector organisations, and in many instances, organisations are represented on Project and Programme Boards.

Supporting Wellbeing

Adult Social Care is directed towards the seven Health and Wellbeing outcomes promoted by Government Green and White Papers:

- improved health and emotional well-being;
- improved quality of life;
- making a positive contribution;
- choice and control;
- freedom from discrimination;
- economic well-being; and

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- personal dignity.

These objectives cannot be achieved without the engagement of individuals and community groupings at all stages. They also depend not just on the availability of services but more general community wellbeing. A recent report of the Local Wellbeing Project confirms that wellbeing is enhanced through processes of neighbourhood and community engagement / empowerment through

- providing greater opportunities for residents to influence decisions affecting their neighbourhoods
- facilitating regular contact between neighbours
- helping residents gain the confidence to exercise control

Adult Social Care recognises its role in promoting wellbeing in this way and sees the contribution of the VCF Sector as being absolutely crucial.

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VCFS Involvement in Area Committee Engagement Activity

This appendix presents examples of the way in which area committees in South Leeds have worked with VCF Sector organisations to enhance community engagement activity and improve the delivery of services which seek to take advantage of the extensive history that some VCF Sector organisations have of positive community relationships. These cover 3 aspects of the relationship of the Area Committees and the VCF Sector:-

- The role that the VCF Sector plays in brokering community engagement and influencing services.
- The role of the VCF Sector in delivering commissioned services.
- The role of the VCF Sector in delivering services which contribute to area delivery plan outcomes.

The VCF Sector in South Leeds

South Leeds has an extensive array of VCF Sector organisations. These are distributed throughout the whole area, but exist in either greater numbers, or where they cover the whole area, are more active in the less affluent inner city areas. Many of these organisations, particularly in the faith sector have been in existence for long periods of time, but there are also examples of voluntary based organisations that have been successfully delivering services for tens of years.

This history has been influenced by the relative deprivation of parts of South Leeds and the potential to attract funding. Beeston Hill and Holbeck for example has over the last ten years benefited greatly from funding streams such as the Single Regeneration Budget, Neighbourhood Renewal Funding and European funding. Such funding streams have increased the financial support available for those organisations who are delivering outcomes which accord with the regeneration priorities inherent in the funds objectives.

The role of the VCF Sector in brokering community engagement and influencing services.

The nature of the VCF Sector is both diverse and disparate, and whilst much collaboration takes place there are also elements of competition between organisations. Because of these factors LCC frequently relies on support from VCFS umbrella organisations such as Leeds Voice and Voluntary Action Leeds (VAL). These organisations have in the past been able to attract various forms of funding to underpin the important role that they play in coordinating, supporting and helping to progress and sustain organisations within the sector. However over the last couple of years such funding has become increasingly scarce.

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To ensure that the VCF Sector is able to influence and shape policy and planning, Leeds Voice has developed the South Leeds Super Forum. The forum membership is open to all VCF Sector organisations operating in South Leeds, and as such has the potential to draw upon and include a large number of local people from a great variety of different backgrounds and interests. Amongst other things the Super Forum elected representatives on to the board and sub groups of the South Leeds District Partnership. The forum met in advance of the meetings of the former District Partnership Board and was able to consult with the membership of individual organisations on the content of Board papers. In this manner the VCF Sector was able to contribute in a coordinated manner to the discussions at the Board. With the demise of the District Partnership board the Super Forum will still meet, and coordinate input into the various thematic partnerships that exist in the area.

As changes take place in the ways in which area committees undertake community consultation it is anticipated that the VCF Sector will continue to play a key role in supporting the committees to undertake engagement. Several area committees are making plans to put in place a systematic approach to consulting their communities on the achievement of the Leeds Strategic Plan (LSP) priorities, so far as they are relevant to the area committee area. In South Leeds, this will take the form of a meeting held in advance of the area committee, focusing on one of the key themes from the LSP. The first of these events will take place in September at the Inner South Leeds Area Committee and be led by Children's Services. It is hoped that this will attract a wide audience from the local population and the VCF Sector will be supporting both the content of the event and attempts to attract the audience. Whilst we will need to review the effectiveness of this as an approach as we go along, at this point it is intended to hold similar events, albeit with different themes before each of the South Area Committee meetings. This will enable the committees to have an overview of each of the themes of the LSP. On the whole VCF Sector organisations involved in this form of activity receive no specific payment from the Area Committees.

