

# Public Document Pack



## SOUTH (OUTER) AREA COMMITTEE

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Meeting to be held in Morley Town Hall, Large Banqueting Room, LS27 9DY  
On Monday, 31st January, 2011 at 4.00 pm

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### MEMBERSHIP

#### Councillors

|            |   |                         |
|------------|---|-------------------------|
| J Dunn     | - | Ardsley and Robin Hood; |
| L Mulherin | - | Ardsley and Robin Hood; |
| K Renshaw  | - | Ardsley and Robin Hood; |
|            |   |                         |
| R Finnigan | - | Morley North;           |
| B Gettings | - | Morley North;           |
| T Leadley  | - | Morley North;           |
|            |   |                         |
| J Elliott  | - | Morley South;           |
| T Grayshon | - | Morley South;           |
| S Varley   | - | Morley South;           |
|            |   |                         |
| S Golton   | - | Rothwell;               |
| S Smith    | - | Rothwell;               |
| D Wilson   | - | Rothwell;               |

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## **A BRIEF EXPLANATION OF COUNCIL FUNCTIONS AND EXECUTIVE FUNCTIONS**

There are certain functions that are defined by regulations which can only be carried out at a meeting of the Full Council or under a Scheme of Delegation approved by the Full Council. Everything else is an Executive Function and, therefore, is carried out by the Council's Executive Board or under a Scheme of Delegation agreed by the Executive Board.

The Area Committee has some functions which are delegated from full Council and some Functions which are delegated from the Executive Board. Both functions are kept separately in order to make it clear where the authority has come from so that if there are decisions that the Area Committee decides not to make they know which body the decision should be referred back to.

# A G E N D A

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|---------|------|---------------|--|---------|
| 1       |      |               | <p style="text-align: center;"><b><u>PROCEDURAL BUSINESS</u></b></p> <p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting.)</p>  |         |
| 2       |      |               | <p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED</b> – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> |         |

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| 3       |      |               | <p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>  |         |
| 4       |      |               | <p><b>DECLARATION OF INTERESTS</b></p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>  |         |
| 5       |      |               | <p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>  |         |
| 6       |      |               | <p><b>OPEN FORUM</b></p> <p>In accordance with Paragraphs 6.24 and 6.25 of the Area Committee Procedure Rules, at the discretion of the Chair a period of up to 10 minutes may be allocated at each ordinary meeting for members of the public to make representations or to ask questions on matters within the terms of reference of the Area Committee. This period of time may be extended at the discretion of the Chair. No member of the public shall speak for more than three minutes in the Open Forum, except by permission of the Chair.</p> <p><b>(10 mins discussion)</b></p> |         |
| 7       |      |               | <p><b>MINUTES - 29 NOVEMBER 2010</b></p> <p>To confirm as a correct record the minutes of the meeting held on 29 November 2010</p> <p style="text-align: center;"><b><u>COUNCIL BUSINESS</u></b></p>  | 1 - 6   |

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|---------|------|---------------|--|---------|
| 8       |      |               | <p><b>TRANSFORMATION OF LEARNING DISABILITY DAY SERVICES</b></p> <p>To receive and consider the attached report of the Chief Officer Learning Disability, Adult Social Care.</p> <p><b>Presentation 5 Minutes/Discussion 5 minutes</b></p>   | 7 - 12  |
| 9       |      |               | <p><b>FUTURE OPTIONS FOR RESIDENTIAL DAY CARE</b></p> <p>To receive and consider the attached report of the Director of Adult Social Services</p> <p><b>Presentation 5 Minutes/Discussion 5 Minutes</b></p>  | 13 - 40 |
| 10      |      |               | <p><b>HEALTH AND WELLBEING PROGRAMME</b></p> <p>To receive and consider the attached report of the Health &amp; Wellbeing Improvement Manager – South East</p> <p><b>Presentation 5 Minutes/Discussion 10 Minutes</b></p>  | 41 - 50 |
| 11      |      |               | <p><b>FIRE SERVICE</b></p> <p>To receive and consider the attached report of the Outer South Area Manager</p> <p><b>Presentation 5 Minutes/Discussion 5 Minutes</b></p>  | 51 - 52 |
| 12      |      |               | <p><b>TOWARDS INTEGRATED LOCALITY WORKING</b></p> <p>To receive and consider the attached report of the Assistant Chief Executive (Planning, Policy and Improvement)</p> <p><b>Presentation 5 Minutes/Discussion 5 Minutes</b></p>   | 53 - 58 |
| 13      |      |               | <p><b>ENVIRONMENTAL SERVICES DELEGATION</b></p> <p>To receive and consider the attached report of the Director of Environment and Neighbourhoods</p> <p><b>Presentation 5 Minutes/Discussion 5 Minutes</b></p> <p style="text-align: center;"><b><u>EXECUTIVE BUSINESS</u></b></p> | 59 - 64 |

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| 14      |      |               | <p><b>OUTER SOUTH AREA COMMITTEE WELL BEING BUDGET REPORT</b></p> <p>To receive and consider the attached report of the Director of Environment and Neighbourhoods</p> <p><b>Presentation 5 Minutes/Discussion 5 Minutes</b></p> | 65 - 94  |
| 15      |      |               | <p><b>AREA MANAGER'S REPORT</b></p> <p>To receive and consider the attached report of the Director of Environment and Neighbourhoods</p> <p><b>Presentation 5 Minutes/Discussion 5 Minutes</b></p>                               | 95 - 118 |
| 16      |      |               | <p><b>DATE, TIME AND VENUE OF NEXT MEETING</b></p> <p>Monday, 14 March 2011 at 4.00 p.m. – Rothwell One Stop Centre – Civic Chamber</p>  |          |

## **SOUTH (OUTER) AREA COMMITTEE**

**MONDAY, 29TH NOVEMBER, 2010**

**PRESENT:** Councillor R Finnigan in the Chair

Councillors J Dunn, J Elliott, B Gettings,  
T Grayshon, T Leadley, L Mulherin,  
K Renshaw, S Varley and D Wilson

### **40 Declaration of Interests**

Councillor Leadley declared a personal interest in Agenda Item 9, Children and Young People's Summer Delivery Review 2010/11 due to his position as a Governor at Westerton Primary School. (Minute No. Refers)

Councillors Elliott, Leadley and Varley declared personal interests in Agenda Item 13 – Area Managers Report due to their respective positions with Morley Elderly Action. (Minute No. Refers)

Councillors Elliott, Finnigan, Gettings and Varley declared personal interests in Agenda Item 11, Morley Literature Festival Evaluation Report 2010 due to their respective positions on the Morley Literature Festival Committee & Friends of Morley Literature Festival. (Minute No. Refers)

### **41 Apologies for Absence**

Apologies for absence were submitted on behalf of Councillors S Golton and S Smith.

### **42 Open Forum**

The agenda made reference to the provision contained in the Area Committee Procedure rules for an Open Forum Session at each ordinary meeting of an Area Committee, for members of the public to ask questions or to make representations on matters within the terms of reference of the Area Committee. On this occasion, no matters were raised under this item by those members of the public who were in attendance.

### **43 Minutes - 18 October 2010**

**RESOLVED** – That the minutes of the meeting held on 18 October 2010 be confirmed as a correct record, subject to the following amendment:

Minute No. 30 – second bullet point to read 'discussion between Area Management and Morley Town Council'

#### **44 Proposed Merger for Joseph Priestley College**

The report of the Director of Environment and Neighbourhoods referred to the proposed merger for Joseph Priestley College and included a submission from the College to Councillors regarding the proposals.

The Chair welcomed Tony Waring of Joseph Priestley College to the meeting.

It was reported that following a reduction in the level of adult based funding to the college and other contributing factors including a poor ofsted report that Joseph Priestley College could no longer present a good offer to South Leeds educational requirements. Contact had been made with all Further Education Colleges across West Yorkshire regarding the possibility of a merger and Leeds City College had been identified as the preferred partner.

Members attention was brought to the consultation process and the timetable of events until any merger was completed. Members were also asked for their opinions of potential re-naming of the current Joseph Priestley Colleges at Morley, Rothwell and Beeston with it being suggested that one of them kept the Joseph Priestley name.

In brief summary, the following issues were discussed:

- Leeds City College was welcomed by Members as the preferred an obvious choice of partner.
- Naming of the sites – suggestions that the Joseph Priestley name could be retained along with the place name of each site

#### **RESOLVED –**

- (a) That the report be noted
- (b) That the Area Committee support the merger proposals

#### **45 Children and Young People Summer Delivery Review**

The report of the Director of Environment and Neighbourhoods provided a detailed review of summer activities delivered across Outer South Leeds. It also provided an evaluation of the Commissioning Pilot for Children and Young People Programme of Activities 2010/11.

The Chair welcomed Brenda Temple, Extended Services Adviser to the meeting.

The Committee was given an overview of issues detailed in the report and the following issues were highlighted:

- Partnership working
- The allocation and use of Area Committee Well Being Funds.



- The range of activities that had been provided – these included community based events, family days and age/interest related activities.
- Involvement of young people in volunteering
- Reduction on anti social behaviour
- Budget information – further funding would be available for extended services
- Important to have an early indication of Area Committee funding support.

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

- Work with schools
- School based letting policies – arrangements to avoid commercial letting costs
- Publicity costs
- Community use of school buildings
- Members congratulated all those involved for the success of the activities available

**RESOLVED** – That the report be noted and a further report be received after the end of the 2010/11 financial year.

#### **46 Parks and Countryside Annual Report 2010**

The report of the Head of Parks and Countryside provided the Area Committee with the following information:

- An overview of the Parks and Countryside Service
- Challenges faced along with key performance management initiatives
- Area level progress in attaining Leeds' Quality Park Standards
- Investment needs for fixed play along with progress made

The Chair welcomed Victoria Nunns, Parks and Countryside to the meeting.

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

- Resurfacing of tennis courts at Dartmouth Park – it was reported that work was due to start in the new year to be ready for Spring 2011. The Lawn Tennis Association was interested in considering Dartmouth Park as a Centre of Excellence.
- Toilet provision in parks.
- Maintenance of playground equipment.
- Provision of a statue in Dartmouth Park to commemorate animals that had died in conflict.
- Community needs to meet park standards

- Parks and Countryside would liaise further with Ward Members over priorities for investment in community parks, playing pitches and fixed play facilities.

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

#### **47 Morley Literature Festival Evaluation Report 2010**

The report of the Director of Environment and Neighbourhoods introduced the evaluation report of the 2010 Morley Literature Festival and Members were asked to consider use of 2011/12 Wellbeing funding to support the 2011 Festival.

Councillor Gettings gave the Committee an overview of the 2010 Festival and highlighted the following issues:

- Future Arts Council funding was not assured.
- All events had been well supported.
- Potential for developing the 'arts' in the festival and the possible inclusion of arts and music to contribute to a Morley Arts Festival.
- Continuing the role of the Festival Director and the need to ensure funding for this.
- The overall success of the festival.

Members congratulated Councillor Gettings and all others involved in making the 2010 Morley Literature Festival a successful event.

**RESOLVED** –

- a) That the report be noted.
- b) That Councillors Elliott and Gettings be nominated to the Morley Literature Festival Committee for 2011.
- c) That £10,000 of current 2010/11 Well being funding balance is allocated for the 2011 Morley Literature Festival.

(Councillor Mulherin joined the meeting at 4.50 p.m. during the discussion on this item).

#### **48 Well-being Budget Report**

The report of the Director of Environment and Neighbourhoods provided the Area Committee with the following:

- An update on both the revenue and capital elements of the Area Committee's budget.
- Details of projects that require approval.
- A summary of all revenue and capital projects agreed to date.

- A summary of the revenue allocation for 2010/11 Well being Revenue Budget already approved and linked to the priorities and outcomes identified in the approved Area Delivery Plan (ADP).
- An update on the Small Grants budget.

Members were also asked to consider funding for Anti Littering Workshops in Primary Schools.

**RESOLVED –**

- a) That the report be noted.
- b) That the position of the Well being Budget as set out at 3.0. be noted
- c) That the ring fence revenue amounts for 2010/11 as outlined in Appendix 1 be noted.
- d) That the Wellbeing capital projects already agreed as listed in Appendix 2 be noted.
- e) That £675 revenue be approved for three further Anti Littering Workshops in Primary Schools. Members in Rothwell, Ardsley and Robin Hood and Morley North to identify a primary school in each of those wards.
- f) That the Small Grants situation in 5.1 be noted

**49 Area Manager's Report**

The report of the Director of Environment and Neighbourhoods informed Members of a range of activities that had taken place in Outer South Leeds and also provided an update on actions and achievements of the Area Management Team relating to priorities and work of the Area Committee since the last Area Committee meeting in October 2010.

In brief summary, the following were discussed:

- Investment Partnership South Leeds
- Cleaner Neighbourhoods Sub Group
- Garden Maintenance Service
- Morley Town Centre Management
- Production of the Area Committee's Community Charter
- Update on Neighbourhood Improvement Plans
- Arrangements for sub group meetings – Area Management to contact Members.

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

## **50 Dates, Times and Venues of Future Meetings**

Members were informed of an invitation from the manager of the Youth HUB to hold the March meeting there. Members expressed their appreciation but, concluded that there had already been various opportunities, including the last round of Ward Briefings for Members to be briefed on the operation of the HUB. Should Members require any further information they should approach the manager Josh Mac Donald direct.

Monday, 31 January 2011 at Morley Town Hall, 4.00 p.m.

