



SCRUTINY BOARD (ADULT SOCIAL CARE)

Meeting to be held in Civic Hall, Leeds on
Wednesday, 7th October, 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;

CO-OPTEEES

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

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>	

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 - 9TH SEPTEMBER 2009</p> <p>To confirm as a correct record the minutes of the meeting held on 9th September 2009.</p>	1 - 6
7			<p>DAY CARE SERVICES UPDATE</p> <p>To consider a report form the Director of Adult Social Services which provides the board with an update on the consultation exercise undertaken with regard to Day Care Services in Leeds.</p> <p>(Report to follow)</p>	
8			<p>COMMISSIONING IN ADULT SOCIAL CARE</p> <p>To received and consider a report form the Deputy Director, Strategic Commissioning which updates the board on progress made with the review of the Neighbourhood Network Services and the inspection made in 2008 by the Commission for Social Care Inspection (CSCI).</p>	7 - 14

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>INDEPENDENCE WELLBEING AND CHOICE - ACTION PLAN UPDATE</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development which provides an overview of the progress made by Adult Social Services against the Independence Wellbeing and Choice action plan.</p>	15 - 32
10			<p>PERSONALISATION INQUIRY UPDATE</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development which provides an update on the progress and work undertaken so far by the Personalisation Working Group.</p>	33 - 56
11			<p>WORK PROGRAMME</p> <p>To receive a report by the Head of Scrutiny and Member Development on the Board's current work programme.</p>	57 - 76
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>Wednesday, 11th November 2009 at 10.00 a.m. (Pre-meeting at 9.30 a.m.)</p>	

Agenda Item 6

SCRUTINY BOARD (ADULT SOCIAL CARE)

WEDNESDAY, 9TH SEPTEMBER, 2009

PRESENT: Councillor J Chapman in the Chair

Councillors P Ewens, C Fox, T Hanley,
V Morgan and E Taylor

CO-OPTEEs: J Fisher and S Morgan

31 Declarations of Interest

Councillor E Taylor declared a personal interest in Agenda Item 11, Terms of Reference, Inquiry into 'Supporting Working Age Adults with Severe and Enduring Mental Health Problems' due to her employment with the NHS – Minute No. 39 refers.

Councillor J Chapman declared a personal interest in Agenda Item 11, Terms of Reference, Inquiry into 'Supporting Working Age Adults with Severe and Enduring Mental Health Problems' due to having a relative employed in a private sector care home – Minute No. 39 refers.

32 Apologies for Absence

Apologies for absence were submitted on behalf of Councillors Mrs R Feldman, A Gabriel, J McKenna, F Robinson and A Taylor.

33 Minutes - 29th July 2009 and 20th August 2009

RESOLVED –

- (1) That the minutes of the meeting held on 29 July 2009, be confirmed as a correct record subject to the following amendment:

Minute No.20 – Leeds Local Involvement Network (LINK) – Annual Report (2008/09) – final bullet point be amended to read
'Clarification that membership of the Steering Group was open to all Patients, Carers and Service Users'

- (2) That the minutes of the meeting held on 20 August 2009, be confirmed as a correct record.

34 Matters arising from the Minutes

Minute 20 – Leeds Local Involvement Network (LINK) – Annual Report (2008/09)

It was reported that a financial breakdown would be provided to Members in September.

Minute 21 – Leeds Strategic Plan Performance Report for Quarter 4 2008/09
The format currently being trialled would be brought to the Proposals Working Group on 29 September 2009.

Minute 23 – Independence Wellbeing and Choice Inspection Audit
The Independence Wellbeing and Choice Action Plan would be brought to the Proposals Working Group on 29 September 2009.

Minute 29 – Older Peoples Day Services and Day Services for People with Learning Disabilities

Members were made aware of information that had been requested and that would be circulated prior to the October meeting. This focussed on the following:

- Broken down by different sectors/groups, how many people have been refused day care and in which centres and on what grounds?
- How many people have started going to day centres in the past 12 months, by day centre?
- For each day centre a breakdown of where people are travelling from to attend.
- Statistical representations of the 'Average day care attendance'.

In response to concerns regarding the proposed day centre closures and the potential impact on Neighbourhood Networks, it was reported that there was regular consultation with the Neighbourhood Networks and further investment had been made. It was also clarified that there is no direct budgetary link between Day Centres and Neighbourhood Networks. Further information on the commissioning of Neighbourhood Networks would be brought to the Board in October. There was spare capacity across services and all day centre users would be offered alternative placements where necessary.

Further discussion included the reporting of day centre provision to Area Committees and the consultation process. It was reported that all Area Committees had been contacted regarding the consultation and Members would be informed of which Area Committees would be receiving reports. Alternative uses of day centre buildings would be considered as part of the consultation.

35 Performance Report Quarter 1 2009-10

The report of the Head of Policy, Performance and Improvement provided key Adult Social Care performance data for quarter 1. Leeds Adult Social Care Quarter 1 performance had shown an overall improvement on last year's out-turn and benchmarking information had shown that in a number of areas that Leeds Adult Social Care was among the best performers nationally.

The following were in attendance for this item:

- Sandie Keene, Director of Adult Social Services

- Stuart Cameron-Strickland, Head of Policy, Performance and Improvement (Adult Social Care)
- Marilyn Summers, Senior Performance Manager

It was reported that the only area of significant concern was with regard to Delayed Transfers of Care and this was an issue with data quality, in general the department is in a good position. Work was ongoing with Health Service partners to address this and the complex national criteria involved. Other areas where performance was poor in comparison to other authorities were brought to members attention and it was reported that robust action plans had been developed to maintain progress. Year on year improvements had been noted across the range of performance indicators.

In response to Members' comments and questions, the following issues were discussed:

- Personalised care for those 14 years and over – there were various issues surrounding this and the Board would be considering transition from Children's to Adult Social Care at a future meeting.
- Staff qualifications and re-profiling of the workforce.

RESOLVED – That the report and Quarter 1 Performance Information be noted.

36 Update Report on Mental Capacity Act 2005 & Deprivation of Liberty Safeguards

The report of the Director of Adult Social Services provided the Board with an update on the Mental Capacity Act 2005 and Deprivation of Liberty Safeguards. A copy of the Leeds Independent Mental Capacity Advocacy Service (LIMCAs) Annual Report was appended to the agenda.

Sandie Keene, Director of Adult Social Services and David Shields, Programme Manager were present for this item.

Members attention was brought to the following key points:

- Joint requirements with the PCT to meet requirements of Deprivation of Liberty provisions.
- Available funding.
- The Care Quality Commission (CQC) request for data regarding progress on the implementation of the Act and monitoring the progress.
- Achievements made to date.

In response to Members comments and questions, the following issues were discussed:

- Grant allocation and budget planning in light of NHS funding potentially ceasing after 2009 and Government funding ceasing after 2011 – many government funding streams were due to end in 2011 and a comprehensive spending review would take place. Some of the costs detailed in the report were ‘setting up’ costs and would not be needed in future years.
- Activity in relation to Deprivation of Liberty referrals and the procedures involved.

RESOLVED –

- (1) That the report and key features highlighted be noted.
- (2) That the progress made in implementing the Act and its associated requirements along with the highlighted examples of progress highlighted in the Articulate Advocacy report be recognised.
- (3) That the Board receives a further update in 9 months time, when a full year of Deprivation of Liberty activity data will be available for full consideration.

37 Adult Social Care Self Assessment 2008/09

The report of the Deputy Director of Adult Social Care – Strategic Commissioning informed the Board of the Adult Social Services Self Assessment Survey (SAS) which was submitted to the Care Quality Commission (CQC) in May 2009 as part of the annual performance assessment.

Sandie Keene, Director of Adult Social Services and Stuart Cameron-Strickland, Head of Policy, Performance and Improvement were in attendance for this item.

Members attention was brought to the 7 main outcomes of the inspection and results of the 2007/08 CSCI inspection were compared to the 2008/09 Self Assessment rating. It was reported that the outcomes were partly judged on capacity to improve and enabling change and leadership - this involved the role of Officers and Elected Members. Other areas concerned included value for money and use of resources. Engagement had been undertaken with service users as part of the assessment and with other partners including the voluntary, community and faith sector. Should the assessment be agreed, it would increase the status of the service.

In response to Members’ comments and questions, the following issues were discussed:

- How to improve the overall status– it was reported that excellent ratings would be required in 4 of the outcomes to move up to an overall excellent rating of the service.
- The need to increase personalisation and Direct Payments to improve the rating for Outcome 4 : Increased Choice and Control. It was noted

that by March 2010 100 % of new service users would have to be offered the option of a personal budget.

- Comparisons with other core cities – this information would be made available to Members.
- Each Year improvement was measured against higher required standards than in the previous year.
- Funding issues.

RESOLVED – That the report and summaries of performance improvement be noted.

38 Inquiry Report, Major Adaptations for Disabled Adults - Formal Response

The report of the Head of Scrutiny and Member Development detailed the responses of the Directors of the Adult Services and Environment and Neighbourhoods to the Board's Inquiry into Major Adaptations for Disabled Adults. It was reported that the Executive Board had approved the recommendations to these responses at its meeting on 26 August 2009.

Sandie Keene, Director of Adult Social Services and Andy Beattie, Head of Housing and Pollution Control were in attendance for this item.

Disappointment was expressed at the number of recommendations only partially agreed by the Departments, and particularly in relation to Recommendation 9 regarding planning guidance for Lifetime Homes Standards which had not been agreed. It was reported that the Executive Board had agreed that officers offer a more robust response to recommendation 9, which falls under the responsibility of the Director of Development .

RESOLVED – That the report be noted.

39 Terms of Reference - Inquiry into 'Supporting Working Age Adults with Severe and Enduring Mental Health Problems'

The report of the Head of Scrutiny and Member Development detailed the scope, timetable and submission of evidence into the planned inquiry into Supporting Working Age Adults with Severe and Enduring Mental Health Problems. The Executive Board Member and Director of Adult Social Services had been consulted regarding the Inquiry and had welcomed the proposals.

RESOLVED –

- (1) That the report be noted and the terms of reference into the Supporting Working Age Adults with Severe and Enduring Mental Health Problems Inquiry be noted.
- (2) That it be noted that the terms of reference may incorporate additional information during the inquiry should the working group of

the Scrutiny Board (Adult Social Care) identify any further scope for inquiry within the area of Supporting Working Age Adults with Severe and Enduring Mental Health Problems.

(Councillor Fox left the meeting at 12.05 p.m. following the conclusion of this item).

40 Scrutiny Board (Adult Social Care) - Work Programme

The report of the Head of Scrutiny and Member Development submitted a report which detailed the Board's Work Programme. Also attached to the report was a copy of the Council's Forward Plan and recent Executive Board minutes.

Members were given a recap of issues discussed earlier in the meeting which would be followed up and included the following:

- Further information on Performance Indicators.
- Area Committee consultation on Day Centres.
- That the Board receive a further report on the Mental Capacity Act and Deprivation of Liberty in 9 months time.
- With regard to minutes 37 comparative Core Cities data.

RESOLVED –

- (1) That general progress reported at the meeting be noted.
- (2) That the work programme be amended as appropriate and agreed.

41 Date and Time of Next Meeting

Wednesday, 7 October 2009 at 10.00 a.m. (pre-meeting for Members at 9.30 a.m.)



Originator: Tim O'Shea

Tel: 2474258

Report of the Deputy Director, Strategic Commissioning

Scrutiny Board, Adult Social Care

Date: 7 October 2009

Subject: Adult Social Care Commissioning Services Update

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

This report provides Members of the Scrutiny Board, Adult Social Care (ASC) with an update on progress made with the review of the Neighbourhood Network Services and the inspection made in 2008 by the Commission for Social Care Inspection of ASC services, with specific reference to older people and safeguarding. This update was requested by the Scrutiny Board at its meeting in March 2009. ASC Commissioning Services has, in partnership with NHS Leeds, Supporting People and the Corporate Procurement Unit, made substantial progress with the review of Neighbourhood Networks, including the development of a funding formula, a set of service outcomes, a new service specification and a well advanced programme of service procurement. Support for these initiatives has been secured from the Neighbourhood Networks themselves, wider stakeholder groups and the Executive Board of the Council. It is anticipated that the new contracts with the Neighbourhood Networks will be in place by July 2010.

The Inspection Action Plan prepared in response to the Commission for Social Care Inspection report of 2008 is now well advanced and good progress has been made against all the actions which relate specifically to Commissioning services, including:

- The procurement of an expert partner to advise on the modernisation of buildings-based services
- Development of service specifications for in-house services
- Formal joint commissioning arrangements with NHS Leeds
- Development of quality assurance systems for commissioned services
- Joint investment and commissioning with NHS Leeds

All of the above work has drawn positive feedback from the Care Quality Commission (formerly the Commission for Social Care Inspection).

1.0 Purpose Of This Report

- 1.1 To provide Members of the Scrutiny Board (ASC) with a further report of the progress made and future plans for delivering the Neighbourhood Networks review and re-tendering exercise. The report also describes the progress made by ASC Commissioning in response to the Independence, Wellbeing and Choice Inspection of 2008.

2.0 Background Information

- 2.1 At the ASC Scrutiny Board meeting in March 2009, the Chief Officer ASC Commissioning presented a report detailing the procurement timetable for the Neighbourhood Networks review process. In addition, the report included information on commissioning intentions in response to the Commission for Social Care Inspection report on ASC services, with specific reference to Older People and Safeguarding, and the resulting Action Plan. The Scrutiny Board requested a further progress report in six months' time, and this report fulfills that request.
- 2.2 The Neighbourhood Networks review commenced in March 2008 as a joint commissioning exercise between ASC, Supporting People, NHS Leeds and the Corporate Procurement Unit. The aim of the review was to evaluate current provision, establish more equitable resource allocation across the city, and introduce service specifications based on desired outcomes for older people. It was originally envisaged that new contracts would be in place by April 2010, but this has now been deferred to October 2010.
- 2.3 The Independence, Wellbeing and Choice Inspection Action Plan was presented to the Executive Board in December 2009 agreed and adopted immediately thereafter. In total, ten of the recommendations related specifically to commissioning. The recommendations require commissioners to procure improved information and advocacy services, move away from the provision of building-based residential and day care services, develop formal contractual relationships with directly provided services, improve quality assurance systems and develop joint commissioning systems and processes with NHS Leeds and Supporting People. This ambitious programme of transformation in Commissioning has a range of commencement and completion targets, beginning in October 2008 and concluding in April 2010.