In addition to such ongoing activities, the VCF Sector also play an important role in assisting with time limited or service specific engagement activity. There are numerous examples of this, however the most ambitious scheme to take place in South Leeds over recent years involved Leeds Voice undertaking participatory appraisal research in 2006. This programme of consultation was designed to influence the priorities and spending profile for the Intensive Neighbourhood Management (INM) programme delivered as part of the Safer Stronger Communities Fund Programme. Local people were trained to lead the consultation and they planned and delivered the project with the assistance of a team of staff from Leeds Voice. The team stood at bus stops, outside shops and schools and many other places to talk to local residents and hear their views. This approach involved over 1,000 people, a full evaluation report was written by Voice which helped to determine

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the priorities and projects that formed the INM programme which has subsequently been implemented over the last two years. The participatory appraisal programme received a national award for good practice in relation to adult learning.

The role of the VCF Sector in delivering commissioned services.

The South Leeds Area Committees have taken an approach to the use of their well being funding which seeks to commission services in accordance with the priorities identified in their Area Delivery Plans. Such priorities are at least in part based upon a local interpretation of the LSP. Some of these services, for example the mobile youth bus commissioned from St Luke's Cares, and the 'I Love South Leeds' Festival commissioned from Health for All, may be designed to promote engagement amongst other priority outcomes, in these examples reducing anti social behaviour and promoting cohesion. However, there are other examples of the VCF Sector delivering commissioned services which primarily focus on engagement activity. For example, South Leeds Area Committees have since 2005, developed small scale action plans designed to improve the most problematical neighbourhoods (Neighbourhood Improvement Plans commonly known as 'NIPs'). Community development activity takes place, to engage the local community as fully as possible in this work, prior, during and following the conclusion of the NIP. In 2006, both South Area Committees agreed funding for one 'Priority Neighbourhood Development Worker' post in each area. Health for All were commissioned to manage the project and employ the workers. The project has been very successful and has since secured two further years of funding from the Area Committees. The Development Workers have played a crucial role in the successful implementation of several NIPs as well as supporting 'in bloom' groups, and they provide a useful link between the residents of Leeds, the Council in general and in particular the Area Committees.

The role of the VCF Sector in delivering services which contribute to ADP outcomes

Many VCF Sector organisations deliver services which accord with stated area committee priorities or contribute to the achievement of ADP outcomes, without recourse to well-being support. The most frequent example of this probably relates to activities for young people. Supporting the delivery of services to young people, with the aim of promoting community cohesion, and diversion from anti-social behaviour, has been a consistent priority for South Leeds Area Committees. Indeed a scrutiny enquiry in 2006 found that approximately 30% of the overall revenue allocation to the ten Area Committees was spent on such activity, and many community consultation exercises frequently cite services for young people as being a key priority.

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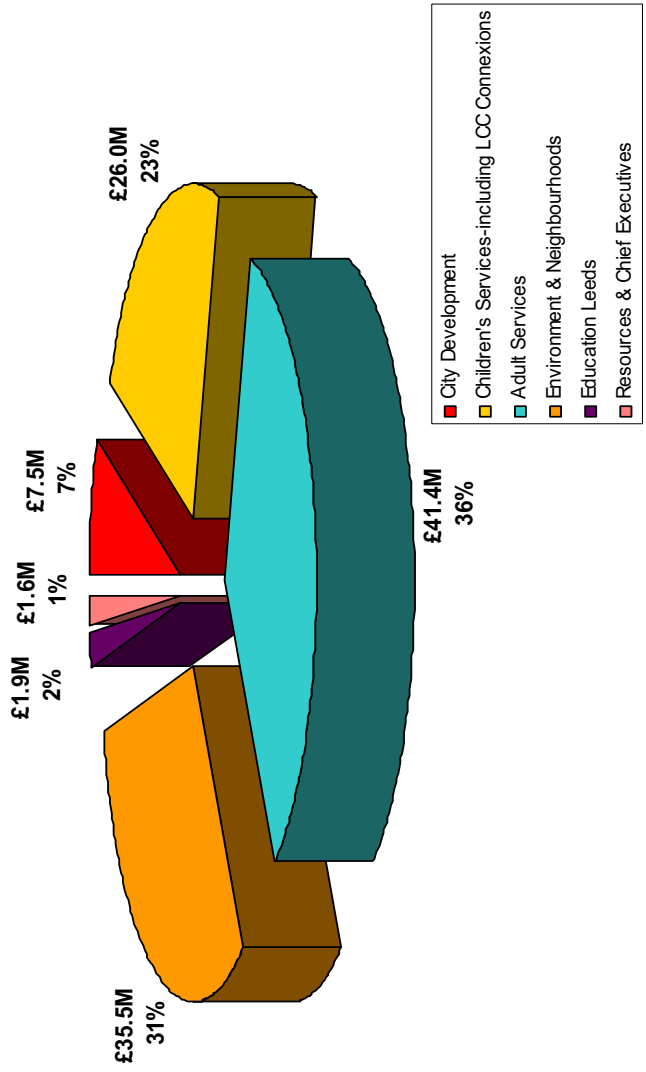