Monday, 14 March 2011 at Rothwell One Stop Centre at 4.00 p.m.

**The meeting concluded at 5.08 p.m.**

**Report of Chief Officer Learning Disability, Adult Social Care**

**South Leeds (Outer) Area Committee**

**Date: Monday 31<sup>st</sup> January 2011**

**Subject: Transformation of Learning Disability Day Services**

|   |   |  |
|---|---|--|
| <p><b>Electoral Wards Affected:</b></p> <p><b>Ardsley and Robin Hood</b><br/><b>Morley North</b><br/><b>Morley South</b><br/><b>Rothwell</b></p> <p><input type="checkbox"/> Ward Members consulted<br/>(referred to in report)</p> | <p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input checked="" type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p> |  |
| <p>Council Function <input checked="" type="checkbox"/></p>   | <p>Delegated Executive Function available for Call In <input type="checkbox"/></p>  | <p>Delegated Executive Function not available for Call In Details set out in the report <input type="checkbox"/></p> |

**Executive Summary**

Executive Board approved a report in January 2009 which set out how Council provided learning disability day services would be transformed in the years ahead.

Initial activity focused on the south east of the City, with the Moor End Day Centre in Hunslet being declared surplus in October 2010 and approval given to replace West Ardsley centre in 2011. The proposals to extend the change programme to the rest of the city were supported by Executive board on the 3<sup>rd</sup> November 2010 on the understanding that more detailed information will be presented to Executive Board prior to implementation

**1.0 Purpose Of This Report**

- 1.1 To provide local ward members with relevant background information regarding the plan to modernise learning disability day care in South (Outer) Leeds.
- 1.2 To inform them of the local consultation exercise that has and continues to take place in the electoral wards for which they are responsible and to provide an opportunity to comment on the plans or the consultation process.

## 2.0 Background Information

- 2.1 Current Adult Social Care (ASC) day service provision is mainly delivered from seven large day centres, formerly known as Adult Training Centres. This essentially segregated model of provision is now seen as both outdated and a potential barrier to independence and social inclusion. National policy and guidance such as Valuing People Now stress the need to move away from this traditional, large building based model of care.
- 2.2 Executive board approved that the South East is the first area where a comprehensive approach will be taken both to introducing a more personalised service and to redesigning the building base. The Board has now approved the proposals to extend the transformation programme to the rest of the city.
- 2.3 The plan to accelerate this transformation programme would help deliver a more personalised service and reduce expenditure by refocusing resources that are currently tied to buildings, whilst prioritising and protecting the service provided to those people living with family carers. The plan will maintain the level of day service for those adults with learning disabilities who live with family carers and improve the facilities where the services are delivered. It will redirect resources for adults who live in staffed accommodation to support them to spend more of their day time accessing their local community from their home rather than going full time to a day centre.

This plan would enable the overall city wide volume of the in-house day service provision to be reduced and for the service to be delivered from four principal locations and a range of satellite community bases. This in turn would enable a rationalisation of building usage and could lead to a further two services (Horsforth and Wetherby Fulfilling Lives Services) to become surplus to requirements over and above the previously approved plan for West Ardsley.

- 2.4 The Fulfilling Lives Service provision in the South (Outer) Leeds currently consists of the West Ardsley Fulfilling Lives Centre at Westerton Road and Rothwell Fulfilling Lives Centre in Woodlesford.

There are currently 84 customers on the register at West Ardsley Fulfilling Lives with an average daily attendance of 61 (January to March 2010). Customers attend between two and five days per week.

### Where the customers live:

57 live in South East Leeds  
13 live in West North West Leeds  
8 live in East North East Leeds  
6 live in Wakefield

### Who these customers live with:

32 Live with family carers  
19 Live in Adult Social Care accommodation  
33 Live in Health or Third Sector accommodation

2.5 Work has already commenced on identifying new appropriate building bases to support future needs based on the demographic information available. The project team has so far identified the following buildings in the South Area as having potential to host one of the new bases :

Rothwell Leisure Centre  
Morley Town Hall  
Gildersome Community Centre/Library  
Morley Leisure Centre  
Stanhope Memorial Hall (Churwell)  
Middleton Leisure Centre  
William Gascoigne Centre (Acre Road, Middleton)

These options will now be investigated more fully and the search for additional options will continue

2.6 Adult Social Care will continue to give an absolute commitment to meeting customer needs and the need of family carers for the break that current day services give them from their caring duties.

### **3.0 Main Issues**

3.1 West Ardsley Fulfilling Lives have been identified one of the buildings suitable for replacement. This decision is in line with the outcomes from extensive city wide consultations held in 2007 where the recommendation from stakeholders was to replace this building with smaller bases in more socially inclusive environments. We will identify new sites in the South (Outer) Leeds area in community buildings in order to provide a day service from these bases.

3.2 The re-provision of the Moored Centre in Hunslet has created two new small Adult Social Care day services in South Leeds and a range of new opportunities through projects run by voluntary, community and faith sector organisations. There is capacity within these projects to offer these choices and opportunities to customers who currently attend West Ardsley Fulfilling Lives Service.

3.3 The proposal is to identify an additional three new bases from which Adult Social Care will continue to offer support. Building on the successful partnership established with Sports and Leisure through the establishment of the new base at the John Charles Centre, Rothwell Leisure Centre has been identified as a site for a new base. The intention is to identify two further bases, in the South (Outer) Leeds area, by the end of February 2011.

3.4 The proposal will change the pattern of service provision for people who live in accommodation based services to provision of services from their accommodation base with attendance, should it be required, of up to two days a week from a day service building. The introduction of this measure will significantly reduce attendance at the city's day centres while safeguarding the level of service to customers who live with family carers.

- 3.5 The Fulfilling Lives Service at Rothwell is currently split across two buildings. The proposal is to retain and upgrade one of these buildings to create specialist facilities which will meet the needs of customers with the most profound physical care and nursing needs in the Outer South area.
- 3.6 Learning Disability Services has a small dedicated transformation resource which has built up extensive experience and developed good practice in successfully delivering major complex business change projects through the Independent Living Project, the re-provision of Windlesford Green hostel and Moorend Fulfilling Lives service
- 3.7 The project has a communication strategy which will ensure ongoing stakeholder consultation and involvement throughout the process. Update briefings on the day service modernisation plans were given to West Ardsley relatives, carers, staff and the customers in December. Further meetings will be held with all stakeholder groups early in the new year and a stakeholder project group established.
- 3.8 The primary aim of the project will be to deliver a positive outcome for each individual and their carers. All customers affected by these changes will be involved in a person centred planning process with a care manager from the planning team to ensure their individual needs are identified and continue to be met.
- 3.9 Timescales for delivery is set out below
- Information Briefings: December 2010
  - Stakeholder Group Formed: December 2010
  - Individual Planning Starts: December 2010
  - Customers begin to try out taster sessions of new projects: January 2011
  - Sites for new ASC bases confirmed: February 2011
  - Individual Planning complete: August 2011
  - New ASC bases operational: October 2011
  - All supported living customers attending 2 days: October 2011
  - Rothwell refurbishment complete: November 2011
  - Current West Ardsley building surplus to requirements: December 2011

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

- 4.1 The Executive Board of the council has already approved a plan to modernise day services for adults with learning disabilities based on a lengthy consultation process in 2009.
- 4.2 The project involves disinvestment in three large day centres in 2011 and reinvestment in more personalised support and smaller buildings bases in socially inclusive environments. As such it is in line with the clear direction set by national policy, notably Valuing People Now and Putting People First. The proposal will also result in the significant upgrades to facilities for the most profoundly disabled customers in two of the remaining day centres.



## **5.0 Legal and Resource Implications**

### Legal Implications

- 5.1 The provision of in-house day services is not a statutory duty of the Council and therefore there are no explicit legal risks associated with providing for customers needs in a different manner.

### Capital investment / disinvestment

- 5.2 The delivery of the programme will leave the site at West Ardsley surplus to the requirements of Adult Social Care.
- 5.3 The proposed plan will involve a significant investment into the Rothwell Fulfilling Lives centre to create top quality facilities and specialist environment for customers with the most profound physical care needs.
- 5.4 The plan will ensure that the city has a service model and an asset base that can meet both the present and future demands.
- 5.5 A further strand of the strategy is a city wide investment into a network of Changing Places that will enable some of the most physically dependent people in the city to have access to toilets during the day and therefore open up their ability to engage in the life of the city.

## **6.0 Conclusions**

- 6.1 This report has set out how it is intended to transform current day centre provision in the Outer South area of the city so as to create more personalised day support for people with a learning disability. This will substantially reduce dependence on the more traditional day centre building based service.
- 6.2 The changes will deliver an increase in choice and control to support greater social inclusion and increasing participation in people's local communities. The needs of family carers are also recognised as are those of the most vulnerable service users who will continue to require appropriate care and support.
- 6.3 There will be a rolling change programme building on the successful re provision of Moor End in the South East area of the City, an objective of which will be to declare West Ardsley Fulfilling Lives centre surplus as customers choose alternative support options by December 2011.

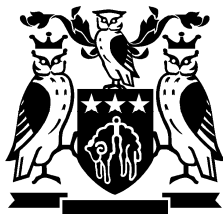
## **7.0 Recommendations**

- 7.1 Members of the South (Outer) Area Committee are asked to note :
- a) The requirement to deliver a more personalised approach to day opportunities for people with a learning disability to meet the aspirations of customers, carers and other stakeholders and reflect national policy guidance.
  - b) The success of the re-provision of Moorend Centre and the range of new opportunities and choices this has created for adults with learning disabilities in South Leeds.

- c) The intention to transform the service through disinvestment in traditional services and large segregated buildings to the utilisation of community based locations and the increased involvement of, and investment into, voluntary, community and faith sector providers.
- d) In the South (Outer) area of the city this will involve the replacement of the current West Ardsley Fulfilling Lives building with a number of smaller buildings bases, yet to be confirmed, which will be located in existing community facilities. It will also result in the upgrading of the facilities at Rothwell Fulfilling Lives centre.
- e) The project has a communication strategy which will ensure ongoing stakeholder consultation and involvement throughout the process.

### **Background Papers**

- Transforming day opportunities for adults with learning disabilities, Executive Board November 2010
- Transforming day opportunities for people with Learning Disabilities, Executive Board, January 2009
- “Valuing People Now : a new three-year strategy for learning disabilities” Department of Health, January 2009



**Report of the Deputy Director - Strategic Commissioning  
Adult Social Care**

**South Leeds (Outer) Area Committee**

**Date: Monday 31<sup>st</sup> January 2011**

**Subject: Future Options for Long term Residential and Day Care for Older People**

**Electoral Wards Affected:**

Ardsley & Robin Hood  
Morley North  
Morley South  
Rothwell

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council  
Function

Delegated Executive  
Function available  
for Call In

Delegated Executive  
Function not available for  
Call In Details set out in the  
report

**EXECUTIVE SUMMARY**

This report presents the Area Committee with information relating to future options for long term residential and day care services for older people.

At its meeting on 15<sup>th</sup> December, the Council's Executive Board agreed a set of criteria for considering the most suitable options for each of its residential homes and day-care centres for older people. It also agreed to begin public consultation on these proposed options.

The Executive Board report is appended and forms the basis of this report. (Appendix 1).

This report outlines the consultation and engagement process aimed at seeking the wider views of stakeholders and specifically of those people currently living in residential care homes, day care centre users, their carers and the staff who provide care and support.

Members of the Area Committee are asked to consider the information set out in this report and make a response as part of the consultation process agreed by Executive Board.

## **Purpose of This Report**

1. This report presents the area committee with information relating to the future options for long term residential and day care services for older people. It outlines the consultation process to progress and implement the recommendations of the Executive Board agreed on 15<sup>th</sup> December 2010. The Executive Board report is appended and forms the basis of this report.
2. Members of the Outer South Area Committee are invited to suggest specific local issues that will help plan for the future needs of older people and make a response as part of the consultation process agreed by Executive Board.

## **Background Information**

3. In relation to the future of older people's residential care, these matters were the subject of an inquiry conducted by Adult Social Care Scrutiny Board in October and November 2010. The inquiry accepted that people's expectations about residential care accommodation have increased and that the current provision is not sustainable in the long term due to the cost of bringing this up to the necessary standards. The inquiry also informed the development of a set of options in relation to residential care homes, approved by Executive Board on 15<sup>th</sup> December.
4. The ambitions of the improvement programme developed by the council to embrace and implement the spirit and vision of "Putting People First" were reinforced by the outcome and recommendations of the 2008 Independence, Wellbeing & Choice Inspection of Adult Social Services. The Inspector concluded that there was an immediate need to 'extend the range and choice of services by reconfiguring and modernising traditional buildings based services'. In July 2008, Executive Board agreed a strategy for reshaping older people's day services to provide greater opportunities for them to receive more personalised services with an enhanced range and quality of community based activities. At the same time, proposals were being made to strengthen the position of Neighbourhood Networks to be the primary response to engage older citizens in social, community and well-being initiatives with a more specialised role for Local Authority provision.
5. Building on these proposals, future options for older people's day care have been considered alongside residential care provision and form the basis of the proposed options and consultation agreed by the Executive Board on 15<sup>th</sup> December.
6. The following residential homes and day centres in the outer south area are affected by the proposed options for change.
  - Dolphin Manor – Residential Home
  - Home Lea – Residential Home
  - Knowle Manor – Residential Home
  - Rose Farm – Day Care Centre
  - Siegen Manor – Residential Home and Day Care Centre

## **Consultation and Timescales**

7. The Executive Board report appended outlines a series of options and a set of criteria for considering the most suitable option for each of its residential care homes and day care centres, (paragraphs 4.14 – 4.15 and 4.2.6). Members of the Outer South Area Committee are invited to comment and give their views on the criteria for determining the most appropriate option for each facility, outlined in the Executive Board report appended, particularly in terms of any specific local factors.
8. The Executive Board report also describes a consultation programme on these options, (paragraph 6). At the meeting of the Area Committee Chairs on 3<sup>rd</sup> December, Members considered and commented on the proposed structure and approach of the consultation programme proposed as part of the duties of the local authority to seek the wider views of stakeholders and specifically of those people currently living in residential care homes.