3.0 Neighbourhood Networks Review

- 3.1 Since March 2009, extensive consultation has been carried out with the Neighbourhood Networks and wider stakeholder groups to seek understanding of, and support for, all aspects of the review process. It has been acknowledged that the Neighbourhood Networks have evidenced their ability to successfully combat the social isolation which many older people experience, and increase their involvement and contribution to the life of their local community. Furthermore, the Neighbourhood Networks are key to the longer-term market development of provider services, supporting the transformation of traditional buildings institutional services into those which sustain independence and promote choice. Thus, the success of the Neighbourhood Networks review is key to our overall strategic plans for the modernisation of older people's services.

- 3.2 A funding formula has now been devised which will ensure the equitable distribution of resources to the Neighbourhood Networks across the city, based on need rather than historical piecemeal allocations. The formula will underpin the process of procurement. An additional sum of £360k investment has been identified by ASC from 1 April 2010 to ensure that the full beneficial effects of the formula are received by all areas of the city.
- 3.3 The formal procurement exercise has been designed as a restricted process under the Council's Corporate Procurement Rules in order to encourage and facilitate the enhancement and development of local services, and preserve what is best about the Neighbourhood Networks.
- 3.4 Henceforth, services will be commissioned to deliver prescribed outcomes for service users and carers. To this end, a set of outcomes has been devised for future Neighbourhood Network services. Through consultation, these have received overall support from the organisations and the wider stakeholder community.
- 3.5 In early August 2009, a Pre-Qualification Questionnaire was sent to all 38 Neighbourhood Network Schemes to determine the appropriateness of current providers to deliver the required outcomes. After their return, a shortlist of organisations will be drawn up and invitations to tender issued. Successful organisations will be given five year contracts with the option to extend for up to three consecutive years, thereby giving organisations much needed, longer-term security of funding. In order to ensure that any TUPE mobilisation is accounted for, it is anticipated that contracts will commence from 1 October 2010.
- 3.6 The following additional resources are being organised to support the Neighbourhood Networks during the procurement period and beyond:
- A Business Development Officer has been recruited to provide professional advice to the Schemes in order that they can fulfill the requirements of the procurement process
 - Temporary staff are being recruited to assist the Schemes with the monitoring requirements asked of them
 - A series of workshops has been designed to assist the Schemes with developing long-term sustainability of their services.
- 3.7 In July 2009, a report was taken to the Executive Board of the Council outlining all the above proposals and was approved.
- 3.8 Between October 2009 and March 2010 the formal procurement process will be enacted leading to the award of contracts (see Appendix 1 for details).
- 4.0 ASC Commissioning Response to the Independence, Wellbeing & Choice Inspection Report**
- 4.1 The Inspection recommended the commissioning of improved information and advocacy. As a result, a review is being undertaken of all information and advocacy services currently commissioned, which commenced in August 2009. This will lead to the production of a new service specification and a subsequent procurement exercise to deliver new services in line with the requirements of 'Independence, Wellbeing and Choice'.

- 4.2 An external expert partner has been procured to generate an options appraisal for ASC on the modernisation of its buildings-based residential services, reporting to the Directorate Management Team. Part of this work has entailed a detailed analysis of the overall future need for residential and nursing care within the city based on the anticipated demographic trends and current utilization rates. Once their report has been received, which we anticipate will be in late September, a programme plan will be devised by Commissioners, in partnership with the directly provided services, to take actions forward based on agreed options, subject to the necessary consultation and approval processes. This will be reported to the Council's Executive Board in November 2009.
- 4.3 In order that directly provided services have clear service specifications, service requirements and quality assurance systems in line with Independence, Wellbeing and Choice, commissioners are currently devising and agreeing with providers new service level agreements. This will place directly provided services under broadly the same arrangements as externally commissioned services
- 4.4 Formal joint commissioning arrangements are currently being developed with NHS Leeds which are anticipated to deliver benefits in terms of value for money and more appropriately aligned and integrated services, notable examples include Homecare and Nursing Care provision.
- 4.5 A range of quality assurance systems are in development to ensure an emphasis on prevention and early intervention, producing outcomes which promote independence and the avoidance of the need for higher level support services.
- 4.6 Jointly with NHS Leeds, a more rational and planned approach to investment and market management is being developed which will facilitate the personalisation, choice and control agenda. This will involve a more robust approach to commissioning planning and strategy.
- 4.7 Where joint services exist between Health and Social Care, work will be undertaken to ensure the benefits of such synergies are maximised. For example, an Intermediate Tier commissioning strategy is currently being devised which will span both health and social care inputs to people with such needs..
- 4.8 All of the initiatives outlined above will contribute to the development of excellent commissioning services, integrated with NHS Leeds, leading to the production of high quality, outcome-based services provided in a mixed health and social care economy in Leeds.

5.0 Legal And Resource Implications

- 5.1 The programme of activity highlighted in this report presents challenges to all staff engaged within Commissioning, in Adult Social Care, the wider Council and within and among partners. The commissioning plan underway in relation to the Neighbourhood Network scheme provides a good example of how the capacity of those staff can be maximised by working collaboratively on a joint priority.
- 5.2 As we move to increasingly joint commissioning endeavours, we will ensure that good governance principles are maintained in relation to the activity under commission and that any use of pooled funds is managed by the appropriate legal instrument.

5.3 As has already been noted, some additional funding is likely to need to be generated to ensure that all the areas covered by the Neighbourhood Network schemes commence new contractual arrangements without experiencing detriment. Various options are being explored to ensure that the sum required can be built into the 2010/11 budget allocation.

6.0 Conclusions

6.1 The adequacy, or otherwise, of strategic commissioning of adult social care services now forms a key determinant in the overall assessment of Councils and their partners' efficacy in supporting adults in need. The activity described in this report has provided a positive starting point as public services become subject to new and more integrated external assurance processes.

6.2 However, this report also indicates that successfully embedding a strategic commissioning approach to improving a range of outcomes for adults will take time and require the development of new skills and expertise by those engaged in its delivery.

7.0 Recommendations

7.1 Members of the Scrutiny Board are asked to consider and note of the information contained in the report and its appendices.

Background Documents referred to in this report

1. Our Health, Our Care, Our Say - DoH
2. Independence, Wellbeing and Choice Inspection Report
3. Independence, Wellbeing and Choice Inspection Action Plan
4. Independence, Wellbeing and Choice – DoH
5. Performance Framework for Care Quality Commission - Feb 09
6. Putting People First - DoH
7. Executive Board Report NNS – July 2009.

PROCUREMENT TIMETABLE – V14

PROJECT REF: 4092

Neighbourhood Networks commissioning

(Based upon restricted procedure process for Annexe 1B service – Unknown service packaging strategy)

Task no	Activity	Responsibility	Achievement Date
	Shortlisting stage		
21	Project brief to be Incorporated into the Pre-Qualification Questionnaire (PQQ)	Project Manager	June 2009
22	Create technical questions for Pre-Qualification Questionnaire (PQQ) and Evaluation Model for PQQ technical questions	Project Team	June 2009
23	Draft advertisement and agree where to be published	Project Team	July 2009
24	Finalise PQQ and Advertise project	Project Team	By 31 July 2009
25	Issue PQQ (Publish docs on SCMS) (Minimum of 6 weeks)	PU	By 31 July 2009
26	Deadline for PQQ Response	-----	16 Sept 2009
27	Disseminate PQQ responses and evaluation criteria to evaluation panel	PU	Week Comm 21 Sept 2009
28	Evaluation and vetting of PQQ submissions	Evaluation team / PU	21 – 30 Sept 2009
29	Prepare and Agree Shortlist of organisations	Evaluation team / PU	By end of Sept 2009
30	Put Project on LCC forward plan	Project manager	4 months prior to decision date
31	Tender stage		
32	Finalise outcome based specification, tender evaluation model and criteria	Project Manager / Evaluation team /	By end of August 2009
33	Draft Terms & Conditions applicable to Contracts	PU legal team	Early to mid Sept 2009
34	Report to Project Board to approve tender documentation and shortlisted organisations	Project manager / project board	Week comm 5 Oct 2009
35	Invite tenders from short listed organisations (Minimum of 6 weeks)	PU	14 October 2009
36	Period for submission of tenders (7-8 weeks)	-----	14 Oct – 9 Dec 2009
37	Disseminate Tender evaluation criteria to evaluation panel	PU / Evaluation team	Early Dec 2009
38	Place on Forward Plan (Reminder)	Project Manager	
39	Tender submission return date	-----	9 Dec 2009
40	Disseminate tender submissions for evaluation	PU	Week Comm 14 Dec 2009
41	Evaluation of tender submissions / method statements	Evaluation team	By 24 December 2009

42	Select organisations for award	Project team / Evaluation team	Early Jan 2010
43	Project Board to ratify decisions for awards	Project Board	Mid Jan 2010
	Contract award and lead in		
44	Delegated decision process for all awards – Key Decision (also to the NHS Leeds Board)	Project Manager	End of Jan to End of Feb 2010
45	Award Contracts (over 3 – 4 weeks)	Adult Social Care contracts team – contracts drafted by PU legal team	March 2010
46	Lead-in period / mobilisation period Including TUPE lead in period if TUPE was to apply	-----	April to End of June 2010
47	Start date for Contract	-----	01 JULY 2010
48	Review of Procurement Process		August 2010??

- Gateway review procedure not deemed necessary – Project Board is suggested to consist of Tim O’Shea (ASC), Tony Bailey (Proc unit), Mick Ward (ASC/NHS Leeds) to sign off recommendations / decisions

- **Timetable accounts for full potential of TUPE transfer of staff to apply to all existing Neighbourhood Networks**

Glossary of Terms and Abbreviations

PQQ – Pre qualification Questionnaire

PU – Procurement Unit

Project Team – To be a core established from Provisional Project Team and/or other stakeholders/Panel

SCMS – Council’s tender/contract management website (Supplier Contract Management System)

Evaluation Team – to be derived from Project Team (Panel)

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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: 7th October 2009

Subject: Independence Wellbeing and Choice Inspection Action Plan: August 2009

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 The purpose of this report is to update the Adult Social Care Scrutiny Board with information relating to the performance of Adult Social Services against the action plan, formulated from the findings of the Independence Wellbeing and Choice review undertaken by CSCI.
- 1.2 On the 3rd of December the Executive Board received the Independence, Wellbeing and Choice report. Associated with the reports is an action plan defining targets for improvement by Adult Social Services in order to resolve the problems raised by the inspector. In response the Executive Board resolved that the report and associated plan be referred to Scrutiny Board (Adult Social Care) for their oversight of performance against the targets set out in the action plan.
- 1.3 This matter was brought to the Adult Social Care Scrutiny Board on the 10th of December 2008 for discussion. The board recommending that the Proposals Working Group (ASC) meet on a monthly basis to monitor overall progress of Adult Social Services performance against the objectives set out in the action plan and report directly to the Scrutiny Board. The Independence Wellbeing and Choice summary and progress reports were brought before the Proposals Working Group on the 29th September 2009.
- 1.4 One representative from the Health Scrutiny Board was initially invited to sit on the Proposals Working Group. A nominee was not present at the working group meeting.

1.5 Draft minutes from the Proposals Working Group 29 September 2009 are to follow as appendix 1.

1.6 The Independence Wellbeing and Choice Progress Report August 2009 is attached as appendix 2.

2.0 RECOMMENDATIONS

2.1 The Adult Social Care Scrutiny Board is asked to note the draft minutes from the Proposals Working Group and the summary and progress report for August 2009.

2.2 In addition, the Adult Social Care Scrutiny Board is specifically asked to:

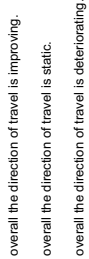
2.2.1 Consider the outcome of the August 2009 summary and progress report, commenting on any specific aspects included.

2.2.2 Determine if there are any specific / further areas that require additional scrutiny by the Proposals Working Group.

3.0 BACKGROUND PAPERS

None.