In South Leeds, several organisations provide such services. One of these is the Hamara Healthy Living Centre, which provides traditional open access youth clubs two nights per week, sports activity aimed at promoting cohesion by linking up young people in LS11 and LS10, whilst encouraging Asians youths to become involved in rugby. They also run holiday clubs, junior gym based training, accredited coaching awards courses, information advice and guidance sessions, and focused cohesion work. Whilst Hamara, clearly have their own mechanisms for capturing these outcomes and there is some links with the statutory youth service there is no clear overall process for capturing the detail of such outcomes. Hence it is difficult to be entirely prescriptive in describing (to central government for example) the extent of such activity.

Appendix 4



Total VCFS Payments 2007/8 - £114M

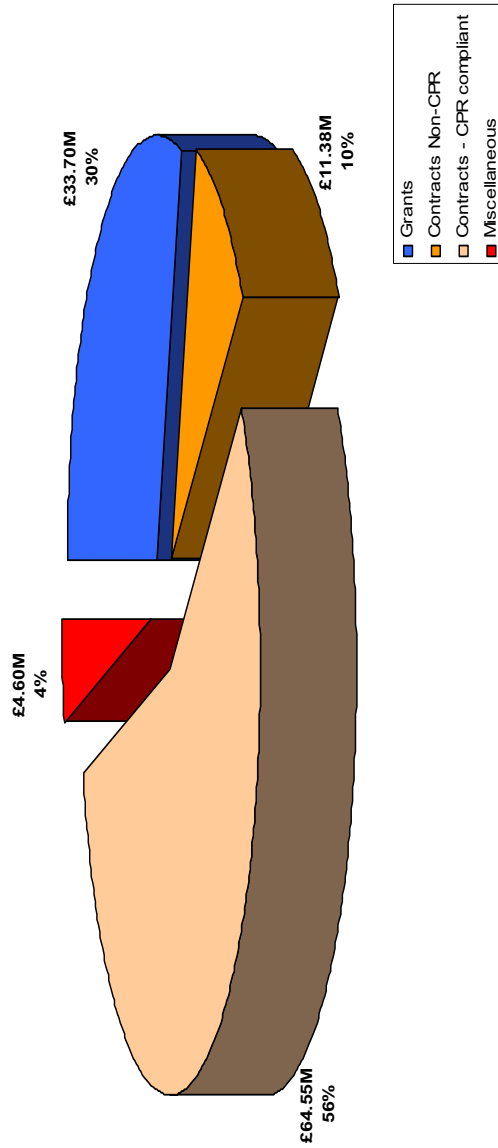


Scrutiny Board (City & Regional Partnerships) – Voluntary, Community & Faith Sector
Final Inquiry Report – Published on the 11th March 2009
scrutiny.unit@leeds.gov.uk