## **Consultation with residents, day care users and relatives**

9. For existing residents of residential care homes, day care centre users, their families and carers the consultation will;
  - seek their views about the actual process and formula for deciding the options for the future running of their residential care home and day centre. This will help identify any gaps and ensure that those affected understand what is being talked about, why the changes are being made and consider how this will affect them as an individual.
  - determine the impact of the proposals on individuals and how we might reduce this and ensure that the needs of individuals are adequately assessed in making any plans.
10. A letter and consultation pack containing a fact sheet and explanation of the criteria for determining the option for each individual home was sent to residents, day care centre users and their relatives on 10<sup>th</sup> January 2011. Staff have been fully briefed to be able to assist them understand, consider and take-in the information. The aim will be to ensure that residents, day care centre users and their relatives understand the criteria for considering the most suitable option for their residential care home and day care centre.
11. Officers in Adult Social Care (ASC) are currently assessing the option for each individual home and day care centre according to the criteria agreed by Executive Board. It is anticipated that this analysis will be complete in February 2011 at which point further consultation materials, bespoke to each residential home and day care centre, will be circulated to all residents. It is proposed that further consultation will then take place on the specific option. Questions will be put to residents and day care users using a questionnaire, available in a range of formats. They will be offered a one to one interview and individual advocates will be appointed for those residents and day care centre users that do not have a relative or friend to support them or speak on their behalf. The main focus of this will be to capture people's responses to the proposed changes and determine the impact on individuals and how this might be reduced as plans are developed. This consultation will compliment the individual needs assessments that will be carried out by appropriately qualified officers in Adult Social Care.

12. In order to provide an opportunity for the area committee to comment on the proposed options for individual centres referred to in paragraph 6 and relevant neighbouring facilities, it is suggested that a further report outlining these individual options is brought to the Outer South Area Committee at its meeting in March 2011.

### **Wider Consultation**

13. Delivering the proposed changes also requires consultation and engagement at a more general level with stakeholder and interest groups and the wider general public who may have expectations about the future of older peoples care services. At its meeting in November 2010, Executive Board approved a phased, city-wide public consultation on the impact of the Comprehensive Spending Review announced by the Government in October. This provided an opportunity to present a comprehensive and holistic view of all council services and their future delivery. Initially a corporate approach, the aim of the first phase of the consultation was to make residents of Leeds aware of the financial challenges facing the city and the need to make difficult choices and decisions on service provision. Officers in ASC were involved in the design of this consultation, contributing to a series of questions available to the public on the council's consultation portal 'Talking Point' from mid-November to 31<sup>st</sup> December 2010. It is suggested that the findings from this consultation could serve to provide a mandate from the citizens of Leeds to generally review ASC services, including the future of older people's long-term residential services.
14. Phase two of the overall consultation on the spending challenge, beginning in January 2011, will be a directorate specific approach. For ASC, this provides an opportunity to consult closely with stakeholders on the future of adult social care services. In addition, specific consultation and engagement will take place on changes to individual services and initiatives. These are outlined below. It is proposed to coordinate these various strands of consultation in order to make best use of resources, avoid duplication and "consultation fatigue" among our stakeholders.
- Spending Challenge
  - Future options for residential and day care services
  - Charging of non- residential services
  - Promotion of community based services and personal budgets/ self directed support
15. There are a number of existing service user and carer forums and reference groups across the various disability, older people and ethnic groups. Also infrastructure organisations that hold regular meetings with their members. The membership of many of these groups is duplicated, with the same people representing the interests of older people across a broad range of themes. Leeds Older People's Forum has a membership of over 120 voluntary sector organisations working with older people across Leeds, including Neighbourhood Network Schemes. The forum supports its members and ensures that the voluntary sector is involved in planning, developing and managing services for older people. Although the following list is not exhaustive, these are some of the groups invited to take part in the consultation. Members of the Outer South Area Committee are invited to suggest any local groups who may not be represented on the list of groups below.
- Learning Disability Reference Group - LDRP
  - Mental Health Watch
  - Older People's Reference Group - OPRG
  - The Alliance of Service Experts -
  - The Independent Disability Council - IDC

- The Equality Hubs
  - Leeds VOICE
  - Volition
  - Leeds Older People's Forum
  - Neighbourhood Networks
  - Leeds LINK
  - Leeds Involving People
  - Leeds Older People's Forum
16. It is proposed to hold a series of consultation market place style events for members of these groups and forums. The aim will be to capture their views on the future of adult social care services. In terms of the specific consultation on future options for residential and day care, officers will have a stall providing a wide- range of information and the opportunity for stakeholders to comment.
17. In addition to these events, there are a number of ways in which the wider general public and other interest groups will be able to have their say. An information pack providing background information, a fact sheet and questionnaire will be available online and hard copies will be available on request. The questionnaire can be filled in manually and posted or can be done online on the council's consultation portal, 'Talking Point' at [www.leeds.gov.uk](http://www.leeds.gov.uk)

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

18. The options presented in the report developed for the existing Local Authority provided facilities, endorsed by the Executive Board, will be the subject of a formal and comprehensive programme of consultation and engagement as set out in the previous passage.
19. Colleagues in NHS Leeds who commission 30 of the current bedbase are also key stakeholders and in the development of shared plans for the development of more integrated health and care services in the City it is clear that they will wish to identify what scope exists within the emerging strategic plan for further joint work within these facilities. Discussions so far have indicated a positive desire for more extensive partnership reflecting the good work that has been undertaken in recent years within these facilities and recognising potential economic benefits for both parties which are currently being examined in much greater detail.

### **Legal And Resource Implications**

20. In discharging its responsibilities under the Human Rights Act, the Authority is required to undertake a comprehensive formal programme of consultation in relation to the options set out previously in this report. In addition, the Authority is committed to ensure that the care and support needs of any older person affected by the options set out in this report are adequately assessed as an integral part of this process with appropriate advocacy available in support of identifying high quality alternatives where it is agreed this is the most appropriate option.

### **Equality Considerations**

21. An equality impact assessment is being prepared against all the equality characteristics as laid down by legislation. It will form part of the consultation process and will be reviewed as plans develop.

## **Recommendations**

22. Members of the Area Committee are asked to:
- Note and consider the report appended
  - Comment on the criteria for determining the most appropriate option for each facility outlined in the Executive Board report appended, particularly in terms of any specific local factors
  - Suggest any local voluntary organisations working with older people in the outer south area as outlined in paragraph 15
  - Suggest specific local issues that will help plan for the future needs of older people
  - Consider any response they wish to make as a part of the consultation

## **Background Papers**

- Independence, Wellbeing and Choice Inspection of Adult Social Care, Executive Board, July 2008
- Adult Social Care Scrutiny Board, October and November 2010
- Government Spending Review 2010, Executive Board November 2010





|             |               |
|-------------|---------------|
| Originator: | Dennis Holmes |
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**Report of the Director of Adult Social Services**

**Executive Board**

**Date: 15 December 2010**

**Subject: Future Options for Long Term Residential and Day Care for Older People.**

**Electoral Wards Affected:**

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

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

**EXECUTIVE SUMMARY**

This report sets out the Council’s vision for the future of residential care and daytime support for older people in Leeds. It takes as its central principle people’s increasing expectations of choice, quality and control over the care they receive.

The report describes the Council’s existing residential and day care service and considers the city’s future requirements for these services in the light of

- the changing demographic profile of older people in the city
- people’s wish to remain at home for as long as possible
- new services that are being developed as alternatives to residential and day care
- new services aimed at preventing premature entry into residential and day care
- new services being developed in the independent sector
- the ‘Putting People First’ and personalisation agenda
- the increasing number of surplus places in the Council’s residential homes and day centres
- the current and future economic climate and the capital requirements of a high quality service

The report goes on to set out options for the future of the Authority’s residential and day care estate and a consultation process by which service users, residents, carers, staff, stakeholders and the general public will be engaged in drawing up firm proposals for presentation to a future meeting of Executive Board.

Executive Board is recommended to support the need to take action to address the issues set out in para 3.1 to 3.3.3 of the report; endorse the options for change set out in para 4.1.4 to 4.2.8 of the

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report; endorses proposals to use Richmond House as an intermediate care facility as set out in paras 4.1.6 to 4.1.8; approve the establishment of an Advisory Board consisting of representatives from all provider and stakeholder groups as described in para 4.2.7; give approval for the consultation as described in para 6.1 to 6.16 of the report; and receive further recommendations for each individual unit or facility following the outcome of the consultation at a future meeting of Executive Board.

### 1 PURPOSE OF THIS REPORT

- 1.1 The purpose of this report is to present Executive Board with information that will allow an informed consideration of recommendations for the future provision of residential and day care in Leeds.
- 1.2 The information presented in this report highlights the urgent need to bring forward strategic options that maximise opportunities to develop more person-centred services, whilst ensuring the needs of people currently using existing services continue to be met safely and appropriately. If the Council is to shape the future of the service over the next decade, it is essential to begin the transition from the residential and day care model currently provided to one that delivers bespoke services in the older person's home as far as possible and in residential settings when needs become complex.

### 2 BACKGROUND INFORMATION

- 2.1 Previous reports to Executive Board have highlighted the Council's vision to shape more flexible services which offer care and support in or close to people's own homes and communities. At the meeting of 3 November 2010, Executive Board approved proposals to establish a city-wide reablement service aimed at preventing premature entry into residential care. At the meeting of 21 July 2010, Executive Board endorsed the introduction of Personal budgets and self-directed care for people increasingly wishing to arrange their own care and support packages to help them remain independently at home.
- 2.2 These reports and policies should be seen in the context of national legislation and guidance, including *Independence, Wellbeing and Choice* (DH Green Paper, 2005); *Putting People First*, the vision and commitment to the transformation of adult social care (DH 2007); and *Shaping the Future of Care Together* (DH Green Paper, 2009).
- 2.3 The national picture is one of the present and future generations of older people increasingly requiring their support and housing to be provided separately, with support delivered in their own homes, tailored to individual needs with the ability to increase or reduce as required. People have increasing expectations of support at home for longer and increasing expectations of choice, quality and control over the care they receive.
- 2.4 The future role of local authorities will be to support people with the highest and most complex needs and ensure people with low to moderate needs are able to gain access to services that will help them remain independent. In the light of the emerging vision of *Putting People First*, the further role of local authorities will be to oversee development of an independent-sector care and support market that provides its customers with a wide variety of choices for flexible services.
- 2.5 An Independence, Wellbeing and Choice inspection of Adult Social Care in Leeds was carried out by the then Commission for Social Care Inspection in 2008. Its report and recommendations highlighted tensions between the requirements to provide increasingly personalised care through personal budgets, while at the same time maintaining a large stock of directly provided, buildings-based services.

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- 2.6 As a result, on 22 July 2009, Executive Board approved measures to address partially an over capacity in day care places and to close or reduce four day services in the city
- 2.7 This report therefore describes further proposals to re-shape the city's current day and residential care arrangements to meet changing expectations and ensure better outcomes for people within available resources.

### 3 MAIN ISSUES

#### 3.1 Demography

The number of people in Leeds aged over 65 is projected to grow from its current base of 110,500 by 8% in 2015 and by 33% in 2029. The increase in the number of people over 85 is expected to be more rapid, growing by 11% in 2014 and by 70% in 2029.

- 3.1.2 A significant increase in the number of people over the age of 85 will mean that more people will experience dementia and this will need to be reflected in care services offered by the city.
- 3.1.3 This demographic change will lead to a widening gap between the existing supply of the kinds of care currently on offer and the demand for them. There is therefore a significant opportunity to remodel the balance of care towards more support and care at home and away from more institutional, buildings-based care.

#### 3.2 Residential care

##### 3.2.1 The Council's residential homes

There are 19 Council-run residential care homes in Leeds, representing 628 out of a total residential care bed-base of 2214 across the city. The majority of the Council's units provide a combination of standard residential care and residential respite care. A smaller number of units offer specialist care which includes dementia care, care for physically frail older people and intermediate care provided under contract to NHS Leeds. Seven units offer day care facilities on the same site.

- 3.2.2 Most of the Council's residential homes were built in the 1960s and are in need of refurbishment to bring them up to modern standards, including capital investment at all units to ensure compliance with fire regulations. In 2010 this additional investment is anticipated to be £1.32 million. A cumulative cost of around £3.9 million over five years and £6 million over 10 years can be expected.

- 3.2.3 The expectations of people entering long term residential care are that their physical surroundings should at least match those they have enjoyed previously. Regulatory requirements for new facilities are for all rooms to have en-suite toilet and wash basin although the majority are now built with bathrooms that include showers. To bring Council-owned facilities up to this standard would require considerable additional investment. Given the relatively small scale of most of the units, any form of modernisation within the current structures would reduce the number of rooms overall, adversely affecting financial viability.