Independence, Wellbeing & Choice Inspection Action Plan



AUGUST PROGRESS REPORT

	Aim/Outcome	Action	Last Month RAG	This Month RAG	Plan Start	Plan Finish	Actual Finish	Success Criteria: How will you know that the action has achieved its intended aim? i.e. task complete, measures in place.	Lead: Who will be responsible for delivering the work?	Chief Officer: Accountable for achieving the aim	Report of Progress	Risk Report
Recommendation 1: The Council should urgently ensure that concerns are investigated, strategy meetings and protection plans devised and implemented where necessary												
1.1	Multi-Agency arrangements for Safeguarding meet national standards and protect vulnerable adults.	Meeting of Director of Adult Social Services, Chair of Safeguarding Board, Partner Executive Directors and Chief Officers to secure the commitment to the rapid development of local multi-agency safeguarding			Sep-08	Nov-08	Nov-08	All statutory agencies formally committed via written Memorandum of Understanding (MOU) which is signed by all partners	Dennis Holmes, Deputy Director (Strategic Commissioning)	Director of Adult Social Services	COMPLETED	COMPLETED
1.2	Multi-Agency arrangements for Safeguarding meet national standards and protect vulnerable adults.	The TOR of the Adult Safeguarding Partnership Board are re-written and agreed to reflect current national best practice requirements in safeguarding vulnerable adult arrangements across Leeds.			Sep-08	Nov-08	Nov-08	Safeguarding Partnership Board and sub group structure is established with new MOU. These provide the governance to ensure and monitor that all relevant agencies and staff are equipped to safeguard vulnerable adults across Leeds. Improvements to be measured by the QA sub-group. Baseline & targets to be established.	Dennis Holmes, Deputy Director (Strategic Commissioning)	Director of Adult Social Services	COMPLETED	COMPLETED
1.3	Leadership of Adult Safeguarding Board is effective and arrangements ensure that vulnerable adults are safeguarded.	A Head of Safeguarding appointed with partners to drive and support the boards work			Oct-08	Jan-09	Jan-09	Head of Adult Safeguarding is jointly appointed.	Dennis Holmes, Deputy Director (Strategic Commissioning)	Director of Adult Social Services	COMPLETED	COMPLETED
1.4	Staff engaged with the delivery of protective action to safeguard vulnerable adults are provided with immediate advice on minimum standards of practice	Letter to all Service Delivery Managers and team managers outlining requirements in relation to current safeguarding practice to be cascaded and managed via the line management structure.			Sep-08	Dec-08	Dec-08	All staff are aware of and understand expectations regarding the safeguarding procedures and the need for effective outcomes evidenced via audit of enquiries post Sept 08 by independent auditor.	Brian Ratner, Nyoka Fothergill, Jim Traynor, Phil Schofield, Jane Moran, Graham Heffernan Steve Bardsley (Service Delivery Managers)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	COMPLETED	COMPLETED
1.5	Management action ensures that frontline management quality assurance is effective in supporting good practice	Roll out to fieldwork staff a supervision checklist as an aide memoire, including key issues for frontline managers to consider in supervision in relation to safeguarding practice.			Dec-08	Mar-09	Mar-09	Independent Audit report defines further action required and Chief officer action with fieldwork staff to embed requirements	Brian Ratner, Nyoka Fothergill, Jim Traynor, Phil Schofield, Jane Moran, Graham Heffernan, Steve Bardsley (Service Delivery Managers) Hilary Paxton (Head of Adult Safeguarding)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	COMPLETED	COMPLETED
1.6	Frontline staff are equipped to safeguard vulnerable adults and have competencies to do so effectively.	Each social work team has undertaken a workshop training session on roles and responsibilities in relation to safeguarding.			Oct-08	Dec-08	Dec-08	All fieldwork teams have attended a training session on roles & responsibilities in relation to safeguarding by the end of the year.	Graham Septon (Deputy HR Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	COMPLETED	COMPLETED
1.7	Independent audit undertaken & establishes that vulnerable people in Leeds are being effectively safeguarded	Review 20 sampled safeguarding cases by external consultant to ascertain progress in improvement of standards.			Oct-08	Dec-08	Mar-09	Audit report shows improved standard of practice compared with inspection findings.	Stuart Cameron - Strickland (Head of Performance)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
					Oct-08	Dec-08	Mar-09	Establishes a baseline of current practice.			COMPLETED	COMPLETED

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1.8	Fieldwork Structures are reinforced to coach, support and monitor quality of practice			Oct-08	Jan-09	Feb-09	Additional specialist resources are in place to support existing fieldwork in ensuring that vulnerable adults are safeguarded.	John Lemon, Chief Officer (Access and Inclusion) (Marie Tyrn - Disability)	Chief Officer (Access and Inclusion) / Chief Officer (Learning Disability)	COMPLETED	COMPLETED
1.9	Independent Quality Assurance Processes are implemented and ensure timely and effective safeguarding.			Oct-08	Jan-09	Feb-08	Future monitoring demonstrates improved outcomes for people. Baseline measures to be established.	Hilary Paxton (Head of Adult Safeguarding)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
2.1	Expectations about the quality of practice reflect those of service users and stakeholders. Services can be evidenced as meeting these expectations and services are committed to meeting the expectations.			Oct-08	Jun-09	Jun-09	A clear basis for measuring and managing performance is established which will demonstrate best practice and outcomes for service users and carers.	Stuart Cameron-Strickland (Head of Performance) / Richard Graham (Quality Assurance Manager)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
2.2	Independent Quality Assurance Processes are developed and effective in improving performance			Oct-08	Mar-09	Mar-09	A systematic approach to assuring safeguarding practice is established informed by independent expertise in safeguarding practice.	Stuart Cameron-Strickland (Head of Performance) / Richard Graham (Quality Assurance Manager)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
2.3	Independent Quality Assurance Processes are developed and effective in improving performance			Feb-09	Apr-09	Apr-09	Compliance with practice standards evidenced. A baseline needs to be established.	Stuart Cameron-Strickland (Head of Performance) / Richard Graham (Quality Assurance Manager)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
2.4	Frontline quality assurance ensures improvements in compliance with safeguarding standards and delivery of safeguarding outcomes for vulnerable adults.			Oct-08	Dec-09	Dec-09	Improvements in practice and outcomes for people are evidenced by the reports.	Richard Graham (Quality Assurance Manager) / Brian Ratner, Nyoka Fothergill, Jim Traynor, Phil Schofield, Jane Moran, Graham Heffernan, Steve Bardsley (Service Delivery Managers) / Hilary Paxton (Head of Service-Adult Safeguarding)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED

Recommendation 2: The Council should strengthen frontline quality assurance arrangements to ensure that minimum standards of practice and recording are implemented routinely in responding to adult safeguarding alerts.

Recommendation 6: The Adult Safeguarding Board should prioritise the development of the Quality Assurance sub-group.

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2.5	Managers can evidence that care packages are creative, personalised, informed and contribute to safeguarding awareness and prevention. Establish quality circle for managers - sharing learning.-			Jan 09	Jun-09	Jun-09	Managers are able to operate to minimum standards and are developing more creative, personalised ways of interagency working. This is evidenced in QA of case work. Baseline measures to be established (see 1.7)	Brian Ratner, Nyoka Fothergill, Jim Traynor, Phil Schofield, Jane Moran, Graham Hefleman, Steve Bardsley (Service Delivery Managers) Hilary Paxton (Head of Adult Safeguarding) Richard Graham (Quality Assurance Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	Series of meetings are being held with approximately 14 team managers attending each session. This will provide an opportunity for the managers to evidence that care packages are creative, personalised, informed and contributes to safeguarding awareness and prevention. These sessions are adopting a Action learning approach where good practice is shared, discussed and forward actions are agreed.	
2.6	Improvements in safeguarding work and outcomes can be shown to flow from management action and governance arrangements put in place by the safeguarding partnership.			Jul-08	Dec-08	Mar-09	A core group with TOR defining governance and reporting arrangements is approved by the Safeguarding Partnership board.	Hilary Paxton (Head of Adult Safeguarding) Stuart Cameron Strickland (Head of Performance)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
2.7	Improvements in safeguarding work and outcomes can be shown to flow from management action and governance arrangements put in place by the safeguarding partnership.			Oct-08	Jun-09	Jun-09	Audit report completed and recommendations approved by Safeguarding Partnership board.	Hilary Paxton (Head of Service- Adult Safeguarding)	Deputy Director (Strategic Commissioning)	Audit Report will be presented and discussed at the Safeguarding Board in October 09	
<p>Recommendation 3: The Council and its partners should agree and implement improved procedures, ensuring that these:</p> <ul style="list-style-type: none"> - Set out specific and monitorable expectation on staff from all agencies. - Implements a system of compliance monitoring processes that ensure consistent practice. 											
3.1	Arrangements for safeguarding vulnerable adults are effective across agencies and disciplines.			Oct-07	Dec-08	Dec-08	Procedures agreed by partners and agencies.	Hilary Paxton (Head of Adult Safeguarding)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
3.2	Arrangements for safeguarding vulnerable adults are coordinated across agencies and disciplines			Dec-08	Dec 09	Jun-09	Procedures ratified by all partners and agencies.	Hilary Paxton (Head of Adult Safeguarding)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
3.3	Increase awareness and understanding of issues and arrangements regarding safeguarding vulnerable adults.			Oct-08	Jan-09	Jan-09	Protocols are in place and agreed	Hilary Paxton (Head of Adult Safeguarding)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
3.4	Develop a Safeguarding Adults Charter for Leeds			Jan 09	June 09	Mar-09	QA of case files evidence effective use of protocols baseline and targets to be developed and agreed.	Hilary Paxton (Head of Adult Safeguarding)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
				Oct-08	Jun-09	Jun-09	Marketing strategy is implemented	Mike Sells (Communications Manager)	Chief Officer (Resources)	COMPLETED	COMPLETED
				Jun 09	Jan 10	Jan 10	Surveys and quality assurance establish baseline and targets relating to outcome measures.			Work continuing to establish baselines and targets.	
				Jun 09	Jan 10	Jan 10	Charter is developed by Adult Safeguarding Partnership board sub-group and ratified by board by Jan 2010 for adoption by partners	Hilary Paxton (Head of Service Adult Safeguarding)	Deputy Director (Strategic Commissioning)	Service User Reference Group, Carer Reference Group, and Third Sector Reference Group have met in August to scope the work and commence work on draft Terms of Reference (TOR). Progress Report will be presented to Safeguarding Board in Oct 09.	

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Recommendation 4: The Council and partners should progress the emerging multi-agency training strategy and link this development with the agreed set of minimum competencies from specific roles within the adult safeguarding process											
4.1	Scope out at a high level training requirements and secure resources across agencies. See 1.6, 1.7 and 1.8 above	↔	↔	Oct-08	May-09	Aug-09	Establish and fund a plan which demonstrates a multi-agency commitment and reflects cross agency training requirements resulting in the effective safeguarding of adults across Leeds	Hilary Paxton (Head of Adult Safeguarding) Graham Septon (Deputy Head of HR)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
4.2	Agree mandatory multi-agency training programme including training sub-group to incorporate workforce leads.	↔	↔	Jan-09	May-09	Aug-09	Inter-agency strategy for safeguarding training established. A rolling programme is implemented and targets for numbers to be trained across agencies are met. Targets to be defined and agreed. X-ref: 4.1	Hilary Paxton (Head of Adult Safeguarding) Graham Septon (Deputy Head of HR)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
4.3	Identify staff who require specific competencies and training requirements	↑	↑	Apr 09	Sep 09					Report outlining progress was shared with Safeguarding Board in August. Agreement in principle by partners regarding mandatory training framework. Partners mapping key roles, and agreed that update report will be taken to Safeguarding Board in mid October to outline way forward.	
	Establish training frequency for all roles and partners	↑	↑	Apr 09	Sep 09					File audit tool and initial report base upon audit work undertaken during the development of the tool had gone to DMT on 30th July/09. The File Audit Tool has been approved. This will provide the start of ongoing monitoring and fed back into training plan and requirement.	
	Monitor training via the Training and Quality Assurance subgroups.	↑	↑	Apr-09	Sep-09		Establish baseline and agree targets for training key staff across agencies based upon 4.1 which evidences that all frontline internal and external staff are aware of how to identify vulnerable adults and respond appropriately to concerns. User	Hilary Paxton (Head of Adult Safeguarding)	Deputy Director (Strategic Commissioning)	Figures for Qtr 1 of 09/10 show that 95% of respondents feel safe in their own homes during the day. 92.5% of respondents feel safe in their own home at night.	
		↑	↑	Apr-09	Sep-09		Yr 1: 90% of respondents feel safe.	Stuart Cameron Strickland (Head of Performance) Richard Graham (Quality Assurance Manager)	Deputy Director (Strategic Commissioning)	Figures for Qtr 1 of 09/10 show that 95% of respondents feel safe in their own homes during the day. 92.5% of respondents feel safe in their own home at night.	
		↑	↑	Apr-09	Mar-10		Yr 2: 95% of respondents feel safe.	Stuart Cameron Strickland (Head of Performance) Richard Graham (Quality Assurance Manager)			
Recommendation 5: The Council should ensure that staff are alert to potential risk factors where people live in situations of ongoing vulnerability and that appropriate contingency plans are put in place.											
5.1	Establish a risk management protocol and standard for protection of people living in vulnerable situations including partner agencies - A) Differentiate risk, monitor and manage this. B) Establish an informal protocol around risk and vulnerability. C) Establish agreed process and standard for contingency planning.	↑	↑	Dec-08	Sep-09		All vulnerable people subject to a safeguarding enquiry are consistently assessed for risk	Hilary Paxton (Head of Adult Safeguarding) Chief Officer (Access & Inclusion) Chief Officer (Learning Disability).	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	Work progressing on risk assessment policy, procedures and tools by the risk enablement group. Draft version of the risk assessment policy has been produced.	
Recommendation 7: The Adult Safeguarding Board should agree an adult safeguarding serious case review process and mechanisms for sharing performance issues and learning with partner agencies.											
7.1	Ensure final draft of serious case review procedure is agreed by the board	↑	↑	Jul-08	Dec-08	Agreed Sept-08	1/ The procedure is formally agreed by the board			COMPLETED	COMPLETED
	Ensure final draft of serious case review procedure is taken through governance structures of statutory partners.	↑	↑	Sep 08	Sep 09	Sep-08	2/ The procedure is formally adopted within all partner agencies. Future arrangements for the review of potentially serious cases & criteria are managed within the serious review sub-group of the Adult Safeguarding Partnership Board (see Rec 1.2)	Deputy Director (Strategic Commissioning)	Director of Adult Social Services	COMPLETED	COMPLETED

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7.2 The serious care review process is effective & the partnership evidence learning and dissemination of good practice	Safeguarding Partnership Board conducts serious case reviews using new procedures and revise procedures in line with learning. (See recommendations 4 & 6).	↔	↔	Nov-08	May-09		A pilot of two serious case reviews will have been conducted	Hilary Paxton (Head of Adult Safeguarding)	Deputy Director (Strategic Commissioning)	One serious case review has been reported, to the Director of Adult Social Care and will be formally reported to the Safeguarding Board in August. The second serious case review is due to be completed by Oct'09. Delay in getting information from other agencies has now being resolved.	
7.3 The performance of the board and its subgroups meets the requirements of the Good Governance Standard in Public Services adopted by the Partnership	The work of the Board is reported through the governance structures of the respective partners. Elected members will receive reports through the Adult Social Care Scrutiny Board. The reports to include progress against the plan, the business plan and work programme for the following year.	↔	↔	Sept-08	May-09	May-09	Annual Report is produced in May accompanied by a business plan for the following year. 1/2ly Performance reports are available for examination by agency and Local Government overview and scrutiny arrangements. (see Rec 2.3).	Chief Executives/ Officers of safeguarding partners	Deputy Director (Strategic Commissioning)	Annual audits & good governance review, all sub groups have work plans and deliver them. Annual Report is produced in May accompanied by a business plan for the following year.	
8.1 Leadership of Adult Safeguarding Board is effective in ensuring delivery of appropriate safeguarding activity & outcomes for people.	Accountability arrangements for Adult Safeguarding are established through a distinct formal delegation arrangement between the Director of Adult Social Services and The Chair of the Safeguarding Board			Sept. 08	Oct. 08	Oct.08	Accountability for safeguarding vulnerable adults in Leeds is clear, transparent and unambiguous to partners and other stakeholders	Director of Adult Social Services	Director of Adult Social Services	COMPLETED	COMPLETED
8.2 Leadership of Adult Safeguarding Board is effective in ensuring delivery of appropriate safeguarding activity & outcomes for people.	Safeguarding Board approves revised terms of reference and membership			Jun-08	Nov-08	Nov.08	Revised terms of reference adopted and ratified by statutory partners	Chief Executives/ Officers of safeguarding partners	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
8.3 The performance of the board and its subgroups meets the requirements of the Good Governance Standard in Public Services adopted by the Partnership	The annual report is ratified by the governance structures of safeguarding partners including the Executive Board of the Council and its Overview and Scrutiny Board(s).			Dec-08	May-09	Jun-09	Annual Report contains details of volume of activity and quality of outcomes from all partners. Performance improvement and learning points are incorporated into future action plans.	Adult Safeguarding Board	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
8.4 Performance of the board and its subgroups meets the requirements of the Good Governance Standard in Public Services adopted by the Partnership.										COMPLETED	COMPLETED

Recommendation 8: The safeguarding board should strengthen its leadership role and processes for informing and reporting practice issues to elected members.