Appendix 4



Breakdown by Type of Funding - £114M

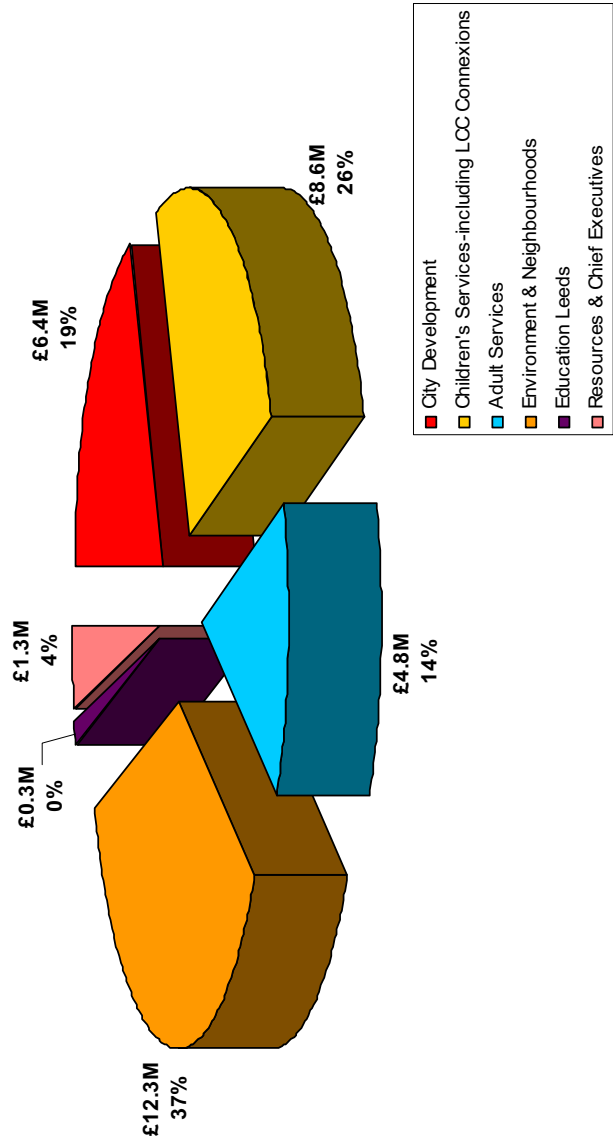


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Appendix 4



Grants to VCFS 2007/8 - £33.7M



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Originator: S Wynne

Tel: 39 50440

Report of the Director of Environment and Neighbourhoods

Executive Board 13 May 2009

Response to the City and Regional Partnerships Inquiry into the Inquiry into the role of the voluntary, community and faith sectors (VCFS) in council led community engagement

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

1. This report provides the Executive Board with details of the recommendations from the recent City and Regional Partnerships Scrutiny Board into the role of the voluntary, community and faith sectors (VCFS) in council led community engagement and details how the Director proposes to respond to these recommendations. The report asks the Board to approve the proposed response.

RECOMMENDATIONS

2. Executive Board are recommended to:

Approve the proposed responses to the Scrutiny Board's recommendations.

1.0 Purpose Of This Report

- 1.1 This report provides the Executive Board with details of the recommendations from the recent City and Regional Partnerships Scrutiny Board inquiry into the role of the voluntary, community and faith sectors (VCFS) in council led community engagement and details how the Director proposes to respond to these recommendations. The report asks the Board to approve the proposed response.

2.0 Background Information

- 2.1 From September 2008 to February 2009, the City and Regional Partnerships Scrutiny Board conducted an inquiry into the role of the VCFS in council led community engagement activity.
- 2.1 The inquiry had a broad remit and looked at barriers to the involvement of VCFS organisations in community engagement activity including resources available to the sector and how these might be addressed. The final scrutiny report, containing full details is attached at appendix 1.
- 2.2 The report makes 8 recommendations for action. The Director of Environment and Neighbourhoods has accepted these recommendations and actions are underway or planned to address with involvement from the sector through the VCFS Partnership Group established under the Narrowing the Gap Board of the Leeds Initiative.

3.0 Main Issues

- 3.1 The Scrutiny Board's 8 recommendations are listed below along with a response from the Director of Environment and Neighbourhoods.

3.2 Recommendation 1:

That the Director of Environment and Neighbourhoods co-ordinates work across the Council to undertake a Compact for Leeds awareness and compliance self assessment. This will enable the Board to assess the extent to which Council services engage with and recognise the value of VCFS in developing and improving their plans and policies in order to deliver a customer based service.

The Director of Environment and Neighbourhoods has identified an officer in the Regeneration Service to undertake an awareness raising exercise and compliance audit of Council Services. The outcomes of the audit and recommendations for action will be reported to Scrutiny Board. The timetable for this work is linked to recommendations 4 a and 4b.