##### 3.2.4 Independently provided residential homes

In the last three years 1000 new bed spaces have been opened by the city's independent care providers in newly-built facilities. Each of the new homes has been built to a specification which includes en-suite rooms and enhanced care technology. It is common for these new homes to offer facilities such as IT suites, hair salons, cafes etc.

- 3.2.5 The rooms and additional facilities offered in these new, purpose-built establishments clearly influence the choice of home being exercised by potential residents and their families, generally at the expense of less well-specified establishments and generally at no greater cost.

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### 3.2.6 Demand for long term residential care

Whilst there are periodic fluctuations, year on year trends show that fewer people are being placed in this type of accommodation. An analysis produced for the Council by the Cordis Organisation has highlighted a significantly falling demand for residential care (a 19% reduction between 2002 and 2008). Their report notes the specific impact of the increased availability of extra care housing in accelerating the fall in demand for residential care. It should be noted that an additional 120 units of extra care housing will become available by the end of the 2010/11 financial year and a further 300 units are proposed as part of the Council's bid for Round 6 PFI credits. The projected requirement for residential care beds will therefore fall into sharper decline.

3.2.7 In 2007/08, Leeds publicly funded 24 people over the age of 65 for every 1000 people in that age group (a total of 2066 people). If present trends continue (driven by the further development of alternative housing options and more intensive forms of health and social care in the home) this rate could fall to as low as 5 per 1000 in 2029. This projection suggests that as little as one-third of the current residential care beds being used or provided by Adult Social Care would be needed in 20 years time.

3.2.8 Although direct comparisons are problematic (chiefly due to the allocation of overheads), the assessed unit cost of Council-provided residential care is more expensive than can be purchased in the independent sector by between £50 and £150 per week. According to the Care Quality Commission's assessment of the quality of care provided, no material difference in quality can be discerned, although each home clearly has its own unique features. This cannot fail to impact on demand for Council-provided residential accommodation.

3.2.9 The residential care model will be less attractive to people who are currently in their mid 60s, who will expect their support to be delivered in their own homes when they require it.

### 3.2.10 Benchmarking

National benchmarking by the Department of Health (DH) indicates that local authorities should aim to spend no more than 40% of their available budget on residential care for older people and should aim to reduce this year on year. According to the DH view, Leeds is over-provided at approximately 55% of committed expenditure.

## 3.3 **Day care**

### 3.3.1 The Council's day centres

Sixteen day centres for older people are operated by the Council within the city, typically operating from 10.00am to 3.30pm. Three of the centres provide services for people experiencing dementia and seven are linked to a residential care home.

### 3.3.2 Demand for day care services

Policy guidance issued in 2009 (*Shaping the Future of Care Together*) encourages local authorities to develop strategies which stimulate development of high quality services that treat people with dignity and maximise choice and control through the use of personal budgets and self-directed support. This means that people are increasingly sourcing their support outside of the traditional day care setting. At the same time, councils were encouraged to invest in prevention, early intervention, reablement and providing intensive care and support for those with high level, complex needs.

3.3.3 As a result, day care services for older people in Leeds become increasingly under-used, as public expectations, changing patterns and the take-up of personal budgets have an impact

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on day centre occupancy. The current occupancy of the 16 Council-run day centres ranges between 39% and 62%, suggesting that they are not sustainable in the future and not attractive to new customers of the service. In spite of approval given by Executive Board in July 2010 to reduce the number of day care places throughout the city, occupancy levels continue to decline.

### 4 CONCLUSIONS

#### 4.1 Residential care

4.1.1 During the past 10 years, the Council's stock of residential care facilities for older people had been reduced by the opportunistic development of extra care housing, using sites vacated by former residential homes.

4.1.2 This program has taken five establishments out of commission over the decade, concluding most recently with the redevelopment of the Hemingway House site. However, savings which may have been made by down-sizing the stock of directly provided units have been cancelled out by the additional investment needed to meet CQC and Fire Authority standards.

4.1.3 The 'doing nothing' option is not, therefore, realistic. Doing nothing would lead to the closure of units through lack of investment to maintain current facilities even to minimum standards. People needing residential care are increasingly more likely to be attracted to the modern, independent facilities on offer than those offered by the Council. This will continue to drive up the number of vacant places in Council homes and increase the unit cost of a Council-provided placement. Acting alone, the Council will not be able to afford to upgrade any of its units to an expected or desired standard.

#### 4.1.4 Options for change: residential care

Two options for change are presented for each unit, following consideration of a number of factors, including:

- the current profile of residents living in the home, their needs, levels of dependency and risks associated with their care and those of their carers;
- the current profile of the staff team, skill mix and length of service;
- the wishes of staff in relation to the recent offer of early leaver initiatives;
- the strategic 'fit' of the unit in the future vision for adult social care in the city;
- the current profile of bed use: specialist, generic, permanent, transitional;
- the current use of the facility under agreement with partners;
- the availability of appropriate alternative facilities nearby;
- the trend in levels of unoccupied places;
- the unit cost of placements in the facility;
- the material condition of the building;
- the capital and revenue requirements over the next five years to maintain the facility to basic standards;
- the capital and revenue requirements to upgrade the facility to approach compliance with the 2002 minimum standards;
- the impact of other Council initiatives in the local community.

Option 1 – Recommission: The facility is suitable overall, with no or minimal structural alteration. It will be used as a specialist care facility in line with the vision for future adult social care provision. This option lends itself to opportunities to integrate health and social care services in the city, particularly for intermediate care services for physically frail older people and those experiencing dementia.

Option 2 – Decommission: The facility has significant limitations overall to continue with its current use. Under this option, there are four sub-options:

#### 2a Gradual decommission

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- If no nearby facility exists where residents could be offered alternative accommodation, then the decommission would be phased over a period of years
- 2b Decommission phased with introducing a new provision  
If an alternative facility is under construction or planned nearby (eg independent sector care home or extra care housing) which will better meet the future use of older people in the locality, the decommission would be phased to accommodate construction or completion
- 2c Decommission into existing provision  
If appropriate alternative accommodation is available nearby, then residents would be offered opportunities to move there. The decommission would be planned to coincide with the residents' move.
- 2d Sale as a going concern  
Although a building may be limited overall in its future use by the Council, it may be of interest to third-sector or independent providers, subject to appropriate guarantees preserving benefit to Leeds people and the Council.

- 4.1.5 In relation to Option 2 above, consideration will be given to the potential for
- the facility to become a 'community hub', supporting services such as community support, early intervention, reablement and outreach
  - expressions of interest from third and independent sector care home developers in new facilities on the site, so as to offer high quality, modern facilities to future generations
  - the future availability of extra care housing on or near to sites made available through this process
  - where none of the above is achievable, the reinvestment of any capital receipt gained from the sale of the building / land is used to achieve service improvement

### 4.1.6 Richmond House

A consultation conducted earlier this year over the proposed use of the Richmond House site for extra care housing confirmed a wish to retain it. Given the unusually high specification of the building and the range of opportunities on offer there, discussions with NHS Leeds have concluded that Richmond House offers an opportunity to continue with an increased number of intermediate care beds to prepare for the coming winter. In the mean time, any future model for intermediate care will be reviewed. This would see the deployment of NHS Leeds staff alongside Adult Social Care staff, with the centre's role being aimed at diverting older people away from hospital and / or long term care. Richmond House has no permanent residents and currently offers eight intermediate care beds partly funded by NHS Leeds and 12 respite beds.

- 4.1.7 Financial modelling has shown that, under a shared funding arrangement, the intermediate care model can be accommodated in the short term. Using this facility to test the success or otherwise of the model will give valuable insight into the extent to which this option could be developed.

- 4.1.8 Recent discussions have shown that NHS Leeds colleagues are keen to pursue the intermediate care option at Richmond House over the next few months. As a result, some people currently receiving respite care at this site will need to be offered appropriate alternatives to allow Richmond House to be used as an intermediate care centre.

### 4.1.9 Fairview

At Fairview, a consultation conducted earlier this year did not support a proposal to use the site for extra care housing. Fairview will therefore continue in its current role and be subject to review under options 1 and 2 above, together with the Council's other residential care homes.

### 4.1.10 VIEWS OF SCRUTINY

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An inquiry by the Council's Adult Social Care Scrutiny Board conducted in October and November 2010 accepted that people's expectations around the choice, quality and control over their residential accommodation have increased significantly and that a position of 'no change' in the provision of Council-run residential care is not an option. The relevant section of the Scrutiny Board's report reads as follows and the full recommendations can be found at Appendix 1:

### 4.1.11 *Observations, Conclusions and Recommendations*

The Scrutiny Board is clear that that the current arrangements for public sector residential care are not sustainable in the long term, particularly in the light of the significant budget reductions announced in the comprehensive spending review.

4.1.12 Therefore the Board has concluded that the 'do nothing option' is not an option but rather a need to review future provision and consider all alternative options.

### 4.1.13 *Consideration of options*

The Board has considered what options could be pursued in relation to each of the current 19 residential homes for older people.

### 4.1.14 **Recommendation 1**

**It is the view of the Board that the range of options as presented by officers are appropriate models that can be tested for each establishment and would recommend that the Executive Board supports these options.**

### 4.1.15 *Consideration of Criteria*

The Board considered the criteria to be used when considering which option best suited each individual establishment.

### 4.1.16 **Recommendation 2**

**It is the view of the Board that the criteria presented provides a sound framework for considering the most suitable option for an establishment and should be adopted by Executive Board. In addition the Board recommends that Care Quality Commission ratings are included within these criteria. The Board also recommends that inclusion issues are incorporated when looking at the impact on communities where facilities are located.**

### 4.1.17 *Consultation*

The Board considered the proposed consultation methodology and structure.

### 4.1.18 **Recommendation 3**

**The Board recommends the Executive Board agree the consultation methodology and structure and that it determines the consultation timetable appropriate having regard to statutory obligations.**

**The Board also recommends that the consultation includes; ad hoc community groups specific to a local area, neighbourhood networks and advocacy groups.**

### 4.1.19 **Recommendation 4**

**The Board recommends that the Executive Board agree the use of a template based on the consultation questionnaire used by Kent County Council, subject to the reorganising of the questions.**

### 4.1.20 *Other observations made by the Scrutiny Board*

The Scrutiny Board made the following observations which may be of interest to Executive Board;

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- Independent sector homes generally had more modern facilities and required less updating and were therefore able to provide a cheaper unit cost for services.
- The acknowledgment that as any phased decommissioning programme is implemented the unit cost of providing residual local authority provision will rise.
- The current pay differential between independent and voluntary sector employed carers and those employed by the local authority could be more justifiable by the local authority providing more specialised services in collaboration with NHS colleagues
- The overall reduction of people needing permanent residential care was due in part to the success of the Local Authority policy of developing a range of alternative care packages that had allowed people to remain in their own homes longer and other housing options such as sheltered and extra care housing.

### 4.2 Day care

- 4.2.1 Policy direction and local demographic information suggest that services for older people in the future should be directed to those who have complex needs and require specialist services, for example around dementia. Meanwhile, people with low to moderate needs are increasingly directed toward locally provided services in the community and the Council's universal services.
- 4.2.2 Three opportunities arise for partnerships to develop in relation to the future use of existing day care centres.
- 4.2.3 *Partnership with Health services:* Opportunities arise for developing community based services for dementia care, and support and reablement in partnership with NHS Leeds and the Leeds Partnership (mental health) Foundation Trust. Future models of service would allow us to meet the need of people who are most vulnerable and direct resource appropriately. The current model of care cannot be sustained in the longer term and this is an opportunity to reshape the present service to ensure Leeds is able to provide a more specialist service in the short and medium term.
- 4.2.4 *Partnership with other Council services:* Work done earlier this year to develop an outline business case for the proposed Holt Park 'Wellbeing Centre' confirmed the capacity of different Council directorates to work together in partnership to produce a vision for a universal preventive support service for older people. This vision continues to apply to existing Council facilities as well as the proposed new development.
- 4.2.5 *Partnership with the voluntary sector:* In partnership with the voluntary sector, discussions are under way with local community organisations over Holbeck and Bramley Lawn centres, which closed earlier this year. The outcome of these discussions may present a model for the maintenance of community based services for older people.
- 4.2.6 Options for change: day care  
Options for change are presented for each unit, following consideration of a number of factors, including
- the current profile of people using the centre, their needs, levels of dependency and risks associated with their care and those of their carers;
  - the current profile of the staff team, skill mix and length of service;
  - the wishes of staff in relation to the recent offer of early leaver initiatives;
  - the strategic 'fit' of the unit in the future vision for adult social care in the city;
  - the current profile of use: specialist, generic;
  - the current use of the facility under agreement with partners;
  - the availability of appropriate alternative facilities nearby;
  - the trend in levels of unoccupied places;
  - the unit cost of placements in the facility;



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- the material condition of the building;
- the capital and revenue requirements over the next five years to maintain the facility to basic standards;
- the capital and revenue requirements to upgrade the facility to approach compliance with minimum standards
- the impact on other Council initiatives in the local community.

Option 1a - Recommission: the facility is suitable overall, with no or minimal structural alteration required to be used as a specialist day care facility in line with the future vision for adult social care. This option lends itself to extending integration opportunities with NHS organisations in the city, particularly with regard to intermediate care interventions for physically frail older people and those experiencing dementia, or in relation to the needs of carers.

Option 2a – Decommission as day centre; recommission for alternative use: the facility is suitable overall, with no or minimal structural alteration required, to be put to an alternative use either by local authority or health services needing local bases.

Option 2b – Decommission: the facility has significant limitations overall to continue with its current use and no opportunity exists for use by local authority or health staff.