Recommendation 25: The Council and its partners should strengthen governance arrangements so that elected members and relevant Chief Officers in partner organisations have a clear understanding of the performance of adult safeguarding arrangements.

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<p>Recommendation 8: The Council should ensure more inclusive and individualised assessments.</p> <p>Recommendation 10: The Council should promote more ambitious, outcome focused care planning.</p> <p>Recommendation 12: The Council should ensure that opportunities to promote individualised care plans utilising direct payments are always seized</p>											
9.1	Personalised services deliver greater choice and control as evidenced in delivery and feedback	←	←	Apr-08	Mar-11	Mar-09	30% of services are delivered through individual budgets. Satisfaction and outcomes surveys show increased levels of choice and control including increased opportunities for self-assessment.	Jemima Sparks (Business Change Project Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	1. 52 customers have RAS allocations, 32 completed support plans, 21 agreed and 11 customers are now in receipt of their personal budget. 2. So far there have been no referrals for a personal budget as an outcome of the current reviews in day services. 3. Peer support website to be completed and live by the end of September. 4. Options appraisal for roll out to be presented to DMT in September and Exec Board in December. 5. Model for assessment in initial roll out agreed by DMT and longer term options to be referred to city wide integrated assessment group. X-ref to 3.5. Papers on care management implications considered by DMT and training delivery plan agreed.	
9.2	Personalised services deliver greater choice and control as evidenced in delivery and feedback.	←	←	Oct-08	Mar-09	Mar-09	Frontline staff understand and apply to practice the principles of personalisation as evidenced by 1/ Delivery 2/ Feedback Delivery Targets:08/09 759 recipients, 09/10 2,417 recipients. Feedback baseline:43% survey respondents report being offered DP. Targets to be agreed.	Jemima Sparks (Business Change Project Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	COMPLETED	COMPLETED
9.3	Personalised services deliver greater choice and control as evidenced in delivery and feedback	←	←	Oct-08	Mar-09	Oct-08	Leeds has joined the 'in Control' Programme	Jemima Sparks (Business Change Project Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	COMPLETED	COMPLETED
9.4	Almost all service users report that they have accurate accessible information and that care processes are undertaken with respect to the person, in a timely manner, the range of services met preferences and they consider they are more in control	←	←	Dec-08	Aug-09	Mar-09	Measurable standards for outcome focused assessment and care planning which include respect for the person and timeliness have been communicated to all staff and are being used as evidenced by measures including targets 09/09: - 85% Older people assessed in 4 weeks - 90% Survey respondents happy with the assessment process - 90% Survey respondents report that the assessing SW is courteous and helpful - Further baselines and targets to be established in relation to quality factors and self funders.	Jane Moran, Brian Ratner, Nyoka Fothergill, Jim Traynor, Phil Schofield, Graham Helferman, Steve Bardsley (Service Delivery Managers)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	Measurable standards for outcome focused assessment and care planning which include respect for the person and timeliness have been communicated to all staff and are being used as evidenced by measures including targets 08/09: - 96% Older people assessed in 4 weeks - 97.5% Survey respondents happy with the assessment process - 90% Survey respondents report that the assessing SW is courteous and helpful - Further baselines and targets to be established in relation to quality factors and self funders.	
9.5	Assessments and care plan are inclusive, individual, ambitious and outcome focused.	←	←	Dec-08	Mar-10	Mar-10	All agencies and professionals using or contributing to SAP focus on outcome based assessment and care planning. Evidenced by the file audit process.	Jemima Sparks, Programme Manager	Deputy Director (Partnerships & Organizational Effectiveness)	1. DMT agreed proposed assessment processes for SDS, taking into account legal obligations, integration with SAP and carer's assessments. This will include a 2 phase approach with a 'hybrid' of the SDAQ and Easycare documentation being used for the initial roll out of SDS and longer term work to be undertaken through the integrated assessment to identify a final process, consistent with SAP, which all partners sign up to. The decisions arising will be presented to the scrutiny working group on 18.09.09 3. The Business Process End2End Project is developing a streamlined process moving professional screening by social care professionals closer to the first point of contact, including providing direct access to simple services and fast track enablement services and the process has commenced to appoint 3 TMs to lead on this work with Customer Services and the project team.	

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9.6	Service users and carers have appropriate access to information.	←	→	Mar-09	Jun-09	Jun-09	Evidence shows effective support for service users and carers in the provision of accurate, accessible and appropriate information and advocacy services. Targets 09/09. Older people assessed in 4 weeks: 96% Survey respondents happy with the assessment process: 78% Survey respondents report that information is adequate: - Targets for advocacy services to be established.	Mike Sells (Communications Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability) Chief Officer (Social Care commissioning)	20,000 Carers booklets and 24,000 A-Zs were widely distributed across all possible sites in Leeds during 08/09. There is a new Personal Budget Helpline number, the trial of this has been launched on 01/06/09. Additional questions about information being added to regular survey. 78% survey respondents report that information was adequate.	
	Service users and carers have appropriate access to advocacy.	←	→				Evidence shows effective support for service users and carers in the provision of accurate, accessible advocacy services.	Mick Ward (Head of Strategic Partnerships and Development)		Currently mapping the existing advocacy services across the city. X-ref to 13.1	
9.7	Almost all service users report that they have accurate accessible information, advice and advocacy supported when needed to make choices and exercise control.	←	→	Apr-09	Sep-09		Survey respondents are aware of IB/DP as evidenced by measures of: 1/ Delivery 08/09 - 759 recipients, 09/10 - 2,417 recipients. Feedback baseline: 43% survey respondents report being offered DP. Targets to be agreed.	Mike Sells (Communications Manager) Brian Reiner, Nyoka Forthegill, Jim Taylor, Phil Schofield, Jane Moran, Graham Heffernan, Steve Bardaley (Service Delivery Managers)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability) Deputy Director (Strategic Commissioning) Chief Officer (Resources)	Service user questionnaires being further developed to address their information needs. Additional publicly developed and distributed about Self Directed Support. 41% survey respondents reported that they were offered DP.	
9.8	QA processes effectively support improved service delivery	←	→	Mar-09	Jun-09		QA assurance process to monitor that personalised services are delivered and vulnerable adults empowered to choose as evidenced by measures of 1/ Delivery 09/09 - 759 recipients Feedback baseline: 43% of survey respondents report being offered DP. Targets to be agreed.	Richard Graham (Quality Assurance Manager) Stuart Cameron-Strickland (Head of Performance)	Deputy Director (Strategic Commissioning)	A number of risk assessment tools have been identified and currently being evaluated. Group meetings on 15.08.09 and 2.10.09 to finalise the good practice guidelines and complete this action. X-ref 9.7	

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Recommendation 11: The Council should ensure that departmental standards in relation to the timeliness and the quality of regular reviews are met.												
11.1	Standards & expectations in relation to the timeliness and the quality of regular reviews are met	↑	↑	Dec-08	Mar-09	Mar-09	From an 07/08 baseline of 63% in Year 1: 76% of service users to receive a timely review.	Brian Ratner, Nyoka Fothergill, Jim Tray nor, Phil Schofield, Jane Moran, Graham Helferman, Steve Bardsley (Service Delivery Managers)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	COMPLETED	COMPLETED	
11.2	Standards & expectations in relation to the timeliness and the quality of regular reviews are met	↔	↑	Dec-08	Jun-10	Jun-10	Quality standards established with operational staff.	Brian Ratner, Nyoka Fothergill, Jim Tray nor, Phil Schofield, Jane Moran, Graham Helferman, Steve Bardsley (Service Delivery Managers) Richard Graham (Quality Assurance Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	Options to explore other methods of reviewing, such as telephone reviews which might be more appropriate than live review are being considered. Using CPA reviews to populate ESCR and achieving targets as prescribed. Action plan signed off by Chief Officers (Access & Inclusion) & (Learning Disabilities).	Revised review form distributed and implemented from September 1st 2009. Staff briefing being undertaken by SDMs. Work underway to ensure provider led reviews also meet required standards for personalisation and the reflection of an outcome focus to reviews.	
Recommendation 13: The Council should build on the wide availability of advocacy services by specifying and focusing the circumstances in which it should be used to empower people.												
13.1	Almost all service users report that they have accurate accessible information, advice and advocacy support when needed to make choices and exercise control.	↑	↑	Jan-09	Aug-09	Aug-09	The following range of advocacy requirements are incorporated: - Crisis - Task or Issue. - Representational Short Term or Long Term - Independent Mental Capacity Advocacy (IMCA)	Mick Ward (Head of Strategic Partnerships and Development)	Deputy Director (Strategic Commissioning)	Consultation with service users and with Advocacy providers has been completed, initial plans for communicating final report agreed within steering group. Second draft report is currently being prepared with timeline for completion to be Nov/09.	Slippage on review of advocacy due to project lead being partially seconded to Swine Flu Duties.	
13.2	Almost all service users report that they have accurate accessible information, advice and advocacy support when needed to make choices and exercise control.	↑	↑	Aug-09	Mar-10	Mar-10	In combination with partners, procurement and contracting arrangements are implemented to meet the agreed Leeds model	Tim O'Shea (Head of Adult Social care Commissioning)	Deputy Director (Strategic Commissioning)	X-ref 13.1		
Recommendation 14: The Council should extend the range and choice of services by reconfiguring and modernising traditional, buildings-based services												
14.1	1/ Services are commissioned and delivered to clear standards, offer good care value and are linked to Our Health, Our Care, Our Say, outcomes. 2/ Almost all people who use services & their carers are involved in development work, review & are integral to the commissioning process	↑	↑	April-09	Oct-09	Oct-09	The Local Authority has identified the nature of its business in relation to buildings based services. Senior managers and elected members agree options regarding the future of buildings based services which provide the basis of a work programme.	Tim O'Shea (Head of Adult Commissioning), Lynda Bowen (Chief Officer Support and Enablement)	Deputy Director (Strategic Commissioning) Chief Officer (Support & Enablement)	Cordis Bright have started gathering information for an options appraisal. This is due for completion by the end of August with findings reported to Executive Board in October 09.		
14.4	Directly provided services have clear contractual arrangements including performance and QA measures which are monitored and reported.	↔	↑	Nov-08	Apr-09	Jan-09	Service level agreements are in place for: 08/09 Homecare, 09/10 Residential Care and Daycare	Tim O'Shea (Head of Adult Commissioning)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED	
14.5	Develop formal joint commissioning frameworks with health to extend the range of options for delivering personalised services	↔	↑	Jan-09	Oct-09	Oct-09	Formal agreements with LPECT regarding joint commissioning frameworks. Service specifications in place for homecare and other key services	Tim O'Shea (Head of Adult Commissioning), Mark Phillitt (Commissioning Manager)	Deputy Director (Strategic Commissioning)	Partners are looking at options for joint commissioning arrangements across Leeds. A decision is expected by September 09		