3.3 Recommendation 2:

That through the VCFS Partnership Group the Director of Resources and the Director of Environment and Neighbourhoods:-

- (a) reviews the period of funding attached to grant awards to VCFS organisations with a view to phasing in 3 – 5 year awards from April 2010 for appropriate schemes.*
- (b) identifies and provides appropriate support to enable VCFS organisations to develop planned exit strategies to better manage expiry of funding awards*

- (c) *strengthens leadership and collaborative arrangements within the Council and in the VCFS to minimise the potential for the duplication of commissioned activity in order to maximise the effectiveness and efficiency of the services being provided by April 2010*
- a) The Resources Sub-group of the Partnership will work with representatives of Council Services to review grant funding periods to VCFS organisations. This work will focus initially on mainstream grant funded activity that is wholly within the Council's control and identify where change, if any, may be required. The work will also document which external grant funding bodies do and do not provide funding beyond 1 financial year. The findings of the review and any recommendations for change will be reported to Scrutiny Board by end of June 2009.
- b) A guidance and advice booklet will be published on developing forward strategies and the closure of schemes will be produced by end of May 2009. This will identify named contact officers within services that can offer further information and advice where funding is due to come to an end.
- c) The VCFS Partnership Group received a report at its last meeting on the VCFS proposals for Third Sector Together. This is a proposal to strengthen leadership and the coherence of the sector and support greater collaboration and co-operation across and within the sector. Commissioning opportunities and improved access to these feature strongly in this proposal. Officers have broadly welcomed this proposal and the Regeneration Service is supporting work on commissioning through funding the Supporting Commissioning Links project led by Leeds Voice and re'new. The project aims to develop more coherent relationships and information flows between the Council and the VCFS about commissioning opportunities and guidance and training to access these. This requires Council services to work collaboratively with the aim of minimising the opportunity for duplication and improving efficiency and supporting the sector to improve the effectiveness of commissioned activity. The Resources Sub-group, which includes representation from Council Services, will oversee the delivery of the Supporting Commissioning Links project and will agree a timetable for reporting on the project outputs at its meeting on 2 April 2009.

3.4 Recommendation 3:

That through the VCFS Partnership Group the Director of Environment and Neighbourhoods identifies

- (a) *what further improvements could be made to simplify the current procedures and processes (including funding) and how the Council in conjunction with the VCF sector could better provide quality support including training and advice to local voluntary organisations.*
- (b) *the impacts of current commissioning strategies on smaller organisations and identifies what safeguards could be developed to prevent losing the valuable services of these smaller organisations that provide a valuable service to the local community.*
- (c) *the opportunities to develop federated or collaborative working across VCFS infrastructure organisations to extend support to a wider range of organisations within the sector and benefit both their organisation and their service user and maximise the impact of public and other resources.*
- (d) *the opportunities to develop targeted information and support to community organisations to support their development and enable them to address local issues.*

- a) The Resources Sub-group of the VCFS Partnership Group will offer guidance and advice to services and partners on ensuring that processes and procedures are proportionate to the level of funding and risk in line with the Council's VCFS Grant Funding Framework. The Resources Sub-group oversees the delivery of the Supporting Commissioning Links project. This is a partnership with the voluntary sector, led by the Regeneration Service working with Leeds Voice and re'new to facilitate and support the sector to access commissioning opportunities. It will include the provision of guidance, advice and training to VFSC organisations. A timetable for the completion of this work will be agreed at the Resources Sub-group meeting on 2 April 2009
- b) Information on commissioning strategies of key services and the current and previous providers will collated by the Resources Sub-group of the VCFS Partnership to assess the impact on smaller organisations and their ability to access resources through these commissioning strategies. This will identify the current weaknesses in the approach. A timetable for the completion of this work will be agreed at the Resources Sub-group meeting on 2 April 2009.
- c) Collaborative activity to support a wide range of VCFS organisations takes place through the Leeds Infrastructure Consortium, a group made up of the key VCFS infrastructure organisations in the City. Through the Partnership, Leeds Infrastructure Consortium will be asked to consider its current work programme and potential future opportunities to extend support to a wider range of organisations. A timetable for completing this work will need to be agreed with Leeds Infrastructure Consortium.
- d) The VCFS Partnership Group will establish a Community Engagement Sub-group in April. It is proposed that the group will include in its work programme action to collate information on the current levels of information and support offered to community organisations, identify gaps in provision and recommend actions to address these within available resources. A timetable for completing this work will need to be agreed with partners once the group is established.