Under options 2a and 2b, there are four conditions:

2a & b (i) While the facility is unsuitable, all those currently using the centre and their carers would be offered alternative services designed to better meet their needs. The decommission of the centre would be phased over time to ensure this process is completed safely

2a & b (ii) Expressions of interest would be sought from local voluntary organisations in developing their services from buildings decommissioned through this process

2a & b (iii) Officers will work closely with colleagues in Environments and Neighbourhoods and with registered social landlords to ensure the future availability of extra care housing on or near sites made available through this process

2a & b (iv) Where neither 2 (ii) nor 2 (iii) is achievable, any capital receipt from the sale of a building or land will be reinvested in meeting social care objectives.

4.2.7 Implications of a reduced day service estate mean that the views of a wider constituency need to be canvassed with regard to the role which could be played by the independent, voluntary, community or faith sector, alongside the wider Council in providing day opportunities for older people and their carers. To that end, the Director of Adult Social Services proposes the establishment of an Advisory Board consisting of representatives from all provider and stakeholder groups. The purpose of the Board would be to inform the development of different delivery models as alternatives to the services provided from the facilities under review.

4.2.8 Any revisions to the extent of the existing estate would also need to address the transport requirements, particularly in relation to routes and costs.

## 5 LEGAL AND RESOURCE IMPLICATIONS

### 5.1 Residential care

The current annual budget for the Council's in-house residential care establishments amounts to £20.2 million, including direct costs (staffing, running costs), corporate charges

## APPENDIX 1

(including HR, ICT, legal and property management) and departmental overheads (senior management, support, training and safeguarding).

- 5.1.1 It is estimated that a total of £7.5 million of essential work is needed for building condition and fire prevention works over the next 20 years and a further £28.7 million over ten years to provide ensuite facilities and improvements to communal areas approaching those on offer at the new-build independent care homes.
- 5.1.2 The current unit cost of a directly-provided residential care place is £543 per week (this is based on 95% occupancy). If the current trend in declining occupancy continues, this would rise to £600 per week by the end of 2010/11 (every 5% fall in occupancy would add £37 per bed per week). If the decline in occupancy rates were to be arrested, then the need to invest in essential works would still bring the unit cost to £573 per week. The provision of ensuite and other improvements would bring the unit costs to £800 per week.
- 5.1.3 The current cost for independent sector residential care is £420 per week; and for independent sector EMI residential care, the current cost is £474 per week.
- 5.1.4 A detailed analysis of the cost of residential care can be found at Appendix 2.

### 5.2 Day care

The current annual budget for the Council's day care establishments amounts to £6.5 million including direct costs (staffing, running costs, transport and private hire), corporate charges (including HR, ICT, legal and property management) and departmental overheads (senior management, support, training and safeguarding).

- 5.2.1 Demand for day centre places is falling. At the end of the last financial year, attendance was at 55%. The average of 60% attendance in the current financial year shows the decline in attendance was not arrested by the closure of three day centres in March and April 2010.
- 5.2.2 Day care is now running alongside other services that are aimed at supporting the wellbeing of older people that are more current and up to date with the needs of the individual and the personalisation agenda. Duplication is therefore a concern in addition to falling attendance figures, which lead to rising unit costs.
- 5.2.3 A detailed analysis of the cost of day care can be found at Appendix 2.

### 5.3 National policy

- 5.3.1 The recent DH agenda for social care, *A Vision for Adult Social Care: capable communities and active citizens*, published after the 2010 Comprehensive Spending Review highlights how the proportion of social care budgets spent on long term residential care varies dramatically across the country. Some of this variation may reflect local preferences however, the DH says that some people are being placed in residential care because there are few alternatives to meet their needs in the community, or because people are discharged from hospital without a suitable care plan.
- 5.3.2 The *Vision* goes on to say that supported housing and extra care housing offer flexible levels of support in a community setting and can provide better outcomes at lower costs for people and their carers than traditional high-cost residential and nursing care. Better use of existing community-based services, for example step-down, reablement or home improvement and adaptations can also reduce demand for residential and nursing care. The government expects councils to look closely at how they can reduce the proportion of spending on residential care through such improvements to their community-based provision.

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### 6 PROPOSED CONSULTATION

6.1 The November 2010 meeting of Executive Board approved a city-wide public consultation following the publication of the Comprehensive Spending Review.

6.2 Adult Social Care has been closely engaged in developing the structure and content of the consultation, which sets out the following vision.

6.3 “In adult social care, we are developing services which are focused on protecting older and disabled people and which give them more of a choice in how they receive help. We call it ‘personalisation’.

“We’re also working much more closely with the NHS and we’ve recently appointed a joint director of public health to work across both our organisations.

“Some of our income is from payments people make towards the cost of services they receive. What they contribute depends on their ability to pay. One option might be for us to increase charges for people who can afford to pay more.

“It is likely that we will review what community based services we offer, such as residential care centres

“We want to:

- help people stay in their homes for as long as possible
- offer more specialised services for people with the greatest needs
- offer better support for people who need help after an accident or illness, to try and keep them out of hospital or residential care
- look at opportunities where some adult social care services may be delivered by other organisations, such as the NHS, voluntary or private sectors.”

6.4 The consultation goes on to seek the public’s views in the future provision of Adult Social Care services as follows.

6.5 “*Question 5:* Thinking about what you’ve just read, please rate how important you think the following are:

- give people more choice in the social care services they get
- raise the charges for services for people who can afford to pay more
- review, perhaps close and replace some adult social care services or facilities where they are underused or outdated
- help people stay in their own homes for as long as possible
- ask other organisations, such as the NHS to deliver some services for us”

6.6 A companion report will be submitted to this (15 December 2010) meeting of Executive Board with specific recommendations for the removal of subsidies for some elements of adult social care services.

6.7 Whilst not being directly specific to the matters addressed in this report, the responses provided will give a general context alongside which a formal consultation process will take place in relation to residential care and a similarly structured consultation in relation to day services.

6.8 It is proposed that more detailed formal consultation will also take place (outline details of which are set out from paragraph 5.9 onward), to determine the impact of the options on individuals and to identify how these will be mitigated as plans are developed. It is essential to ensure that this formal consultation embraces not only what is being proposed,

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but also the rationale behind the proposals; to that end people will be provided with the fullest information.

6.9 It is intended that the consultation will be a two way process and that the aim should be to secure ongoing engagement at every stage of the process. Involvement in the proposed consultation will be offered to current service users, families and carers, the general public, staff and all relevant partner organisations. The scope of the proposed consultation will be on the future of each residential and day care unit, highlighting an option or options for addressing the issues. It is proposed that this should begin following endorsement of these proposals by the Executive Board, beginning in January 2011 and be completed within three months. The findings from the consultation, recommendations on the option for each unit and the detailed implementation plan will be reported to a meeting of the Executive Board in summer 2011.

### 6.10 **Consultation methodology and structure**

A comprehensive suite of information will explain the way in which factors for consideration before proposing changes set out at paras 4.2.3 and 4.3.6 above have been applied in generating the option or options for each unit.

### 6.11 Who will we consult with?

- Service users families and carers
- Staff
- Elected members
- Community groups
- Partnership organisations
- Trade unions
- The general public

### 6.12 How?

We will undertake the consultation by

- One to one interviews with all residents, relatives and carers as well as people who use respite services
- Ward Member briefings
- Attendance at Area Committees
- Providing questionnaires or all stakeholders, including online
- Producing fact sheets setting out options and how these have been arrived at
- Effective feedback arrangements
- Meetings and events with community groups with a particular interest in older people and the issues being consulted upon
- Meetings and events with trades unions, specifically in relation to the options being consulted on
- Group Q&A sessions for people who use services and all interested parties
- Documentation that gives background information about each unit and options available
- Staff meetings
- Meetings with key partner organisations, particularly NHS partners
- Newsletters and web-based information
- A media campaign

6.13 Formal advocacy and will be provided for service users when required and as requested. All options will be subject to a formal equality impact assessment.

### 6.14 When will we consult?

*Phase 1 – the corporate consultation*

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It is proposed that the general consultation, to be conducted by the Chief Executive's office (paras 5.4 to 5.6 above) will begin in November 2010.

### *Phase 2 – the consultation on residential and day care*

The more specific consultation, to be conducted by Adult Social Care (paras 5.7 to 5.12 above) will begin in January 2011 and be completed by April 2011.

- 6.15 Feedback from the consultation will be reviewed and the responses recorded and circulated to those involved in the consultation process.
- 6.16 The responses collected during the consultation and the outcome of the equality impact assessment will be used to draw up recommendations for future residential and day care services, to be considered by a future meeting of Executive Board. The recommendations will include detailed proposals on implementation.

## **7 RECOMMENDATIONS**

- 7.1 That Executive Board endorses proposals to use Richmond House as an intermediate care facility as set out in paras 4.1.6 to 4.1.8, together with the need to make alternative arrangements for people requiring respite care and who would expect to receive that care at Richmond House.
- 7.2 That Executive Board supports the need to take action to address the issues set out in para 3.1 to 3.3.3 above.
- 7.3 That Executive Board endorses the options for change set out in paras 4.1.4 to 4.2.8 above.
- 7.4 That Executive Board approves the establishment of an Advisory Board consisting of representatives from all provider and stakeholder groups as described in para 4.2.7.
- 7.5 That Executive Board gives approval for a public consultation as described in paras 6.1 to 6.16 above.
- 7.6 That Executive Board requests further recommendations to be brought to a future meeting, following the outcome of the public consultation.

## **DOCUMENTS REFERRED TO IN THIS REPORT**

*Independence, Wellbeing and Choice*, Department of Health, Green Paper, 2005.

*Putting People First, the vision and commitment to the transformation of adult social care*, Department of Health, 2007.

*Independence, Wellbeing and Choice Inspection of Adult Social Care Services: Leeds*, Commission for Social Care Inspection, 2008.

*Shaping the Future of Care Together*, Department of Health, 2009.

*From day centres to day services: response to the consultation on day services*, Leeds City Council, Executive Board, November 2009.

*A Vision for Adult Social Care: capable communities and active citizens*, Department of Health, 2010.

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*Personalisation of Adult Social Care: Update on Implementation of Self Directed Support*, Leeds City Council Executive Board, July 2010

*Inquiry into the Future of Residential care Provision for Older People in Leeds*, Leeds City Council, Scrutiny Board (Adult Social Care), November 2010.

*Government Spending Review*, Leeds City Council, Executive Board, November 2010.

*Domiciliary care strategy and reablement*, Leeds City Council, Executive Board, November 2010.

*Charges for non-residential adult social care services*, Leeds City Council, Executive Board, December 2010.

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#### **Scrutiny Board Adult Social Care Inquiry into the Future of Residential care Provision for Older People in Leeds Comments for inclusion into Executive Board Report**

##### **1 Introduction**

At the June 2010 Adult Social Care Scrutiny Board meeting members expressed their desire to conduct an inquiry into the future provision of Residential Care Services in Leeds. It was considered appropriate for the Scrutiny Board (Adult Social Care) to conduct an inquiry at this juncture in order to influence decision making and assist with policy development which will ensure effective service delivery and value for money.

- 1.1 It was agreed that the Inquiry would focus on the current provision of Residential Care and the requirement for modernisation to meet customer demand whilst providing a quality service and value for money. The Board paid particular attention to:
- Current Residential Care Service provision across the City and aspirations for the future.
  - Anticipated customer demand (both long and short term)
  - Council provided Residential Care, Commissioned Private Sector Care, Quality, Sustainability and Value for Money
  - Working with Partners and Future Commissioning/De-commissioning.
- 1.2 The Scrutiny Board has received and discussed a large amount of information, covering the following;
- The National Social Care Context
  - Current Policy Context
  - Demography – Projected Population Growth and Dependency
  - Benchmarking Comparisons
  - Demand for Housing Options and Services to Maintain Independence The Local Picture and Expected Numbers of Beds for Future Services –
  - Facilities and Supply of Residential Care in Leeds
  - Implications for Local Authority Residential Care
  - The forecast reduction in provision of residential care in contrast to the increasing elderly population.
  - Provision of end of life and palliative care.
  - Respite care and facilities for carers
  - Sheltered housing
  - Those who received care from families and friends and were not accounted for by the care system.
- 1.3 The Board also discussed.
- Financial requirements of existing public sector residential homes – staffing costs, registration and regulation issues, capital investment.
  - Cost of void beds
  - Lack of opportunity for capital investment in public sector residential properties.
  - Unit cost comparisons with the private sector.
- 1.4 This report presents the agreed view of Scrutiny Board (Adult Social Care). The Board has requested that these comments are incorporated into the report to go before Executive Board.

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### 2 **Observations, Conclusions and Recommendations**

The Scrutiny Board is clear that that the current arrangements for public sector residential care are not sustainable in the long term, particularly in the light of the significant budget reductions announced in the comprehensive spending review.

2.1 Therefore the Board has concluded that the 'do nothing option' is not an option but rather a need to review future provision and consider all alternative options.

#### 2.2 Consideration of options

The Board has considered what options could be pursued in relation to each of the current 19 residential homes for older people.

#### 2.3 **Recommendation1**

**It is the view of the Board that the range of options as presented by officers are appropriate models that can be tested for each establishment and would recommend that the Executive Board supports these options.**

#### 2.4 Consideration of Criteria

The Board considered the criteria to be used when considering which option best suited each individual establishment.