Aim/Outcome	Action	Last Month RAG	This Month RAG	Plan Start	Plan Finish	Actual Finish	Success Criteria: How will you know that the action has achieved its intended aim? i.e. task complete, measures in place.	Lead: Who will be responsible for delivering the work?	Chief Officer: Accountable for achieving the aim	Report of Progress	Risk Report
<p>Recommendation 15: The Council and partners should strengthen hospital discharge procedures by focusing on the quality of peoples experiences</p> <p>Recommendation 16: The Council and partners should strengthen hospital discharge procedures by setting out clear reciprocal responsibilities with procedures in place for ensuring compliance with those standards.</p> <p>Recommendation 17: The Council and partners should strengthen hospital discharge procedures by agreeing a process for resolving and learning from concerns about the quality of multi-disciplinary work.</p>											
15.1	People access a range of care services that promote their independence.			Oct 08	Nov 08	Nov 08	Actions taken prevent unnecessary hospital admission and enable timely & safe hospital discharge which maintains dignity and respect. Regular reports are provided to the Leeds Joint Commissioning Board for Adults.	Philip Schofield (Service Delivery Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability) Director of Commissioning (Leeds NHS)	COMPLETED	COMPLETED
15.2	People access a range of care services to promote their independence. These prevent unnecessary hospital admission and enable timely & safe hospital discharge which maintains dignity and respect.			Nov 08	Mar 09	Mar-09	There is a signed protocol between ASC and health partners covering hospital discharge procedures, continuing care and disputes resolution. Protocol and procedure agreed by health partners and ASC and included in contractual arrangements. Protocol and procedure agreed by neighbouring hospitals and ASC, i.e., Harrogate, Bradford, Wakefield.	Philip Schofield (Service Delivery Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability) Director of Commissioning (Leeds NHS)	COMPLETED	COMPLETED
15.3	The monitoring of hospital discharge arrangements is effective and lessons learned from concerns.			Jan-09	Apr-09	Jun-09	Baseline for delayed discharges of 27. Establish and initiate a baseline and targets to include data and info from: - Reviews of service users. - Complaints. - User experience surveys included in the reports to JSCB	Philip Schofield (Service Delivery Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disability)	Report has been presented to planned and urgent care group and agreed plan of actions has been prescribed in that report. The update on the progress made against the action plan will be reported to joint commissioning board in Nov'09.	
<p>Recommendation 18: The council should improve the availability of information about the range of carer's services.</p>											
18.1	Establish communication and information requirements enabling a proactive approach to ensuring information is available when required.			Apr-09	Jul-09	Mar-09	Adult Social Care Information, Communications & Marketing Strategy is set out as part of the 2009/10 Business Plan. Service users and carers are actively involved in development work, planning and review.	Mike Sells (Communication Manager)	Chief Officer (Resources)	Website pages further improved.	
18.3	Carers confirm that they are well informed about services. They have accessible and appropriate information in terms of their culture, sexuality, age, gender and religion.			Dec-08	Mar 09	Mar-09	Carers and people who use services are helped to understand how to maintain wellbeing through a range of accessible information provided in partnership. 78% of survey respondents report that information provided is adequate as an initial baseline. Adult Social Care Information, Communications & Marketing Strategy is reviewed to establish further baseline and targets.	Mike Sells (Communication Manager)	Chief Officer (Resources)	COMPLETED	COMPLETED

Aim/Outcome	Action	Last Month RAG	This Month RAG	Plan Start	Plan Finish	Actual Finish	Success Criteria: How will you know that the action has achieved its intended aim? i.e. task complete, measures in place.	Lead: Who will be responsible for delivering the work?	Chief Officer: Accountable for achieving the aim	Report of Progress	Risk Report
Recommendation 19 : The Council and partners should improve the use by staff of the wide range of preventative services in preventative support packages for particularly vulnerable people in the community.											
19.1	Staff are aware of local preventative services, service users can access and influence appropriate care planning information.			Apr-09	Jun-09	Jun-09	Relevant workers have information regarding the range of options currently available and monitoring of preventative services reflect this as measured in 19.3.	Mike Sells (Communication Manager), Mick Ward (Head of Strategic Partnerships and Development).	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
19.2	Referral pathways to preventative services are clarified and all vulnerable people receiving a preventative service receive a common assessment and care planning framework. (CAF)		↑	Aug-09	Mar-10		Staff in preventative services use and are involved in outcome focused assessment and care planning as measured in 19.3.	Jemima Sparks, Programme Manager	Deputy Director (Partnerships & Organisational Effectiveness)	An increasing number of organisations are using the contact form as a referral form and this is adopted by NHS Leeds community healthcare. The risks remain around the lack of an electronic solution to data sharing and current information agreements.	
19.3	Quality Assurance systems show that there is a successful focus upon early prevention and reduced need for higher level support services.			Jan-09	Jul-09	Jul-09	Establish a baseline and targets for measuring use of preventative services to show a focus upon early prevention & reduced need for higher level support. To include data relating to: 1/ signposting and information given 2/ review information 3/ surveys 4/ evidence from case file audits 5/ hospital admissions & numbers entering long term residential care	Tim O'Shea (Head of Adult Commissioning) Stuart Cameron-Strickland (Head of Performance), Richard Graham (Quality Assurance Manager)	Deputy Director (Strategic Commissioning)	COMPLETED	COMPLETED
Recommendation 20: The Council and partners should agree a set of joint funding priorities and set out clear service development plans with associated joint management arrangements and joint funding commitments (reference recommendation 14)											
Recommendation 21: The Council should set out a clear commissioning plan for Older People's Services, including re-commissioning arrangements for existing services (where appropriate).											
20.1	The health and wellbeing needs of older people of Leeds are evidenced within the JSNA & shape commissioning priorities linked to Our Health, Our Care, Our Say, outcomes			Dec.07	Feb-09	Feb-09	All commissioners have a detailed analysis of the health and wellbeing needs of whole population so that strategic commissioning can link investment to activity over time.	John England, Deputy Director (Partnerships and Organisational Effectiveness)	Deputy Director (Partnerships & Organisational Effectiveness)	COMPLETED	COMPLETED
20.2	Partnership arrangements deliver joint & single commissioning consistent with needs and available resources.	↑	↑	Oct 08	Jul-09		Systems and infrastructure to support joint working in place. 1/ Virtual teams established for commissioning in relation to priority groups. 2/ Commissioning intentions published.	Tim O'Shea (Head of Adult Commissioning), Mick Ward (Head of Strategic Partnerships & Development), Carol Cochrane (Director of Commissioning & Priority Groups NHS Leeds)	Deputy Director (Strategic Commissioning)	Work has started on developing an infrastructure for joint working. An officer is currently agreeing work with existing and new joint working groups around priorities agreed by key partners. A report on progress will be made to the JSCB in September 09. Some models of integrated working are in place, i.e. The Integrated Commissioning Board for MH. Some joint commissioning priorities are included in the Commissioning Prospectus and presented to CLT on the 7th July. Strategic partners are currently looking at broader options for joint commissioning. A decision is expected in Sept 09	
20.3	Determine priorities for older peoples commissioning with partners which promote choice, control, health and wellbeing	↑	↑	Nov 08	Sep-09		Strategy and plans include an understanding of the local market, cost considerations, quality factors and link to financial plans. 1/ Publish joint commissioning prospectus. 2/ Revise and republish Older Better. Strategic commissioning developed to link joint investment to activity over time.	Tim O'Shea (Head of Adult Commissioning), Mick Ward (Head of Strategic Partnerships & Development)	Deputy Director (Strategic Commissioning)	The Commissioning Prospectus has gone to CLT on the 7th July. Work is being undertaken to establish future commissioning priorities. Initially this includes work to forecast the need for extra care housing and residential care. Older Better Action Plan 2009/10 published and Distributed. ASC draft. Commissioning prospectus includes partnership elements.	

Aim/Outcome	Action	Last Month RAG	This Month RAG	Plan Start	Plan Finish	Actual Finish	Success Criteria: How will you know that the action has achieved its intended aim? i.e. task complete, measures in place.	Lead: Who will be responsible for delivering the work?	Chief Officer: Accountable for achieving the aim	Report of Progress	Risk Report
20.4	Achieve a shared agreed framework for integrated leadership in the delivery of joint responses to meet health and social care needs in Leeds	Green	Green	Apr 09	Oct 09	May-09	1/ Undertake diagnostic phase 2/ Operational phase Effective joint working as commissioners and/or integrated providers, results in the delivery of outcomes which meet the needs and expectations of service users and their carers and deliver value.	Dennis Holmes (Deputy Director, Strategic Commissioning) Steve Hume (Chief Officer (Resources))	Director of Adult Social Services	COMPLETED	COMPLETED
20.5	Options which will maximise effective joint working to best meet the needs of people and deliver outcomes are identified.	Green	Green	Jan 08	Jul-09		Systems and infrastructure to support joint working in place and enabling staff to delivery safe dignified transfers of care. Baseline and measures to be developed, to include data from, complaints, reviews, delayed transfers Reports on progress are submitted on a quarterly basis to the Leeds Joint Commissioning Board.	John Lennon (Chief Officer (Access & Inclusion)) Mick Ward (Head of Strategic Partnerships and Development), Tim O'Shea (Head of Adult Commissioning)	Chief Officer (Access & Inclusion) Deputy Director (Strategic Commissioning)	The Commissioning Prospectus was presented to CLT on the 7th July. A project plan is being written to procure domiciliary services post 2010 under a spot contract. framework. Adult Social Care will be the lead organisation and procure on behalf of NHS Leeds. Joint Protocols to develop the spot contract framework are being developed. Maggie will send you the evidence which will be the timetables of meetings and minutes of meetings. Discussions regarding broader Joint Commissioning with NHS Leeds are ongoing. A decision is expected by September 2009. X-ref 15.1, 15.2 and 15.3	

Aim/Outcome	Action	Last Month RAG	This Month RAG	Plan Start	Plan Finish	Actual Finish	Success Criteria: How will you know that the action has achieved its intended aim? i.e. task complete, measures in place.	Lead: Who will be responsible for delivering the work?	Chief Officer: Accountable for achieving the aim	Report of Progress	Risk Report
Recommendation 22: The Council should implement a system to ensure compliance with the expectations of the supervision policy.											
22.1	QA of compliance with the current supervision policy will form part of the file audit process outlined under recommendation 2.2 & 2.3.	Green	Green	Oct 08	Mar 09	Mar-09	Ensure implement policy in relation to supervision across 100% of assessment and care management staff.	John Lennon (Chief Officer Access and Inclusion) Richard Graham (Quality Assurance Manager)	Chief Officer (Access and Inclusion) Chief Officer (Learning Disabilities)	COMPLETED	COMPLETED
22.2	Review the existing supervision policy to include: 1/ Align with requirements in relation to safeguarding and personalisation 2/ A separate codicil of professional requirements for fieldwork staff 3/ Align with corporate work in this area.	Green	Green	Oct 08	Mar-09	Mar-09	Revised supervision policy published.	Graham Septon (Deputy HR Manager)	Chief Officer (Resources)	COMPLETED	COMPLETED
22.2	Explicit expectations on supervision are met. They enable compliance with standards and focus on consistency, learning and better outcomes for people who use services.	Green	Green	Mar 09	Mar 10	Mar 10	Revised supervision policy rolled out to all fieldwork staff. Baseline and targets in relation to compliance and effectiveness to be established. To include: 1/ File audit process. 2/ Employee Survey. 3/ Investors in People reviews.	Graham Septon (Deputy HR Manager)	Chief Officer (Resources)	All supervision policy and supporting documentation will be uploaded onto new training website during September.	System for monitoring and reporting supervision progress currently being tested in Resources area. Once system is robust, will be shared with rest of teams.
Recommendation 23: The council should make the established business planning process more effective by cascading general intentions in strategic vision documents into more effective action and team plans.											
23.1	Arrangements are put in place for the financial year 2009/10 to ensure that teams are engaged in setting out how they will contribute individually to achieve service improvement.	Amber	Amber	Feb-09	Jun-09	Jun-09	Staff are supported in the planning process: road shows; service conferences; team engagement. Each action within Adult Social Care plan will have populated detailed team plans against which their progress can be monitored. Teams know and reflect the business priorities in their team plans. Plans monitored through supervision and team meetings.	Steve Hume Chief Officer (Resources)	Chief Officer (Resources)	Recent work includes peer to peer and individual support, as well as challenge events to enable teams to develop meaningful plans. There has been some slippage on this task but this has been necessary to ensure the meaningful involvement of staff. Supervision policy has been developed. Currently developing Appraisal policy which is due to be completed by end of Oct09. X-ref 22.2	
23.2	The business planning process establishes which are the key business priorities at a strategic level and communicates these to the rest of the organisation.	Amber	Amber	Jun 09	Mar 10	Mar 10	Performance management framework demonstrates team improvements overall as part of the overall business planning process via quarterly reports to DMT performance board.	Stuart Cameron-Strickland (Head of Performance) Richard Graham (Quality Assurance Manager)	Deputy Director (Strategic Commissioning)	1. Key measures in all service and team plans. 2. Quarterly quality and performance reports including execution reports on performance to DMT. 3. POA officers linking closely to each Chief Officer around their priorities for improvement.	

Aim/Outcome	Action	Last Month RAG	This Month RAG	Plan Start	Plan Finish	Actual Finish	Success Criteria: How will you know that the action has achieved its intended aim? i.e. task complete, measures in place.	Lead: Who will be responsible for delivering the work?	Chief Officer: Accountable for achieving the aim	Report of Progress	Risk Report
<p>Recommendation 24: The council should publish a workforce development plan which reflects the reshaped services and sets out how retraining and job redesign processes are to be utilised to deliver the skills needed to reconfigure services.</p>											
<p>24.1 There are sufficient appropriately skilled staff to undertake the full range of social care functions, particularly in relation to safeguarding and personalisation</p>	<p>Create and launch a framework that maps competencies, skills and knowledge for key roles and groups in Adult Social Care in relation to safeguarding. (see Rec. 14).</p>	<p>Green</p>	<p>Green</p>	<p>Aug-09</p>			<p>Framework launched.</p>	<p>Graham Sephton (Deputy HR Manager)</p>	<p>Chief Officer (Resources)</p>	<p>COMPLETED</p>	<p>COMPLETED</p>
<p>24.1 There are sufficient appropriately skilled staff to undertake the full range of social care functions, particularly in relation to safeguarding and personalisation</p>	<p>Create and launch a framework that maps competencies, skills and knowledge for key roles and groups in Adult Social Care in relation to personalisation (see Rec. 14).</p>	<p>Orange</p>	<p>Orange</p>	<p>Nov-08</p>	<p>June-09</p>					<p>SDS training plan has been approved by DMT. Roll out of training between Sept 2009 and March 2010. Culture change programme for Care Management begins in September 2009.</p>	
<p>24.1 There are sufficient appropriately skilled staff to undertake the full range of social care functions, particularly in relation to safeguarding and personalisation</p>	<p>Create and launch a framework that maps competencies, skills and knowledge for key roles and groups in Adult Social Care in relation to the requirements of business change (see Rec. 14).</p>	<p>Orange</p>	<p>Orange</p>							<p>12 month plan that supports the new People Development Strategy describes how we will develop people in the coming year to deliver service transformation - underpinned by a wide range of skills and competencies frameworks.</p>	
<p>24.1 There are sufficient appropriately skilled staff to undertake social care functions</p>	<p>Publish our 3 year workforce strategy which reflect commissioning intentions and planned business change (2009 to 2012)</p>	<p>Orange</p>	<p>Orange</p>	<p>Dec-08</p>	<p>May-09</p>		<p>Staff are equipped with the skills and knowledge required to deliver the personalisation agenda. Gaps are identified and addressed. These include requirements linked to safeguarding and the role of the independent sector within the delivery of personalised service delivery.</p>	<p>Graham Sephton (Deputy HR Manager)</p>	<p>Chief Officer (Resources)</p>	<p>Communication materials currently being developed. Launch event with independent sector planned for 29th Sept. Roll out with ASC workforce to begin in parallel with this.</p>	
<p>24.1 There are sufficient appropriately skilled staff to undertake social care functions</p>	<p>Review in Oct 2009 in relation to plans in Recon 14</p>	<p>Grey</p>	<p>Grey</p>	<p>Oct 09</p>	<p>Dec 09</p>						