3.5 Recommendation 4:

That through the VCFS Partnership Group the Director of Environment and Neighbourhoods:-

- (a) *encourages all signatory partner organisations to undertake a self assessment to monitor awareness and compliance with the "Compact" Codes of Conduct and that this be monitored by the Council from January 2010.*
 - (b) *reviews the effectiveness of the "Compact" Codes of Practice in 2009/2010 in the light of changes in the environment and infrastructure, and that the outcome be reported to this Scrutiny Board.*
- a) The Compact for Leeds will be a key element of the work programme of the VCFS Partnership and its sub-groups. This will enable partner organisations to better understand the benefits of the Compact and contribute to its review and development. Partner organisations will be provided with advice, guidance and support to undertake a compliance self assessment and identify areas for further action. A timetable for undertaking this work will need to be agreed with partners at the next meeting of the VCFS Partnership on 16 April 2009.

- b) The VCFS Partnership, its sub-groups and a designated officer in the Regeneration Service will support the work of the Compact Implementation Group led by Leeds Voice to review the Compact Codes of Practice to ensure that they remain fit for purpose. Discussion will take place with the Director of Leeds Voice to agree a detailed work programme and timetable for completing this.

3.6 Recommendation 5:

That the Director of Environment and Neighbourhoods identifies opportunities and initiatives that will further improve and enhance links with local VCFS organisations to support the delivery of the Area Committee's work in localities and that they be reported to this Scrutiny Board.

An officer within the Regeneration Service will be identified to work with the Area Managers to identify existing links and the potential to enhance these to support the delivery of the Area Committee's Area Delivery Plans. These include the VCFS brokering community engagement and influencing service delivery at the local level; undertaking commissioned community engagement activity; and contributing to Area Delivery Plan priorities and outcomes. This work will be completed by the end of June 2009.

3.7 Recommendation 6:

That the Director of Environment and Neighbourhoods supports the VCFS Partnership Group to map the available resource and expertise within the sector to improve the targeting and engagement of "hard to reach" groups.

The VCFS Partnership Group will establish a Community Engagement Sub-group in April. It is proposed that the group will include in its work programme action to map the available resource and expertise within the sector to improve the targeting and engagement of "hard to reach" groups. The sector offers a means for improving the targeting of engagement and extending its reach and the outcomes of this work will be reported to the Corporate Consultation Manager and disseminated to the relevant services. A timetable for completing this work will need to be agreed with partners once the group is established.

3.8 Recommendation 7

- (a) *That the Head of Scrutiny and Member Development arranges a seminar in 2009/2010 for members on the aims, benefits and use of Talking Point.*
- (b) *That the Assistant Chief Executive (Planning, Policy and Improvement) considers how best to promote this service amongst officers and the wider community.*
- a) A number of presentations have been made to elected members since the Corporate Consultation Manager submitted evidence to Scrutiny Board. The Corporate Consultation Manager is working with Member Development officers to arrange briefings to all political groups by early summer 2009.
- b) Further work is now taking place with partner organisations through the LAA Strategy Group and further developments of Talking Point will be communicated to elected members. The Corporate Consultation Manager and communications colleagues are delivering communications to all internal and external Talking Point stakeholders, including via the new A to Z of Services delivered with Council Tax

booklets. Discussion is continuing with partners (PCT, ALMOs) about future sharing of Talking Point.

3.9 Recommendation 8

That the Director of Environment and Neighbourhoods develops a time-tabled action plan to implement any changes identified in 2009/10 and submit these to Scrutiny Board for consideration

A number of the recommendations require the active involvement of a wide range of Council Services, partner organisations and the VCFS. The work programme flowing from the recommendations will be subject to discussion and agreement with partners through the next cycle of meetings. A work programme will then be drawn up detailing actions to be taken by a designated lead against a timetable and submitted to Scrutiny Board.

4.0 Implications For Council Policy And Governance

4.1 There are no immediate implications for Council Policy and Governance arising from these recommendations.

5.0 Legal And Resource Implications

5.1 There are no immediate resource implications arising from the planned action to respond to the recommendations.

6.0 Conclusions

6.1 The City and Regional Partnerships Scrutiny Board's Inquiry into issues around the VCFS involvement in Council led community engagement activity has highlighted the need for a consistent and coherent approach to VCFS issues from services across the Council and from partner organisations. The recommendations made by the Scrutiny Board will help to strengthen practice in this regard and enable the Scrutiny Board to monitor progress in this area. The actions proposed in response to these recommendations will be taken forward with involvement from VCFS organisations to ensure that both the needs of the Council and the sector are being met.

7.0 Recommendations

7.1 Executive Board are recommended to:

Approve the proposed responses to the Scrutiny Board's recommendations

8.0 Background Papers

There are no specific background papers relating to this report.