#### 2.5 **Recommendation 2**

**It is the view of the Board that the criteria presented provides a sound framework for considering the most suitable option for an establishment and should be adopted by Executive Board. In addition the Board recommends that Care Quality Commission ratings are included within these criteria. The Board also recommends that inclusion issues are incorporated when looking at the impact on communities where facilities are located.**

#### 2.6 Consultation

The Board considered the proposed consultation methodology and structure.

#### 2.7 **Recommendation3**

**The Board recommends the Executive Board agree the consultation methodology and structure and that it determines the consultation timetable appropriate having regard to statutory obligations.**

**The Board also recommends that the consultation includes; ad hoc community groups specific to a local area, neighbourhood networks and advocacy groups.**

#### 2.8 **Recommendation 4**

**The Board recommends that the Executive Board agree the use of a template based on the consultation questionnaire used by Kent County Council, subject to the reorganising of the questions.**

### 3 Other observations made by the Scrutiny Board

The Scrutiny Board made the following observations which may be of interest to Executive Board;

- Independent sector homes generally had more modern facilities and required less updating and were therefore able to provide a cheaper unit cost for services.
- The acknowledgment that as any phased decommissioning programme is implemented the unit cost of providing residual local authority provision will rise.
- The current pay differential between independent and voluntary sector employed carers and those employed by the local authority could be more justifiable by the local authority providing more specialised services in collaboration with NHS colleagues



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- The overall reduction of people needing permanent residential care was due in part to the success of the Local Authority policy of developing a range of alternative care packages that had allowed people to remain in their own homes longer and other housing options such as sheltered and extra care housing.

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### Financial analysis, residential and day care costs

#### 1 Residential care

##### 1.1 Cost of service

The current annual budgets for the in- house residential care establishments are:

|                           |                       |                |
|---------------------------|-----------------------|----------------|
| Direct Costs              | - Staffing            | <b>£14.4m.</b> |
| Direct Costs              | - Other running costs | <b>£2.4m.</b>  |
| <u>TOTAL Direct Costs</u> |                       | <b>£16.8m</b>  |

Corporate Charges (including Finance, HR, ICT and Legal and Corporate Property Management)

**£2.0m**

##### Departmental overheads

(including senior management and support costs, training and safeguarding costs) **£1.4m**

##### **Total Gross Expenditure**

**£20.2m**

Note - If the service was no longer provided in-house there could be savings of approximately £0.9m charges from Corporate Property Maintenance and £0.2m Departmental charges for training and other Admin/Mgmt costs. This would mean that **£2.3m** of the current £3.4m central costs would continue regardless of whether the service was directly provided or provided by external provider.

1.2 The service currently provides 628 beds per week offered for the following client groups:

|   |     |
|---|-----|
| Continuing Intermediate Care Beds (CIC) | 30  |
| Dementia                                | 116 |
| Permanent beds for general/respice use  | 471 |

1.3 The current year average budgeted unit cost for directly provided residential care is **£543** per week. This is for direct costs only and is based on 95% occupancy (note this would increase to £555 per week if we continued to achieve 93% as in 09/10).

The current unit cost for independent sector is **£420** per week for residential placements and **£474** for EMI residential placements. An average of £430 per week has been used to calculate additional costs for independent sector placements.

##### 1.4 Condition of the buildings

It is estimated that additional costs will be required to maintain the establishments:

Cost of essential works required is as follows:

|   |              |
|---|--------------|
| • Condition survey work over 2-20 years | <b>£6.1m</b> |
| • Fire Prevention works                 | <b>£1.4m</b> |
| TOTAL Essential works required          | <b>£7.5m</b> |

These works would be capitalised at a maximum annual revenue cost of **£1m** over of 10 years.

If all the essential works were undertaken in-house unit costs would rise by £29.64 per week to a total of **£573**.

1.5 If it was decided to refurbish these buildings to an adequate standard to include more modern en-suite facilities (where possible) this would be comparable to a 'reasonable' home provided by the independent sector

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Cost of desirable upgrade works required is as follows:

- En-suite facilities (where possible) **£18.8m**
- Other refurbishment to communal areas **£9.9m**
- TOTAL Essential works required **£28.7m**

These works would be capitalised at a maximum annual revenue cost of **£3.7m** over of 10 years.

If all the desirable works were undertaken in-house unit costs would rise by £113.67 per week to a total of **£687** (including essential costs)

### 1.6 Other implications of providing en-suite facilities (where possible)

The estimated effect of making modern en-suite facilities would be a reduction in rooms available from 628 to 512, a reduction of 116 beds per week.

The potential full year effect of this is reduced income from the in-house service of **£1m** and an increase in costs to the independent sector (where placements will have to be facilitated) of **£1.6m**

Due to the reduced bed base this would increase the average weekly unit cost by £123 to **£810** per week.

### 1.7 Implications of current trend

The current trend of demand for the in-house service is reducing.

The potential full year effect of this trend is reduced income from the in-house service of £1.1m and an increase in costs to the independent sector (where placements will have to be facilitated) of £1.8m

If this trend is to continue it would equate to an occupancy level at year end of 86%. This trend would also increase the current average weekly Unit Cost to £600.

Each subsequent fall of say 5% occupancy increases unit costs by £37 per bed per week.

### 1.8 Asset Values

City Development are currently working on the current asset values of the Residential Care establishment stock.

### 1.9 Summary (residential care establishments)

If the Council decided to continue with existing stock and not invest in repairs the revenue costs in 2010/11 would increase due to the implications/trends of the current demand.

- Loss of revenue income **£0.7m**
- Additional cost of independent sector provision **£1.6m**
- Implication of current demand **£2.3m**

If it were decided to invest in only essential works (£7.5m) to current stock revenue costs would increase

Revenue costs to fund Capital Investment **£1.0m**

To maintain the current stock of Residential Care establishments to a 'reasonable' standard in comparison to Independent Sector Homes (£28.7m) the cost to the revenue budget would increase as follows

- Revenue costs to fund Capital Investment **£3.7m**
- Loss of revenue income due to reduced beds for en-suites **£1.0m**

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- Additional cost of independent sector provision due to reduced in house beds **£1.6m**
- Total Revenue implication to maintain stock **£6.3m**

1.10 The effect on the average unit costs is as follows

- Current directly provided average unit cost based on 95% occupancy **£543**
- Current directly provided average unit cost based on 93% occupancy – 2009/10 year end **£555**
- 'Do nothing' – occupancy trend declines to 86% by end 2010/11 **£600**  
(Each subsequent fall of 5% occupancy increases unit costs by £37 per bed per week)
- Invest in only Essential works **£573**
- Invest in Essential and Desirable works of current stock of Residential Care establishments to a 'reasonable' standard **£810**  
(includes reduced bed base for en-suite provision)

## 2 Day care

### 2.1 Cost of service

The current annual budgets for the in-house Day Care establishments are

|                                  |  |               |
|----------------------------------|--|---------------|
| Direct Costs                     | - Staffing                               | <b>£2.4m.</b> |
| Direct Costs                     | - Other running costs                    | <b>£0.7m.</b> |
| Direct Costs                     | - Fleet transport and Private Hire costs | <b>£2.6m</b>  |
| <b>TOTAL <u>Direct Costs</u></b> |  | <b>£5.7m</b>  |

Corporate Charges (including Finance, HR, ICT and Legal and corporate property management) **£0.6m**

Departmental overheads  
(including senior management, support, training and safeguarding costs) **£0.2m**

**Total Gross Expenditure** **£6.5m**

2.2 The above costs include the incidental costs to transport people to the establishments.

There are currently a total of **£0.6m** of Corporate charges and **£0.2m** of Departmental charges apportioned to directly provided residential care.

If the service was no longer provided in-house there could be savings of approximately **£0.2m** charges from Corporate Property Maintenance and **£0.2m** Departmental charges for training and other Administrative / Management costs.

### 2.3 Implications of current trend

The current trend of demand for the in-house service is reducing. Day centre attendances were at only 55% at the end of last financial year. The average of 60% in this financial year shows that attendances have increased slightly to following the closure of three day centres in March and April 2010.

As day services are continued to be provided the costs will remain, however the increase in individuals requiring a Direct Payment is an additional cost. Unfortunately there are no unique cost for a day centre element of a Direct Payment.

The costs of providing duplicate service is difficult to ascertain, however based on average cost of packages the following gives an indication

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- An average Direct Payment package costs £9686 p a
- An average day care package costs £7496 p a

Potentially a new package could be costing £17k per person per annum (although not all attributable to day care), as we continue to have low attendances at conventional Day Centres.

If we equate this to the forecasted drop in attendance of 133 individuals this is an annual cost of **£1.3m** additional to current day care provision available (although some of this is not attributable to Day Care).

### 2.4 Asset Values

City Development are currently working on the current asset values of the day care establishment stock.

### 2.5 Summary: day care establishments

The current levels of attendance of the current portfolio of Day Centres are reducing. If this trend continues and we continue to operate at such low attendances, there are additional costs that we will incur from other initiatives that are aimed at the wellbeing of older people and more current and up to date with the needs of the individuals.

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**Report of the Health & Wellbeing Improvement Manager – South East**

**South Leeds (Outer) Area Committee**

**Date: Monday 31<sup>st</sup> January 2011**

**Subject: South East Health and Wellbeing Programme**

**Electoral Wards Affected: All**  
 Ardsley & Robin Hood  
 Morley North  
 Morley South  
 Rothwell

Ward Members consulted  
 (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

**Executive Summary**

New local partnership arrangements for health and wellbeing were established by Healthy Leeds in 2009 following extensive consultation which proposed the need to focus service delivery at a more local level. The development up of the three local health and wellbeing partnerships complements existing themed partnerships. These are based on Area Committee boundaries and supported by health and wellbeing improvement managers joint funded by Leeds City Council and Leeds PCT.

More recently following political changes at a national level further guidance and papers have been issued in 2010 that recommend abolishing Primary Care Trusts and moving accountability for the delivery of public health to Local Authorities supported by jointly appointed Directors of Public Health. Dr Ian Cameron took up this position in Leeds as from November this year.

**1.0 Purpose of This Report**

1.1 This paper outlines the significant changes taking place locally following the publishing of recent government white paper and guidance which highlights implications for the work of the local area partnerships. This paper also provides members with a brief summary update on the work of the south east health and wellbeing partnership, the key health inequality challenges for the city and work taking place to address this by officers, member champions and services locally.

## 2.0 Background Information

- 2.1 Michael Marmot published his review paper 'fair society, health lives' in 2009 with a focus on reducing health inequalities through addressing wider social determinants of health. He put together six policy objectives as outlined that have been built on by the government in their subsequent white papers – details of which are outlined below.
- 2.2 Reducing health inequalities will require action on six policy objectives:
- Give every child the best start in life;
  - Enable all children young people and adults to maximise their capabilities and have control over their lives;
  - Create fair employment and good work for all;
  - Ensure healthy standard of living for all;
  - Create and develop healthy and sustainable places and communities;
  - Strengthen the role and impact of ill health prevention.
- 2.3 He also stated to deliver these policy objectives would require action by central and local government, the NHS, the third and private sectors and community groups. National policies will not work without effective local delivery systems focused on health equity in all policies. Effective local delivery requires effective participatory decision-making at local level. This can only happen by empowering individuals and local communities.

## 3.0 Equity and Excellence: Liberating the NHS The Governments White Paper for the future of the NHS (July 2010)

- 3.1 The NHS White Paper, *Equity and excellence: Liberating the NHS*, sets out the Government's long-term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay. It sets out how we will:
- put patients at the heart of everything the NHS does;
  - focus on continuously improving those things that really matter to patients – the outcome of their healthcare;
  - empower and liberate clinicians to innovate, with the freedom to focus on improving healthcare services.

Some of those changes may include:

- strengthening public and patient involvement through a new Health Watch;
- improving integrated working between health and social care;
- strengthening partnership arrangements through the development of a statutory health and wellbeing board - the role of which may include some functions currently offered by our scrutiny board and will develop the role of elected members in health and wellbeing;
- moving health improvement functions to the local authority with ring fenced funds;
- joint appointment of a Director of Public Health within the local authority;
- closure of Primary Care Trusts by 2013;
- development of GP commissioning consortia.



- 3.2 In Leeds, Dr Ian Cameron has been appointed as Joint Director of Public Health for Leeds City Council and NHS Leeds. He started in his role on 1st November 2010. Our local partnerships for health and wellbeing have had GP involvement, through practice based commissioning groups, since they started meeting in October 2009 and they will continue to develop this. They also have councillor involvement through the nominated Area Committee health champions. Healthy Leeds Partnership is facilitating the process to make our partnership arrangements statutory so that it will make health and wellbeing even more of an important priority for everyone in the city.
- 3.3 **Public Health White Paper *Healthy Lives, Healthy people*** published in 2010 reinforced much of what was outlined in the July white paper summarised as follows:

**What the White Paper says...about the role of local government in public health**

- Local government will be given responsibility, backed by a ring-fenced budget, for improving people's health and tackling health inequalities.
- Existing functions in local government that contribute to public health will continue to be funded through the local government grant.
- Moving public health functions to local government will enable joint approaches to be taken with other areas of their work such as housing, the environment, transport, planning, children's services, social care, environmental health and leisure.
- Local government will have substantial freedoms, under the 'general power of competence' to decide what action is needed to tackle local public health needs.
- These freedoms will mean local government can involve new partners to take innovative approaches, for example, contracting for services with a wider range of providers across the public, private and voluntary sectors or grant-funding local communities to take ownership of some preventative activities.