Aim/Outcome	Action	Last Month RAG	This Month RAG	Plan Start	Plan Finish	Actual Finish	Success Criteria: How will you know that the action has achieved its intended aim? i.e. task complete, measures in place.	Lead: Who will be responsible for delivering the work?	Chief Officer: Accountable for achieving the aim	Report of Progress	Risk Report
24.3 Services are consistently provided by an appropriately skilled and knowledgeable workforce	A new process for identifying investment and measuring the quality and impact of workforce development will be introduced in the 2009/10 planning cycle. New reporting process will be introduced.	↔	←	Oct-08	Apr-09		An agreed set of performance measures for workforce development will exist and managers can identify and respond to areas where staff competency issues exist. Measures to be developed which include data from: 1/ Staff survey 2/ Investors in People reviews. 3/ Occupational health data	Graham Septon (Deputy HR Manager)	Chief Officer (Resources)	Progress against strategy being regularly reported to ASC Workforce Board. All of the following systems in place and being regularly monitored: service and business plans, investors in people feedback, employee survey data, organisational health information, balanced scorecard ratings for senior leaders, HR customer feedback. Quarterly training activity reports will be available in October (outlining the end of Sept position). The Leeds City Council Evaluation framework for training and development is being used to identify impact.	
24.4 All will be aware of local skills standards and the support available to meet these standards	A web site will be created as a central resource for all information relating to workforce development. A clear description of what training and development is on offer to be communicated. Expected behaviours around the most important workforce development.	←	█	Nov-08	Jun-09	Aug-09	Web site available by end of June 2009; service users are in receipt of services from appropriately skilled staff whose competency is measured by workforce competency measures and quality of delivered is confirmed through quality assurance systems	Graham Septon (Deputy HR Manager)	Chief Officer (Resources)	COMPLETED	COMPLETED

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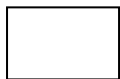
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 7th October 2009

Subject: Scrutiny Inquiry: Personalisation Working Group – Update Report

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 At its meeting on 8 October 2008, the Executive Board received an update on the work undertaken in Leeds to prepare for the personalisation agenda, since the publication of the concordat “Putting People First” in December 2007. One of the outcomes from that meeting was that the Scrutiny Board (Adult Social Care) be requested to monitor progress of the personalisation agenda.
- 1.2 To assist the Scrutiny Board in monitoring progress of the personalisation agenda, in line with the Executive Board request, the Scrutiny Board requested a scoping paper be presented for discussion. As such, an initial scoping discussion was held with the Proposals Working Group at its meeting on 12 December 2008.
- 1.3 The Board also established a working group to undertake aspects of the inquiry. The first meeting of the working group took place on the 16 March 2009. Since that date four subsequent meetings have taken place.

2.0 Scope of the Inquiry

- 2.1 The agreed terms of reference which fully define the scope of the inquiry are attached at Appendix 1.

3.0 Progress to date

- 3.1 Minutes of the meetings up to and including August 2008 are attached at Appendix 2 which defines progress with the inquiry to date.

4.0 Updated Areas within the scope scheduled for investigation.

The timetable for submission of evidence has been updated since agreement at the July Adult Social Care Scrutiny Board to accommodate the availability of officers from Adult Social Services in October. The submission of evidence overall is not affected by the timetabled change which is now as follows:

October 2009

- Financial Budgets and Value for Money.
- Early Implementer evaluation update and experiences of care managers and support officers.

November 2009

- Commissioned Services and Social Enterprise – The requirement to adapt and change.
- Performance management and reporting mechanisms and meeting the challenge of Government Self Directed Support targets.
- Workforce Transformation and Development update

5.0 Recommendations

6.1 The Scrutiny Board is requested to :

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

6.0 Background Papers

7.1 Personalisation – Update to Terms of Reference and Appointment of co-opted member to the Personalisation Working Group - Appendix 1.



DRAFT Report of the Head of Scrutiny and Member Development

Adult Social Care Scrutiny Board

Date: 29th July 2009

Subject: Personalisation – Update to Terms of Reference and Appointment of co-opted member to the Personalisation Working Group

Electoral Wards Affected:

Specific Implications For:
Equality and Diversity <input type="checkbox"/>
Community Cohesion <input type="checkbox"/>
Narrowing the Gap <input type="checkbox"/>

1.0 INTRODUCTION

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

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

(f) That the Scrutiny Board (Health and Adult Social Care) be requested to monitor progress of the personalisation agenda.

1.2 The report presented to the Executive Board on 8 October 2008 is appended to this report for information.

1.3 To assist the Board in monitoring progress of the personalisation agenda, in line with the Executive Board request, the Board requested a scoping paper be presented for discussion. As such, an initial scoping discussion was held with the Proposals Working Group at its meeting on 12 December 2008.

2.0 THE PERSONALISATION AGENDA

2.1 As a result, subject to the agreement of the full Scrutiny Board, the working group agreed to focus on the following areas:

- The common assessment framework;
- Resource allocation system (linked to the Council's stock of directly provided care);
- Progress of the early implementer project.

2.3 At the Adult Social Care Scrutiny Board meeting in June 2009, it was recommended that further areas of inquiry were added to the scope of the inquiry as part of the work programme discussions. These have been incorporated under section 3. Included in section 3 are additional elements of inquiry identified by the Personalisation Working Group.

3.0 SUBMISSION OF EVIDENCE

3.1 The following formal evidence gathering sessions have been undertaken:

Session one – 16th March 2009

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

- A presentation of information relating to Personalisation in order to promote understanding
- The work of the Self Directed Support Members Forum and progress made to date.

Session two – 22nd April 2009

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

- A Personalisation Update Report
- The Resource Allocation System.

Towards the end of both sessions, consideration was given to further and/or specific information required as part of the inquiry.

3.2 The following formal evidence gathering sessions are scheduled:

Session three – 30th July 2009.

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

- Self Assessment Questionnaire
- The Process of assessment and review.
- Early Implementer Trial progress update

Individuals receiving SDS will be asked to attend the working group to provide an account of their experiences of managing an individual budget.

Session four - August 2009.

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

- Customer and stakeholder engagement and involvement.
- Peer Group Support
- Consultation
- Changing Perceptions and Promotion of Individual Budgets – plans and progress to encourage customers and providers to think differently about care provision. Publicity and the provision of information and advice.

Customers involved in the development of SDS will be asked to attend the working group to provide details of the projects they are involved with.

Session five – September 2009

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

- The Single Assessment Process - so people 'only need to tell their story once'.
- Brokerage Services and the pathways to establishing and managing support.
- Partnership Working

Session six – October 2009

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

- Commissioned Services and Social Enterprise – The requirement to adapt and change.
- Financial Budgets and Value for Money.
- Early Implementer evaluation update

Session seven – Nov 2009

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

- Performance management and reporting mechanisms.
- How the challenge of meeting Government SDS targets will be met.
- Workforce Transformation and Development update and experiences of Care managers and support officers.

Session eight – December 2009

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

- Risk Enablement Framework and Safeguarding.

Towards the end of each session, consideration will be given to any further and/or specific information required as part of the inquiry and if any further sessions are to be scheduled into the work programme.

3.3 To ensure that a full and detailed inquiry is undertaken input from service users, representatives, carers, and service providers will be sought.

4.0 Personalisation Working Group

The Personalisation Task Group was established in September 2008 as a mechanism for elected members to:

- receive information
- be consulted on the discharge of relevant delegated authority relating to the modernisation of Adult Social care and Self Directed Support services
- be advised and consulted on local implementation of legislation, regulation, national guidance or Best practice
- disseminate and cascade information from the Director of Adult Social Services to their respective political groups and provide feedback.

The group has now been disbanded following the establishment of the Scrutiny Board inquiry and the Personalisation Working Group. Cllr Valerie Kendall has requested that she be co-opted onto the Personalisation Working Group as a former member of the Task Group adding value to the inquiry due to the accumulated knowledge gained since September 2008.

5.0 RECOMMENDATIONS

- 5.1 The Adult Social Care Scrutiny Board is recommended to
- note updated information relating to the submission of evidence contained within this report.
 - note the terms of reference may incorporate additional information should the working group or the Adult Social Care Scrutiny Board identify any further scope for inquiry within the area of Personalisation.
 - Agree Cllr Valerie Kendall be co-opted to the Personalisation Working Group until such time as the inquiry is concluded.

6.0 BACKGROUND PAPERS

None

7.0 FURTHER RECOMMENDED READING

- Executive Board report – Putting People First – Vision and Commitment to the Transformation of Adult Social Care (23 January 2008).
- Executive Board report – Putting People First – Vision and Commitment to the Transformation of Adult Social Care (08 October 2008).
- Putting People First – Working to Make it Happen (23 June 2008)

Scrutiny Board (Adult Social Care) Working Group

Meeting held on 16th March 2009
at 2pm in the Civic Hall

Present

Councillor Judith Chapman (Chair)
Councillor Stuart Andrew
Councillor Penny Ewens
Sally Morgan (Co-opted member)

Others in Attendance

John Lennon, Chief Officer Access & Inclusion
Richard Mills, Democratic Services

1.0 Apologies

- 1.1 An apology was reported from Joy Fisher, co-opted member who was attending a Links seminar in the Town Hall.

2.0 Introductions

- 2.1 The Chair welcomed everyone to the meeting and expressed regret that a number of Members of the working group was not present to hear more about the Personalisation agenda.

3.0 Background Information

- 3.1 Members received background papers considered by the Executive Board in January 2008 and a copy of the Scrutiny Board (Adult Social Services) minutes of 7th January 2009 with specific reference to minute No 64 Personalisation.

4.0 Updated Terms of Reference

- 4.1 Members noted

(i) an updated copy of the Board's terms of reference for this Inquiry on Personalisation which now incorporated a timetable for the submission of evidence to this inquiry which projects into the new municipal year.

(ii) that the terms of reference may need to be updated further if this working group or the Scrutiny Board identify further scope for scrutiny of this issue.

5.0 Presentation - Personalisation in Leeds

- 5.1 The working group received a powerpoint presentation on the vision to transform the whole of Adult Social Care into a system of self-directed support which will enable eligible people needing social support and associated services to design, choose and control that support.
- 5.2 Members had been provided with a black and white version of the slide presentation in advance of the meeting and colour copies were tabled at the meeting together with a definition of terms headed "What do we Mean".

5.3 Members agreed

(i) That the presentation was excellent and the slides were very clear and concise and sets out the future direction of services in Adult Social Care.

(ii) That the presentation and the definition of terms be circulated to all Members of the working group.

(iii) That the Head of Scrutiny and Member Development be asked to arrange a Members seminar on Personalisation for all Members of Council using today's presentation.

(iv) That the report on Personalisation due to be considered by the Executive Board be circulated to members of the working group as soon as it is available

6.0 Issues Arising

6.1 A number of issues were discussed including the:

- Inequality of services within Councils
- Government's desire for fair access to services and driving out the post code lottery but because of financial constraints had resulted in Council's tightening their eligibility criteria
- Expectation that by 2050 we will have our first 120 year old and an increasing aging population
- Higher expectations of citizens
- Mental Capacity Act
- Principles of self-directed support
- Whole system change for self-directed support
- New service arrangements
- Future model of support and the work of the Early Implementation Team who are currently operating a pilot with 70 -80 volunteers to determine if delivery is practical and affordable
- Project this year to put Social Services in to Customer Services and to provide 24/7 quality service
- Commissioning
- Brokering
- Target set by Government is for the Council to have 30% of clients on self -directed support by 2011 which equates to 5,600 people. The Council currently has 932 direct payments
- 37 Day Centres and 20 Elderly Person homes and brand loyalty
- Need for Members to be appointed champions in each group to support and promote this service change
- Concerns that the service may become less professional
- IT and what is required to meet these changing needs

7.0 Personalisation Task Group (previously known as the Self Direct members Forum)

7.1 Members noted the report of the Director of Adult Social Services updating this Group on the work of the Personalisation Task Group (previously named the Self Direct Members Forum) including its terms of reference.

8.0 Next Meeting

8.1 Members noted that at its next session the working group on 22nd April 2009 will consider:

- The update report on Personalisation.
- The Resource Allocation System (RAS)

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Scrutiny Board (Adult Social Care)

Scrutiny Board Inquiry: Personalisation

Working Group Meeting: 20th April 2009

Present

Members

Cllr Stuart Andrew - Chair
Cllr Suzi Armitage
Cllr Penny Ewens
Cllr Alan Taylor
Joy Fisher (co-opted member)

Officers

John Lennon – Chief Officer, Access and Inclusion
Jemima Sparks – Service Delivery Manager West, Adult Social Care
Robert Russell – Principal Financial Manager
Sarfraz Khan – Financial Manager
Sandra Newbould – Principal Scrutiny Advisor

Apologies

Cllr Judith Chapman
Sally Morgan (co-opted member)

No.	Item	Action
1	Attendance The attendance and apologies as above were noted. The Chair welcomed everyone to the meeting.	
2	Notes of Previous Meeting – 16th March 2009 The draft notes of the meeting were presented and agreed.	
3	Personalisation Update Report A general report was presented to members of the group to update them on the implementation of self directed support (SDS). It highlighted the changes and the impact that will occur. Early Implementer – An update is due to be presented to the ASC Scrutiny Board on the 6 th of May. All those taking part in the pilot are doing so voluntarily and are aware that some of the systems in place are being trialled. No one taking part is being disadvantaged financially. Support Planning – The first version of the Single Assessment Questionnaire is now being trailed. So far 30 customers have completed it. Care Management and Workforce Development – There will be requirement for the workforce to adapt and learn new skills to deliver the transformed service.	