**What the White Paper says...about funding for public health**

- A separate consultation document will be published shortly after the White Paper on the details of the proposed scope, funding and commissioning responsibilities for Public Health England.
- The new system will be funded by a new public health budget, which will be separated within the overall Department of Health budget.
- Public Health England will allocate ring-fenced budgets, weighted for inequalities, to upper tier and unitary authorities in local government. This budget will fund both improving population health and non-discretionary services such as open access sexual health services and certain immunisations. As a ring-fenced grant, this budget will carry limited conditions about how it is to be used.
- A new health premium will be used to reward progress made on public health outcomes locally, taking into account health inequalities.
- Shadow allocations will be made to Local Authorities for 2012-13, to allow for planning before the allocations go live in 2013-14.

### **What the White Paper says...about commissioning public health services**

More detail will be set out in the consultation document. However, there will be three principal routes for Public Health England funding services:

- Granting the public health ring-fenced budget to local government;
- Asking the NHS Commissioning Board to commission services on its behalf, such as screening services and the relevant elements of the GP contract
- Commissioning or providing services directly, for example, national purchasing of vaccines, national communication campaigns or health protection functions. These are not exclusive – for example, there may be an option of asking GP consortia to commission on behalf of Public Health England. It is proposed Public Health England should be responsible for funding and ensuring the provision of services including drugs treatment, sexual health, immunisation, health protection, alcohol prevention services, emergency preparedness, obesity, nutrition, health checks, screening, child health promotion services, including school nursing and health visiting, and some elements of the GP contract including immunisation, contraception and dental public health.

#### **3.4 Key Timescales:**

- April 2011 – Shadow Health and Wellbeing Boards in place.
- Summer 2011 – White paper long term care and adult social care funding.
- By April 2012 – Joint Directors of Public Health – GP Commissioning Consortia in place , shadow budgets allocated. All NHS provider services achieve Foundation status.
- By April 2013. GP commissioning consortia fully operational – final steps to disestablish Primary Care Trusts.

#### **4.0 South East Health and Wellbeing Partnership**

- 4.1 The partnership has now been in place for just over a year providing a local strategic network, ensuring that partnerships between Local Authority, NHS Leeds and Practice Based Commissioners are maintained and strengthened, as well as ensuring that plans are clearly aligned. (The most recent minutes are attached at **Appendix 1**). To determine our priorities the partnership used data and evidence from the Director of Public Health report, joint strategic needs assessment and the neighbourhood index area profiles to identify key challenges.
- 4.2 The key challenges for the city relate to reducing health inequalities. This includes tackling lower life expectancy in deprived 10% middle super output areas; high levels of alcohol related hospital admissions; high levels of smoking related deaths; increase in teenage pregnancy; increasing levels of obesity; and addressing wider issues that impact on peoples wellbeing such as housing, environment etc. With this in mind local activity to address this has been the key focus under four overarching priorities.
- 4.3 Four overarching priorities from the area locality based health and wellbeing programme were identified to address key health inequality challenges. These priorities apply across all three area partnerships:
- Ensure commissioned services and local service delivery better meet needs of communities living in deprived neighbourhoods;
  - Ensure translation of citywide priorities into actions at a local level;

- Reduce health inequalities gap between deprived communities and the rest of Leeds through strengthening partnerships, building health capacity and maximising resources;
- Improved communication channels and community engagement through locality partnership arrangements.

4.4 The focus for South has been to look improve communications and understanding through providing all partners with a shared overview of local service delivery through mapping and providing details via a web based package; developing robust local intelligence gathering mechanisms building on existing programmes by developing a citizens panel survey on health and wellbeing and strengthening links with local voluntary and community networks and groups; improving take up of preventative services and referral processes to make it easier for residents and advocates such as GPs, elected members to use one checklist (multi agency referral scheme) for a range of support from benefits advice, affordable warmth schemes, telecare, telehealth and care rings (fall risk prevention products which support older and disabled people to live independently within their homes) based on learning and best practice from other cities 'first contact' model.

4.5 Work is also underway to improve referral pathways from GP practices to locally delivered healthy living services (smoking, alcohol, weight management). Initially this will be linked to the NHS vascular health check programme. Having a shared overview of local services and activities; assessing the effectiveness of the interventions (university supporting this element) and then developing tools for measuring impact and tracking individual outcomes and impact, are some of the key work packages. This work will support partnerships to make measured recommendations for future commissioning and decommissioning of service delivery.

4.6 The local area delivery plan this past year provides members and lead health champions with an opportunity to engage in planned programmes that support communities to access preventative services such as take up of assistive technologies; raise awareness of process to access affordable warmth schemes; promote take up of cardio vascular health checks (which all 40 – 74 year olds with no existing medical history are being invited to undertake) and engage with reviewing of commissioned services from the voluntary and community sector. Other activity members champions are considering is linked to child poverty agenda through working with schools to address obesity through increasing take up of free school meals where currently only 30% eligible are not accessing; teenage pregnancy issues through reviewing curriculum to ensure sexual health and healthy lifestyles (implications of smoking, alcohol etc) are still included.

## **5.0 Implications For Council Policy and Governance**

5.1 The work of the health and wellbeing partnership corresponds with the recently published White Paper published by the Department of Health "Equity and Excellence: Liberating the NHS" and the move towards localism. There is a greater emphasis on delivering services around local needs, especially for those that have the greatest health and wellbeing inequalities. There will be a new public health function in the council and there is a challenge to ensure that health becomes everyone's business.

## **6.0 Legal and Resource Implications**

6.1 None.

## **7.0 Recommendations**

7.1 Members note work of the local health and wellbeing partnership

7.2 Members note changes taking place as a result of recent national policy drivers and implications for local authorities.

### **Background Papers**

➤ None.

**Minutes of South East Health & Wellbeing Partnership meeting  
25<sup>th</sup> November 2010**

**Attendees:**

Dave Mitchell (Chair) – Practice Based Commissioner  
Bash Uppal – Adult Social Care  
Shaid Mahmood – Environment and Neighbourhoods  
Andy Beattie – Environment & Neighbourhoods  
Councillor Groves – Inner South Health Champion  
Councillor Lewis – Outer East Health Champion  
Maggie Hartley (observer) – Extended Schools  
Aneesa Anwar (minutes) – LCC, Support to Health & Wellbeing Partnerships

**In attendance:** Christine Farrar, Kate Hill, Joanne Davis

**1. Welcome, introductions and apologies**

Round table introductions were made.

Julie Bootle, Councillor Renshaw, Judy Carrivick, Keith Lander.

**2. Minutes of meeting held on 30<sup>th</sup> September 2010**

Agreed as an accurate record.

**3. Matters arising**

None.

**4. South Pathfinder update**

Shaid gave an overview on the South Pathfinder. Noted that South locality partnerships are in place looking at how services are linked up by reducing costs and using existing resources.

Chief Officers from a range of services are looking at integrating better ways of working with a focus on children, vulnerable groups and the environment.

Shaid tabled a report about the event in July which was case study based and looked at barriers that are faced by services.

**Action: Aneesa** to circulate the report with the minutes.

Noted that there will be 3 lead officers appointed in January in the localities who will report to the Chief Executive.

The locality working draft design principles document was tabled and Shaid briefly went through it and welcomed comments from the partnership.

**Action: All** to send comments to Shaid.

**Aneesa** to circulate with the minutes.

The pathfinder work will include closer working with key partners such as the Practice Based Commissioners to improve service delivery through strengthening information sharing and address practical needs/support.

## **5. City Wide Health and Wellbeing Priorities – Christine Farrar**

Christine tabled the City priority plan and a progress update. The Council will not have a Leeds Strategic Plan but a series of 4 year partnership priority plans that relate to the 5 new partnerships in the Leeds Initiative structure:

- 1 – Health & Wellbeing
- 2 – Children and Families
- 3 – Safer and Stronger Communities
- 4 – Sustainable Economy
- 5 – Regeneration.

Noted that over the next 4 years Health & Wellbeing will focus on delivering and monitoring the following strategic priorities:

- Across the whole of the Leeds population healthy life expectancy will continue to rise
- In four years time the widening of the health inequalities gap will have halted
- The people of Leeds live healthy, safe and independent lives.

**Action: Aneesa** to send the plan and progress update to all electronically.

**Action: All** to consider the plan and send comments to Aneesa by 7<sup>th</sup> December to feed back to the corporate steering group.

## **6. Health and Wellbeing local action plans – Joanne Davis**

Joanne went through the local neighbourhood actions plan for Cottingley as an example of the type of activity taking place in a number of neighbourhoods locally supported by the health improvement team.

Agreed at the next meeting to discuss partnership role in supporting this activity. Also to consider at each of the meetings one plan at a time in more detail.

**Action: Joanne** to circulate all plans ahead of next meeting with any background papers and terms of reference for the local working groups.

## **7. CLAHRC - Kate Hill**

Kate went through the Collaboration for Leadership in Applied Health Research and Care (CLAHRC) diagram.

There are opportunities through the university to work with the partnership to help and support work they are doing. Kate supporting the referral pathways activity, looking at effective interventions linked to local vascular health check programme. Working with a few practices to be designated via Leodis.

**Action: All** to note details of papers that were circulated.  
**Aneesa** to attach with minutes.

## 8. Updates from Bash Uppal

Bash circulated an update on key activities.

**Action: Aneesa** to circulate with the minutes.

**Action: all** to let Bash/Aneesa know of any health wellbeing activities and projects that are taking place in the wedge to ensure included in the mapping information that is being developed for our web site. **Dan Barnett and Aneesa** to provide demo at next meeting.

There will be a discussion at the meeting in January about data needs and performance management support from Nichola Stephens (NHS) and Stuart Cameron Strickland (Adult Social Care) .

**Action: All** to think about what data and performance management needs they would find helpful to support the local work of partners. To send ideas asap to Bash to share with them to prepare for next meeting.

Bash to confirm with children's services to present their local health and wellbeing related work programmes at a future meeting.

## 9. Any other business

None.

## 10. Next meeting

27<sup>th</sup> January 2011 at 2 – 4, Civic Hall.

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**Report of the Outer South Area Manager**

**South Leeds (Outer) Area Committee**

**Date: Monday 31<sup>st</sup> January 2011**

**Subject: West Yorkshire Fire & Rescue Service (WYFRS) - Collaborative Working Within the Area Committees**

**Electoral Wards Affected:**

Ward members consulted (referred to in this report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function  Delegated Executive Function available for Call In  Delegated Executive Function not available for Call In Details set out in the report

## Executive Summary

To order to deliver an efficient and cost effective service to the public, we should adopt innovative risk based methodologies in accordance with national guidance. When assessing risk in an area, we must take into account levels of deprivation, likelihood of fire occurring, historical incident information, number of people living and working in an area and other associated factors such as age and lifestyle. We can then build up a detailed picture of risk across the county and prioritise resources where they are most needed and deliver services in the most cost effective ways.

## Purpose of this report

1. To bring to the attention of the Area Committee members what West Yorkshire Fire and Rescue Service (WYFRS) can do to assist our partners in helping to reduce the risk in our communities.
2. To highlight ways that the Area Committee and its partners can help WYFRS achieve its ambition to make West Yorkshire safer.

## **Background Information**

3. WYFRS has produced a Service Plan 2011-15 that includes a Community Risk Management Strategy to help achieve the ambition of making West Yorkshire safer. The document can be found on the West Yorkshire Fire and Rescue Service website – see below. The aim is to provide an excellent fire and rescue service “working in partnership” to reduce death, injury, economic loss and contribute to community well being.
4. Working together with our partner agencies, WYFRS will interact more with local communities which will vastly improve our understanding of local needs. This can be achieved by representatives of WYFRS attending Area Committee Meetings and working with our partners to help deliver a reduction in fires, road traffic incidents and anti-social fire related behaviour. It will allow WYFRS to establish better protocols for identifying vulnerable people, poor standards of fire safety and sites of constant fly tipping or anti-social behaviour.

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

5. There are no implications to Council Policy and Governance.

## **Legal and Resource Implications**

6. There are no legal or resource implications for the Council.

## **Recommendations**

7. It is recommended that the Area Committee note the report.

## **Background documents used in this report are:**

WYFRS Service Plan ([westyorksfire.gov.uk](http://westyorksfire.gov.uk) then follow the link for the Service Plan)



Originator:  
Shaid Mahmood (43973)  
Keith Lander, and James Rogers  
Tel: 43973

**Report of the Assistant Chief Executive (Planning, Policy and Improvement)**

**South Leeds (Outer) Area Committee**

**Date: Monday 31<sup>st</sup> January 2011**

**Subject: Towards Integrated Locality Working**

|  |  |  |
|--|--|--|
| <p><b>Electoral Wards Affected:</b><br/>All</p> <p><input type="checkbox"/> Ward Members consulted<br/>(referred to in report)</p> | <p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p> |  |
| <p>Council Function <input checked="" type="checkbox"/></p>  | <p>Delegated Executive Function available for Call In <input type="checkbox"/></p>   | <p>Delegated Executive Function not available for Call In Details set out in the report <input type="checkbox"/></p> |

**EXECUTIVE SUMMARY**

The report informs the Area Committee on the progress of pathfinder work on locality working in Leeds that commenced last year and -

- a) Informs Members on what the Pathfinder is and its initial findings
- b) Describes a proposal to implement a new locality leadership model to lead the integration of council services locally
- c) Outlines a set of design principles (**Appendix 1**) to form the basis of what we are seeking to achieve through locality working in Leeds.