	<p>Commissioning – Members recognised that service transformation will have a great impact on commissioned services and asked what was being done to support service providers through this uncertain process and also develop local social enterprise. They were advised that it is very difficult to commission for outcomes. Members requested that this area is discussed in greater detail at a future working group meeting.</p> <p>Information Technology and Management – there is a need to ensure that systems within Adult Social Services are in place to adequately record SDS cases. (Members may recall at the April ASC Board meeting they were advised that current systems do not have adequate functionality to ensure complete case management or provide relevant statistical information.)</p> <p>Other initiatives such as on line resources being investigated such as Shop 4 Support (www.shop4support.com).</p> <p>Communication – Information is being distributed in various formats, Newsletter, Web and shortly via DVD. Members requested a copy of the newsletter. Copy to be provided to SN</p> <p>Concern was raised that I.T. based assistance will be of no benefit for those without I.T. skills, it was clarified however that this was not the only means of support available just one of the options being appraised.</p> <p>Consultation – It was highlighted that there will be an element of consultation with Elected Members and the Public.</p> <p>Self Directed Support Reference Group – It was highlighted that some members of the SDS reference group are on the Early Implementer Project. The group expressed a wish for some representatives from the EI project to attend a working group to give candid feedback of their experiences of using and applying for a personalised budget.</p> <p>Peer Support – It was stated that peer support is an essential requirement to get systems up and running and the group would be interested to know at a future meeting what peer support arrangements are in place.</p> <p>Transition of Children to SDS in Adult Social Care – the Group also stated that they would like to know more about the arrangements to be implemented to manage to transition of young adults into the ASC system.</p>	<p>SN/JL</p> <p>JS</p> <p>SN/JL</p> <p>SN/JL</p> <p>SN/JL</p>
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4	<p>The Resource Allocation System (RAS)</p> <p>Robert Russell introduced a report to the working group which explained the Resource Allocation System as a financial model for calculating the allocation of money to service users so that they can have greater levels of choice and control over the services they receive.</p> <p>The resource allocation system uses a points system which determines how much money is allocated based on a persons completed questionnaire. (SAQ)</p> <p>The group was advised that as individuals move to SDS, the historical anomalies of the current system should be removed, so that people with similar needs should receive similar amounts or funding.</p> <p>Currently local authorities are developing their own RAS' however there may be a move to develop a national RAS which should create some consistency, and where a person moves to another authority enable resources to be allocated based on the assessment of the previous authority. With ASC budgets being in local authority control the group noted that a postcode lottery could still exist depending on which local authority area someone lives in.</p> <p>The group was advised that there will be financial winners and losers with the RAS and that the system is still being trialled in order to iron out anomalies. A contingency is currently in place to minimise detrimental impact.</p> <p>The group noted that there is currently no appeals system in place and stated that there should be a formally documented process established for dealing swiftly with cases where the client wishes to dispute the level of budget provided. Those going down the SDS route should have access to information which advises them of the process should to be followed in the event of a disagreement.</p> <p>The group was also concerned that there may be disparity in amounts allocated due to age as reported by Age Concern and Help the Aged. The group was advised that Leeds operates only one RAS which means that those with similar support needs will be allocated similar amounts, regardless of age. Other authorities have operated more than one RAS where the type of RAS used was determined by age and other factors. This process has not been adopted by Leeds.</p>	
5	<p>Further Action</p> <p>Items to be incorporated into the groups work programme:</p> <ul style="list-style-type: none"> • Peer support. • Changing Perceptions how to get service users to think differently about their own care. • Transition of children to Adult Social Care 	SN/JL

	<ul style="list-style-type: none"> • Commissioning and Social Enterprise. • Individuals included in the pilot to speak to the working group about their experiences. <p>Newsletter and Survey to circulate to members of the group.</p> <p>Session 3 - June/July 2009 During the third session of the inquiry the working group scheduled to examine:</p> <p>The Common Assessment Framework, Single Assessment Questionnaire, and associated areas,</p> <ul style="list-style-type: none"> • The Process of assessment and review • Partnership working - so people 'only need to tell their story once'. • Provision of urgent social care support, particularly outside normal working hours. • Advocacy Services <p>The Common Assessment Framework may be deferred to a later session.</p>	<p>SN/JS</p> <p>SN/JL</p>
6	<p>Future Meeting Dates</p> <p>To be arranged at the first Adult Social Care Scrutiny Board</p>	<p>SN</p>

Scrutiny Board (Adult Social Care)

Scrutiny Board Inquiry: Personalisation

Working Group Meeting: 30th July 2009

- Present **Members**
 Cllr Judith Chapman – Chair (JC)
 Cllr Penny Ewens (PE)
 Cllr Valerie Kendall (VK)
 Cllr James McKenna (JK)
 Cllr Veronica Morgan (VM)
 Cllr Alan Taylor (AT)
- Officers**
 John Lennon – Chief Officer, Access and Inclusion (JL)
 Emma Lewis – Business Change Manager (EL)
 Sandra Newbould – Principal Scrutiny Advisor (SN)
- Experts by Experience**
 Tizzy Taylor
 Julie Rose
 Joanne Smith (P.A to Julie Rose)
- Apologies Joy Fisher (co-opted member)
 Sally Morgan (co-opted member)

No.	Item	Action
1	<p>Attendance</p> <p>The attendance and apologies as above were noted.</p> <p>The Chair welcomed everyone to the meeting, particularly Tizzy, Julie and Joanne.</p>	
2	<p>Notes of Previous Meeting –</p> <p>The draft notes of the meeting were presented and agreed.</p>	
3	<p>Personalisation Presentation</p> <p>Members of the working group were advised of the policy and performance context of personalisation, and the impact it will have on services in a context wider than adult social care.</p> <p>The working group was also advised of the expected outcomes and a summary of the project currently being undertaken.</p>	
4	<p>The Self Directed Support – The process of assessment and review.</p> <p>EL gave a brief summary of the report brought before the working group. With regard to the format of the self assessment questionnaire the group were advised that it was based on forms produced by other authorities, and taking advice from ‘In Control’ and users. The form presented was version 2, the first version being updated after users advised that it was ‘too busy’.</p>	

It is still accepted that part B is difficult to qualify, and it has come to light that users don't feel that they should have to provide evidence for every statement that they make. Some information should be accepted on trust.

Review – Each case is reviewed after 3 months and annually thereafter. Care managers may recommend that the review is undertaken at more regular intervals where necessary, particularly if there is a concern about an individual's ability to manage their own budget.

It was confirmed that four individuals are now in receipt of their personal budget.

The following concerns were expressed by the working group:

- That it is not unusual for individuals to understate their care needs when making an application.
- That it is very difficult to express a situation or a way of life on paper.
- There seem to be inconsistencies regarding the freedoms for an individual to spend their budget on what they deem appropriate and the authority view on what is appropriate.
- Transitional arrangements for Children and the continuity of care

In response the working group were advised that although the form is called a Self Assessment Questionnaire services users are not left to their own devices when completing the form. Care worker support is provided over two visits.

With regard to what a person may choose to spend their money on, an individual has the right to choose. Some activities may seem initially to have little apparent social care benefit, the example given was the purchase of a season ticket for the football. However on reflection activities such as this can be therapeutic, provide social interaction for the individual and provide some respite for main carers. The activity or purpose must be legal.

Children tend to be placed in traditional homes but as they move into adulthood they may be better with a personal budget. This factor is being considered as children are transitioned into ASC.

The working group asked the Experts from experience the following questions:

- **What change, if any has a personal budget made to your life, better or worse, and why?**

Tizzy – Can't wait to have a PA. to help her to look after her grandson which will give her husband some respite and also visit places such as art galleries or attend poetry readings.

Julie – Is looking forward to going to being able to go to the quiz night at the pub, which was something she previously enjoyed doing. She likes to go out and about.

- **Have you had to seek any help or support from outside the Council to help plan and manage your support?**

Julie – Seeks help and assistance from her parents who are elderly. But does not like to ask and feels like she needs to be less dependent on them. They do provide a certain level of care, and are required to assist her when she goes to bed in an evening. Tizzy has the full time support of her husband who is also her carer.

- **Is there anything that you feel the Council should be doing that it isn't?**

Not at the moment however it is essential that there is input from a Care manager and carer when filling out the questionnaire to ensure that all aspects of care are covered realistically and that forms are filled in correctly.

JC expressed concern that this service would be particularly resource intensive and especially when the number of users who require a personal budget increases to 2000+ users. JL advised that setting up the system is time consuming but once this is done it should not be as resource intensive.

- **Do you have any views on the process of filling in the Self Assessment Questionnaire.**

Julie – Would not have been able to fill the form in on her own and had to seek assistance from her elderly parents, but did not like to ask. Trevor (Care Manager) has been very helpful.

Tizzy – It would have been impossible for her to fill her form in on her own and sought assistance from her husband who is her main carer. They found it very difficult to quantify time elements in part B. She added that both her and her husband are articulate and literate people and it took them two hours to complete the form. The care manager still found inconsistencies with the form, which highlights that it is not easy to complete.

Tizzy also suggested that given 5 potential options to answer a question it has been proven that people usually opt for the middle answer and recommended that there is an even number of options to choose from.

- **Do you think there are any sector of the population who may struggle with an Individual Budget?**

Tizzy – Other cultures may struggle due to language barriers. In some cultures it may be difficult for women to define their own needs.

JL added that the department is aware of the cultural and language issues that may cause difficulties. The questionnaire is produced in different languages but it is acknowledged that there is a challenge.

- **Is there any specific changes you would like to see?**

Tizzy – Does not think that people in general realise that they can have help assistance and support and seek assistance from friends and family. But they will eventually and the Council needs to be prepared for this.

- **Do you feel confident in employing staff or is there any further support you feel is necessary?**

Julie – Would like to employ someone to get her into bed on a night. She thinks it would be difficult to employ someone for 30 minutes per day. She is also considering employing two carers to ensure that there is cover when one is on holiday.

Tizzy - The help from 'ASIST' is a valuable service, and added that the Council could be more pro-active in providing a pool of PA's.

JL added that the 'Slivers of Time' scheme could be expanded to assist with this provision.

- **Do you feel that you have more control over your life and the right degree of flexibility?**

Tizzy – I will have when I get a PA.

Julie – There will be some people who will not want to change. JL agreed with this statement and added that those who prefer a 'traditional' service may still use this option.

- **Have you had to find cover or extra support at short notice (maybe due to illness), if so how easy was it. Do you have any concerns about this. Would you know where to go if you needed assistance or support?**

Both experts were not aware that they could contact ASS to help them find short term support. Julie advised the group that Jo is soon to go on holiday so she will have to depend on her parents during that time. She was not aware that Social Services would be

	<p>able to signpost her and assist her with a temporary arrangement.</p> <p>JL advised the group that if there was a problem long term with support arrangements this would trigger a care review.</p> <p>JC asked if a personal budget could be used to pay for respite care. JL advised that respite can be funded a number of ways. It can follow the traditional route or users can buy services direct or via the Council.</p> <p>Jo raised a matter that is causing confusion with the wider public. That personal budgets can be used to pay for a holiday but cannot be used for more beneficial uses such as hydro therapy. JL stated that this is a good example of how difficult it is to sometimes define social care and health care. An individual budget cannot be used to pay for health care.</p> <ul style="list-style-type: none"> • Do we look after carers well? <p>JL - There is a Carer strategy in place however we may need to expand this to include PA's for which is there is a growing demand. The roles need to be attractive as a career path and the department will play a role in shaping the market.</p>	
5	<p>Early Implementer trial progress update</p> <p>The working group acknowledged receipt of the report as evidence of the progress so far and felt that much had already been covered in previous discussions.</p> <p>JC asked when the trial will finish and was advised that evaluation will take place in stages. A report will be presented to Executive Board. Although the project may finish the work will continue.</p> <p>JM asked how many people have been refused a personal budget. The group was advised that 46 have completed questionnaires, 13 have had support plans agreed and 4 are receiving their budget. There is one case where things did not go to plan due to further health problems. Details of the case study was requested to provide the group of an example of a failed case.</p> <p>JL advised the working group that the RAS is working in 80 – 90% of cases. Where an individual has complex needs an alternative method of calculation is being utilised.</p> <p>AT requested data on the number of forms returned from the BME community. This information is to be provided and circulated to the group.</p>	<p>JL</p> <p>JL</p>

5	<p>Further Action</p> <p>Session 4 -14th August 2009</p> <p>During the session of the inquiry the working group scheduled to examine:</p> <ul style="list-style-type: none"> • Customer and stakeholder engagement and involvement. • Peer Group Support • Consultation • Changing Perceptions and Promotion of Individual Budgets – plans and progress to encourage customers and providers to think differently about care provision. Publicity and the provision of information and advice. 	
6	<p>Future Meeting Dates</p> <ul style="list-style-type: none"> • 14th August - 10am – 12 • 18th September 2pm – 4pm 	SN

Scrutiny Board (Adult Social Care)

Scrutiny Board Inquiry: Personalisation

Working Group Meeting: 14th August 2009

Present

Members

Cllr Judith Chapman – Chair (JC)
 Cllr Penny Ewens (PE)
 Cllr Vonnie Morgan (VM)
 Joy Fisher (co-opted member) (JF)
 Sally Morgan (co-opted member) (SM)

Officers

John Lennon – Chief Officer, Access and Inclusion (JL)
 Emma Lewis – Business Change Manager (EL)
 Leonie Gregson – Communications Officer (LG)
 Sandra Newbould – Principal Scrutiny Advisor (SN)

Experts by Experience

Rob Moriarty and PA (Dave)
 Sandra O'Donovan and PA

Apologies Cllr James McKenna

No.	Item	Action
1	<p>Attendance</p> <p>The attendance and apologies as above were noted.</p> <p>The Chair welcomed everyone to the meeting, particularly Rob, Sandra and their P.A's.</p>	
2	<p>Notes of Previous Meeting –</p> <p>The draft notes of the meeting were presented and agreed.</p>	
3	<p>Customer and stakeholder engagement, involvement and consultation.</p> <p>LG introduced the paper presented to the working group. Explaining that she has been assigned full time to communicate information and generate publicity around personal budgets.</p> <p>The main stakeholders were identified as:</p> <ul style="list-style-type: none"> • existing and potential social care customers • carers and relatives • the general public • the media • Leeds City Councillors • internal and external adult social care providers • adult social care staff (including front-line staff as a separate group) • other council staff (especially those in related areas such as housing, benefits, transport, learning and leisure) • partner organisations and other agencies. 	

Published flyers, booklets and the most recent newsletter were shown to the working group. It was explained that in addition advertisements had been placed in local magazines and journals. Information is available on the LCC website, on the www.olderpeopleleeds.info website and on partner websites such as the NHS.

Future communication material will include:

- A guide to becoming an employer
- The completed peer group support website
- DVD – will be available in September
- Consultation events at Day Centres and with Community Groups.
- Workshops with carers, users and staff
- Further media and publicity including billboard advertising.
- Surveys to market test that the message is reaching the right people.

Concerns raised:

Are there enough sufficiently trained P.A's in the market place?

Professionally trained P.A's are not always what users want, they may value someone who is friendly, trustworthy and dependable. It is the responsibility of Social Services as commissioners however to influence the market and make the role attractive.

Will all employees be CRB checked?

We strongly recommend this and most people take up the offer of this being done for them by ASIST however it is up to the individual to decide if this is necessary. There are circumstances, for example where the potential employee may be a long and trusted friend of relative and the PB user does not wish them to undergo a CRB check.

Will there be assistance provided in helping the individual employ the right person?

Yes ASIST has been a valuable asset in helping in this area. A guide will also soon be published.

Will information be on display in public areas and staff adequately trained to provide advice?

Staff and the wider systems knowledge of the development of Personal Budgets remains one of our key tasks Training in the new operating systems and the Communication, Consultation and Engagement plan is one of a number of strategies we will employ to ensure the advice our staff and others provide is appropriate, timely and accurate. Adequate display of information can be an issue which needs to be monitored.

Communication will be required to a huge expanse of stakeholders how will this be managed?

Communication is general at the moment in order to reach the wider audience but will become specific and focus on particular groups.

	<p>What about people who want to plan for later life now? Putting People First strategy describes how all Council's will in the future be reshaping information the available so that people can put their own preventative measures into place This in part of the universal offer to all residents whose aim is to provide the public with access to high quality information that will allow them to make informed decisions regarding their own health and wellbeing and help maintain their independence .</p> <p>Will people be disadvantaged because they do not have access to IT equipment? Our aim is to provide the same quality of information in hard copy or online .It can be bespoke to suit the users needs, i.e. large print, Braille. The peer website will also be adaptable to suit the individual's needs.</p> <p>The working group asked for a full copy of the Communication, consultation and engagement strategy. To be sent to SN</p>	<p>LG</p>
<p>4</p>	<p>Peer Group Support</p> <p>Sandra O'Donovan expert-by- experience explained to the working group the purpose of the peer support group, which currently consists of 7 individuals who are current direct payment/personal budget holders.</p> <p>The group provides peer support to other people who manage their own social care services. They acknowledged that they need to look at how this can be provided effectively across Leeds and decided that initially setting up a phone line would be the best way forward which went live on the 1st of June. To date most callers have been from the older community, 50% have been aged 70+. A website is currently being designed a demo of which was presented to the working group by Rob Moriarty.</p> <p>Concerns raised: Has the peer support group come across anyone who is not happy in the early implementer project? Sandra advised the working group that the RAS is not working for her as she needs 24/7 support. She stated that her case has been to review panel and it still has not been resolved.</p> <p>There are both people who are happy and unhappy, but in the main generally happy. The support group aims to give advice and give confidence to people who need to challenge decisions where they believe they are wrong.</p> <p>Do individuals have to wait unnecessarily for their personal budget and how long can disputes go on for?</p>	

	<p>Disputes can continue for months. An example was given to the group of a case where potentially the service user could lose a college place if the matter remains unresolved. The group was also advised that sometimes there is a difference in what an individual expects to receive and what they are actually entitled to.</p> <p>Is peer support in place for P.A's? It was explained that currently a career as a P.A. does not seem to be long terms with much of the workforce move onto other things after a 6 – 12 month period and therefore in the past it has been difficult to establish an ongoing support network.</p> <p>There was further discussion relating to problems with accessing direct payment which is not a matter for this inquiry.</p>	
5	<p>Further Action</p> <p>Session 5 -18th September 2009</p> <p>During the session of the inquiry the working group scheduled to examine:</p> <ul style="list-style-type: none"> • The Single Assessment Process - so people 'only need to tell their story once'. • Brokerage Services and the pathways to establishing and managing support. • Partnership Working 	
6	<p>Future Meeting Dates</p> <ul style="list-style-type: none"> • 18th September 2pm – 4pm • Oct, Nov and Dec dates to be confirmed 	SN



Originator: Sandra Newbould

Tel: 247 4792

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 7th October 2009

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

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

1.1 Attached at Appendix 1 is the current work programme for the Scrutiny Board (Adult Social Care) for the remainder of the current municipal year.

1.2 Also attached for Members consideration is an extract from the Forward Plan of Key Decisions for the period 1 October 2009 to 31 January 2010 as Appendix 2.

2.0 The Executive Board meeting held on the 17th September 2009 dealt specifically with Development and Regeneration issued pertaining to the Leeds United Thorp Arch Academy and therefore does not come under the remit of the Adult Social Care Scrutiny Board

3.0 WORK PROGRAMME MATTERS

3.1 The current work programme (Appendix 1) provides an indicative schedule of items/ issues to be considered at future meetings of the Board. The work programme should be considered as a live document that will evolve over time to reflect any changing and/or emerging issues that the Board wishes to consider.

3.2 The work programme also provides an outline of other activity being undertaken on behalf of the Board outside of the formal meetings cycle.

4.0 RECOMMENDATIONS

4.1 From the content of this report, its associated appendices and discussion at the meeting, Members are asked to:

4.1.1 Note the general progress reported at the meeting;

4.1.2 Receive and make any changes to the attached work programme; and,

4.1.3 Agree an updated work programme.

5.0 BACKGROUND PAPERS

None.

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

Item	Description	Notes	Type of item
Meeting date – 17th 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**

Item	Description	Notes	Type of item
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
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 (20 July 2009) to feed into this item.	RFS/PM
Personalisation Working Group updated Terms of Reference.	To consider the revised terms of reference for the 2009/10 municipal year for the Personalisation Working Group.		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**

Item	Description	Notes	Type of item
LINK Annual Report	To consider the content of the LINK Annual Report and the potential impact on the 2009/10 Scrutiny Work Programme	Copies of LINK annual reports must be made available to the public and sent to the Secretary of State and the Care Quality Commission. Copies must also be sent to relevant Local Authorities, Primary Care Trusts, Strategic Health Authorities and Overview and Scrutiny Committees.	PM
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
Meeting date – 20th August 2009 – Special Meeting			
Day Services	The board has requested a specific meeting to look at the future plans for Day services across the city.	Lead officer - Dennis Holmes	RP
Meeting date – 9th September 2009			
Performance Management	Quarter 1 information for 2009/10 (April-June)	All Scrutiny Boards receive performance information on a quarterly basis	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

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**

Item	Description	Notes	Type of item
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
Terms of Reference - Inquiry into ‘Supporting Working Age Adults with Severe and Enduring Mental Health Problems.	To receive and approve the draft terms of reference.	The Adult Social Care Scrutiny Board expressed interest in holding a major inquiry in relation to Mental Health Services for working aged adults at its meeting on the 17 th of June 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
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 September 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 meetings up to August 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**

Item	Description	Notes	Type of item
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
Day Services	The board has requested an update following the meeting in August 2009 to further consider at the future plans for Day services across the city and the actions taken since the meeting.	Lead officer - Sandie Keene	RP
Meeting date – 11th November 2009			
Income Review – Impact of price increases on Service users.	To receive an update on the impact of price increases on services users.	Report requested from April 2009 Scrutiny Board Meeting	RP
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

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

Item	Description	Notes	Type of item
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 9 th December 2009.	PM
Inquiry into Adaptations – Performance Updates and Recommendation Tracking	To receive a performance update and consider progress made from recommendations made by ASC Board 17 th June 09	Considered by Executive Board August 2009.	PM MSR
Performance Management	Quarter 2 information for 2009/10 (July - Sept)	All Scrutiny Boards receive performance information on a quarterly basis	PM

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

Item	Description	Notes	Type of item
Meeting date – 13th January 2010			
Personalisation Working Group Update	To consider the progress of the working group.	Outcome of the ASC Personalisation Working Group meetings September - December to feed into this item	PM/DP
Transitional arrangements for Children (up to 25 years of age) with learning disabilities into Adult Social Care Services.	Following the establishment of the transitions team the board are to consider the policies, procedures and practices in place or in development to ensure a smooth transition from Child Social Care to Adult Social Care	Representative from Childrens Scrutiny Board to be requested to join the board for this item. Lead Officer – Michelle Tynan	RP/DP
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	
Personalisation Statement	Board to agree a statement/report on progress so far.	Response to Executive Board	

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

Item	Description	Notes	Type of item
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
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**Draft Scrutiny Board (Adult Social Care)
Work Programme 2009/10**

Item	Description	Notes	Type of item
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
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**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 Cllr James McKenna Cllr Veronica Morgan Joy Fisher (co-optee) Sally Morgan (co-optee)</i>	<i>Terms of reference agreed. All meetings scheduled.</i>	Confirmed dates 1) 30 th July 9:30am – 12:00 Committee Room 3 2) 14 th Aug 10.00am – 12:00 Committee Room 1 3) 18 th Sept 2:00pm – 4:00 pm Committee Room 3 4) 15 th Oct 10:00am – 12:00 Committee Room 2 5) 11 th Nov 2:00pm – 4:00pm Committee Room 3 6) 10 th Dec 10:00am – 12:00 Committee Room 3

Key:

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

Working Groups			
<i>Proposals working group</i>	<i>Cllr. Judith Chapman Cllr. Penny Ewens Cllr. Clive Fox Joy Fisher (co-optee) Sally Morgan (co-optee)</i>	<i>Meetings scheduled.</i>	Confirmed Dates 1) 20 th July 3pm – 5pm Committee Room 5 2) 29 th Sept 10am – 12 Committee Room 3
<i>Supporting Working Age Adults with Severe and Enduring Mental Health Problems</i>	<i>Cllr Judith Chapman Cllr Clive Fox Cllr James McKenna Cllr Eileen Taylor Joy Fisher (co-optee) Sally Morgan + Health Board member(s)</i>	<i>Draft Terms of Reference presented to Scrutiny 9th September 2009.</i>	<i>Meetings to be Scheduled October 2009 – January 2010</i>

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

Unscheduled / Potential Items from 2009/10		
Item	Description	Notes
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.
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

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 October 2009 to 31 January 2010

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)
Temporary Staff Contract Adults and Children's Social Care To extend the current Temporary Staff contracts for Adults and Children's Social Care for 5 months until the 31 st March 2010 to allow the integration of the contract into the new corporate temporary staff contract.	Director of Adult Social Services	1/10/09	Children's and Adults Commissioning Board.	None.	Director of Adult Social Services mark.phillott@leeds.gov.uk
St Anne's alcohol residential rehabilitation To extend the existing contract from 1 April 2010 for up to 12 months to allow for a full tender exercise to be undertaken	Director of Adult Social Services	1/10/09	Pre tender consultation with service users and stakeholders	Report to the Director, contract monitoring information	Director of Adult Social Services sinead.cregan@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)
Leeds Skyline HIV/AIDS Social Care and Prevention Service To extend the existing contract from 1 April 2010 for two years	Director of Adult Social Services	1/10/09	Needs Assessment is currently being undertaken	Report to the Director, Contract monitoring information	Director of Adult Social Services sinead.cregan@leeds.gov.uk
Holt Park Wellbeing Centre Approval sought to affordability of proposals and to submit Outline Business Case to The Department of Health.	Executive Board (Portfolio:Adult Health and Social Care)	14/10/09	Consultation will be carried out with the following groups in the preparation of the Outline Business Case: Wellbeing Project Board, Client Department representatives, local community, planning.	The report to be issued to the decision maker with the agenda for the meeting	Director of Development ed.mylan@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)
Adult Social Care Home Care Contracts To extend the Adult Social Care cost/volume contracts and the independent living contracts to 31 st August 2010 to allow the directorate to procure a new type of domiciliary care contract from this date.	Director of Adult Social Services	29/10/09	Children's and Adults Commissioning Board.	None.	Director of Adult Social Services mark.phillott@leeds.gov.uk
Residential Care Strategy for Older People in Leeds Approval to consult on options for future provision of long term residential care services.	Executive Board (Portfolio:Adult Health and Social Care)	4/11/09	All stakeholders.	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services dennis.holmes@leeds.gov.uk
Annual Performance Assessment for Adult Social Services To note the outcome of the Annual Performance Assessment for Adult Social Services	Executive Board (Portfolio: Adult Health and social Care)	9/12/09		The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services dennis.holmes@leeds.gov.uk

NOTES

Key decisions are those executive decisions:

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

Executive Board Portfolios

Executive Member

Central and Corporate

Councillor Richard Brett

Development and Regeneration

Councillor Andrew Carter

Environmental Services

Councillor James Monaghan

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 Richard Lewis

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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