**1.0 Purpose Of This Report**

1.1 This report informs Area Committees on the progress of recent work on locality working through a Locality Working Pathfinder in the South East wedge of the city. The report invites Members to comment and support the initial proposals arising from the Pathfinder.

## **2.0 Background Information**

- 2.1 The council first introduced locality based arrangements when it established a community involvement team structure in 1999. In 2004, these arrangements evolved into the current Area Committee structure set alongside five District Partnerships. A number of Functions, known as Area Functions, were delegated to the Area Committees, along with a revenue and capital budget for the committees to allocate as local priorities dictated.
- 2.2 Five Area Management Teams were established in the Environment and Neighbourhoods directorate to support both the Area Committees and the District Partnerships. In 2007, the numbers of Area Management Teams were reduced from five to three and the District Partnerships were wound up.
- 2.3 Since 2007, senior locality-specific roles in Children's and Adults Services have been established to promote the local integration of services in those professional areas, with Children's Services opting for a five wedge structure for integration. As a consequence, considerable and important progress has been made in those professional areas at a local level.

## **3.0 Main Issues**

- 3.1 The focus on local priorities, by Area Committees and others, has led to real achievements in community engagement, partnership working, and in improvements at neighbourhood level right across the city with good examples of locality working in every wedge. Nevertheless, there remains a challenge to develop the scope of decision-making at a local level as only modest levels of real delegation to Area Committees have been achieved. Similarly, given our individual council directorate approaches to local leadership, the collective impact of locality based roles might be lost and we could duplicate effort and increase costs at a time of financial constraint.
- 3.2 **Locality Working Pathfinder:** In 2010, a Locality Working Pathfinder was initiated by the Corporate Leadership Team in the council's South East wedge area of the city, seeking to develop more integrated locality working across public services in Leeds. The main reasons for initiating this Pathfinder were to examine –
- The barriers to resolving longstanding problems largely as a consequence of deprivation
  - The impact of reductions in public sector spending
  - Methods of ensuring democratic accountability at local level
  - Approaches which may enable neighbourhoods and communities to be more resilient

3.3 The work was overseen by a Locality Working Pathfinder Programme Board of chief officers from all Leeds City Council directorates and by the senior managers of partner organisations. The Board is chaired by the Assistant Chief Executive (Planning, Policy and Improvement). Through the exploration of live case studies from the South East wedge, the Board has considered issues such as –

- The fragmentation and duplication of services
- Our inability to jointly resolve deep rooted issues
- The need to improve join-up between what we do locally and what we do corporately
- Insufficient involvement of Elected Members in setting and progressing local priorities for council services

3.4 **Delegation of services to Area Committees:** Through the Pathfinder, the Board has promoted and supported development work to assess the potential for delegating some environmental services to a more local level. The work has sought input from Area Committee Chairs and Area Committees on the viability of this delegation to improve the accountability of those services to local needs. The results and success of this piece of work will be used to help identify other areas of council activity for delegation to Area Committees in due course.

3.5 **Area leadership:** Again, through the work of the Pathfinder, the Board and Corporate Leadership Team have also explored and identified the need for a single 'One Council' Area Leader role – similar to that established in the South East - to operate in each of the council's three wedges. Key features of these new roles are –

- Supporting the further development of Area Committees
- Enhancing customer engagement and empowerment
- Strengthening local leadership and management of a range of council services
- Developing closer working with partner organisations

The Area Leaders will work closely with Area Committees, report corporately to the Assistant Chief Executive (Planning, Policy and Improvement), drive forward change in local services, and address the issues identified by the Locality Working Pathfinder Board.

3.6 **Locality Working design principles:** Ten design principles have been drawn up through the Pathfinder to underpin the further development of locality working in the city. These are attached as **Appendix 1**. These design principles outline the ambition we are seeking to achieve through our locality working agenda. They seek to build upon the strengths of work by Area Committees, address the issues identified earlier in the paper, and provide a consistent framework and approach for council services to work within a local context.

3.7 Area Committee may wish to consider whether the design principles –

- Cover and reflect the key aspects of locality working that are important to them?
- Will engage stakeholders in their area?
- Take into account the diversity of communities in the area and the range of issues they face?
- Will help lead to the improvements required?

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

- 4.1 There are policy and governance implications for the creation of an area leadership function and its reporting corporately via the Assistant Chief Executive (Planning, Policy and Improvement). These will be highlighted in an Executive Board paper.
- 4.2 The responsibilities for Area Management, currently assigned to the Director of Environment and Neighbourhoods, will be transferred to the Assistant Chief Executive (Planning, Policy and Improvement) and arrangements are being made to formalise this transfer of responsibility. As a consequence, Area Committees will continue to be supported in their function and this support will be strengthened through a developing Area Leadership role.

## **5.0 Legal and Resource Implications**

- 5.1 These proposals will be taken forward in the context of core and resourcing pressures facing the Local Authority and will be highlighted in an Executive Board paper.
- 5.2 Specifically, with the creation of new Area Leader posts, savings will be made from a reduction of eight locality roles in Children's Services and Environment and Neighbourhoods graded Director 60%. Savings will be generated through the deletion of existing posts.

## **6.0 Conclusions**

- 6.1 Our history of locality working provides opportunities to learn from and improve upon our experiences across the Local Authority and through the Pathfinder in working and thinking more local. The current financial climate demands a consistent approach to locality working that is sensitive to the differences in our neighbourhoods and communities. This consistency is best achieved through the implementation of a shared set of ten design principles for locality working (**Appendix 1**) and the recruitment of three 'One Council' Area Leaders to implement these design principles and drive change in local services.

## **7.0 Recommendations**

Members of the Area Committee are recommended to:

- a) Note the progress made on the Locality Working Pathfinder to date.
- b) Comment on and support the approach of a 'One Council' Area Leader to lead the integration of services locally.
- c) Comment on and support the set of design principles (**Appendix 1**) to form the basis of what we are seeking to achieve through locality working in Leeds.

### **Background Papers**

- Executive Board Report, 15 December 2010, Towards Integrated Locality Working

## Locality Working

### Draft Design Principles

1. Strong and effective **governance** arrangements that are responsive to the needs and aspirations of local communities.
2. Strong **local leadership** (political, council officers and partners) that champions the needs of residents, leads across service boundaries and can be held accountable for the delivery of improved outcomes for local people.
3. **Engage communities** in a way that supports residents in developing local priorities, holding services to account and developing a sense of pride and belonging in their local neighbourhood.
4. Maximise the **use of local intelligence** to prioritise and shape services to local people.
5. Integrate and organise **front line service delivery** to deliver responsive services and support at the right time and in the right place.
6. Maximise the use of **public sector assets** in local communities delivering more integrated services and realising efficiencies wherever possible.
7. Provide a skilled, committed and effective **local workforce** that puts the needs of residents at the centre of service provision.
8. Clearly define the geography and typology of a **neighbourhood** to understand its characteristics so that services are tailored and targeted to meet need effectively and efficiently.
9. **Share good practice** to help improve outcomes for residents across the city.
10. The delivery of positive results for local residents, improving the resilience and **sustainability** of neighbourhoods and reducing the dependency on public services.

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**Leeds**  
CITY COUNCIL

Originator: Dayle Lynch

Tel: 0113 24 76143

**Report of the Director of Environment & Neighbourhoods**

**South Leeds (Outer) Area Committee**

**Date: Monday 31<sup>st</sup> January 2011**

**Subject: Delegation of Environmental Services**

**Electoral Wards Affected:**

**ALL**

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

**Executive Summary**

It is proposed to delegate a range of environmental services to Area Committees from June/July 2011.

The delegation will be supported by a new service delivery structure, via three Environmental Locality Teams, which will be recruited prior to the delegation being formally adopted.

In order to achieve a strong and positive basis to the delegation, a programme of Member and officer workshops and consultations will be delivered, ensuring a common understanding of the delegation exists and that roles and responsibilities within the new ways of working are clearly defined. Work to deliver this programme has already started, and will continue to be delivered until commencement of the delegation.

A Service Level Agreement per Area Committee will be developed, in consultation with Area Chairs and Members, forming the basis for service delivery during the first year of the delegation.

## **1.0 Purpose of this Report**

- 1.1 The purpose of this report is to provide the Area Committee with an update on progress towards achieving delegation of certain environmental services from the next municipal year (June 2011).
- 1.2 The report also presents proposals for the involvement of Members throughout this preparatory stage.

## **2.0 Background Information**

- 2.1 On 6<sup>th</sup> August 2010, Area Chairs proposed that a range of environmental services be delegated to Area Committees. A briefing note on proposals was presented to Area Chairs on the 8<sup>th</sup> October, where a report was requested for submission to the October/November round of Area Committees.
- 2.2 Area Chairs received a further report at their 3<sup>rd</sup> December 2010 meeting, which provided a general update on progress, plus proposals for a programme of Member involvement in developing the delegation.
- 2.3 The scope of the delegation includes the following services:
  - Mechanical street cleansing;
  - Manual street cleansing (litter picking);
  - Litter bin emptying;
  - Flytipping removal & enforcement;
  - Leaf clearing;
  - Dog controls (strays, fouling);
  - Highways enforcement;
  - Graffiti enforcement work
  - Domestic and commercial waste storage & transportation control;
  - Overhanging vegetation control; and
  - Litter control (FPNs, flier controls etc.)
- 2.4 Refuse and recycling collection services and city-centre street cleansing activities are excluded from the scope of the delegation.
- 2.5 The delegation of services will be controlled, monitored and reviewed through a Service Level Agreement (SLA). There will be one SLA per Area Committee, which will take account of events and occurrences distinct to each locality.

## **3.0 Progress update**

- 3.1 A project team has been established to drive the development of the delegation, working in partnership with Members and officers.
- 3.2 A programme of work has been developed with a view to approval for the delegations being sought from Executive Board in March 2011. If approved, the SLAs will be developed and approval sought at the first Area Committee meetings of the 2011/12 municipal year, in June and July.

### 3.3 Existing Services

Information relating to the existing level of services included within the scope of the proposed delegation have been collated and mapped on an Area Committee basis. This information was presented to Members at a series of workshops from 10<sup>th</sup> -13th January 2011. At those workshops, Members considered current service levels in their ward and gave views on local priorities relevant to the service areas proposed for delegation.

### 3.4 Delivery Team Structure

It is proposed that three Environmental Locality Teams will be created, one working to each 'wedge' of the city ( West/ North West, East / North East and South). Each team will include officers who deliver all the services listed at 2.3. Appendix 1 shows how the proposed delegation will work, through working to Service Level Agreements.

The exact structure of the teams has yet to be finalised and will evolve as part of the wider restructuring process currently taking place within the Environment & Neighbourhoods directorate. Whilst the Locality Managers will be selected in February 2011, the full internal recruitment to the final structure will be by May 2011, for the teams to be in place prior to the delegation being in place from June/July.

### 3.5 Officer Involvement

Briefing sessions have been held with officers from Area Management, the Health & Environmental Action Service and Streetscene services to ensure good awareness of the proposed delegation and what it may mean for them. Further workshop sessions are scheduled with officers over the next few months, some of which may be run jointly with Members.

### 3.6 Member Involvement

A programme of workshops and meetings has been developed to allow Members the opportunity to be involved in the preparation for the delegation, including the development of Service Level Agreements. Attached at appendix 2 is the proposed programme.

Phase 1 of the programme has already been delivered. A session was held for Members of the Outer South Area Committee on Monday 10<sup>th</sup> January to discuss the general principles of delegating services, the perceived challenges and opportunities and how these might best be overcome. In summary, some of the comments and outcomes from the Outer South Area Committee session were:

- Would like dedicated officers and equipment;
- Concern about the responsiveness of the services & their ability to adapt to local needs;
- Identification of areas that may receive a higher level of service than is required, could reduce these and provide more elsewhere;
- There are gaps in service provision that are inexplicable & require filling;
- Needs to be more options in terms of frequency of services;
- Would like reports on activity, as well as tonnage of litter collected;
- Enhanced services required when special events are held;
- How will the services be monitored against the service level agreement;
- Value for money is very important; and
- Make sure what needs doing is done.

Phase 2 of the programme will take place in February and March, with the Service Level Agreement for each Area Committee being developed in more detail, including area-specific information on local occurrences and events.

Phase 3 will take place after May and will involve the finalisation of SLAs, prior to seeking formal approval by each Area Committee in June/July.

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

4.1 The delegation will contribute towards the realisation of the Council's Strategic Plan aim of achieving a *'cleaner, greener and more attractive city through effective environmental management'*.

4.2 The implications on governance arrangements are currently being explored by the Corporate Governance Unit, to ensure the delegation of services is properly approved and that decisions are made in accordance with the Council's constitution.

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

5.1 At this time, no legal implications have been identified, although work is underway to ensure that in delegating services, the Council continues to meet its statutory and legal obligations to the residents of Leeds.

5.2 The delegation of services will not in itself result in any additional resource requirement.

#### **6.0 Budget Implications**

6.1 The resource allocations to Area Committee are still to be worked up at this stage. The information provided by Members at the workshops held in mid January will be used to start this aspect of the work in earnest. The stages of development of the SLA, at appendix 2, show the continuing dialogue with Members where views on resource requirements can be shared and debated.

#### **7.0 Conclusion**

7.1 Considerable planning and preparatory work has taken place to set firm foundations for the delegation of environmental services to commence from June 2011.

7.2 It is hoped that through active involvement in the development of Service Level Agreements, Members' concerns over the delegation will be positively addressed.

7.3 Members will receive regular communications on progress towards achieving delegation of environmental services via Area Committees, briefings and workshop sessions.

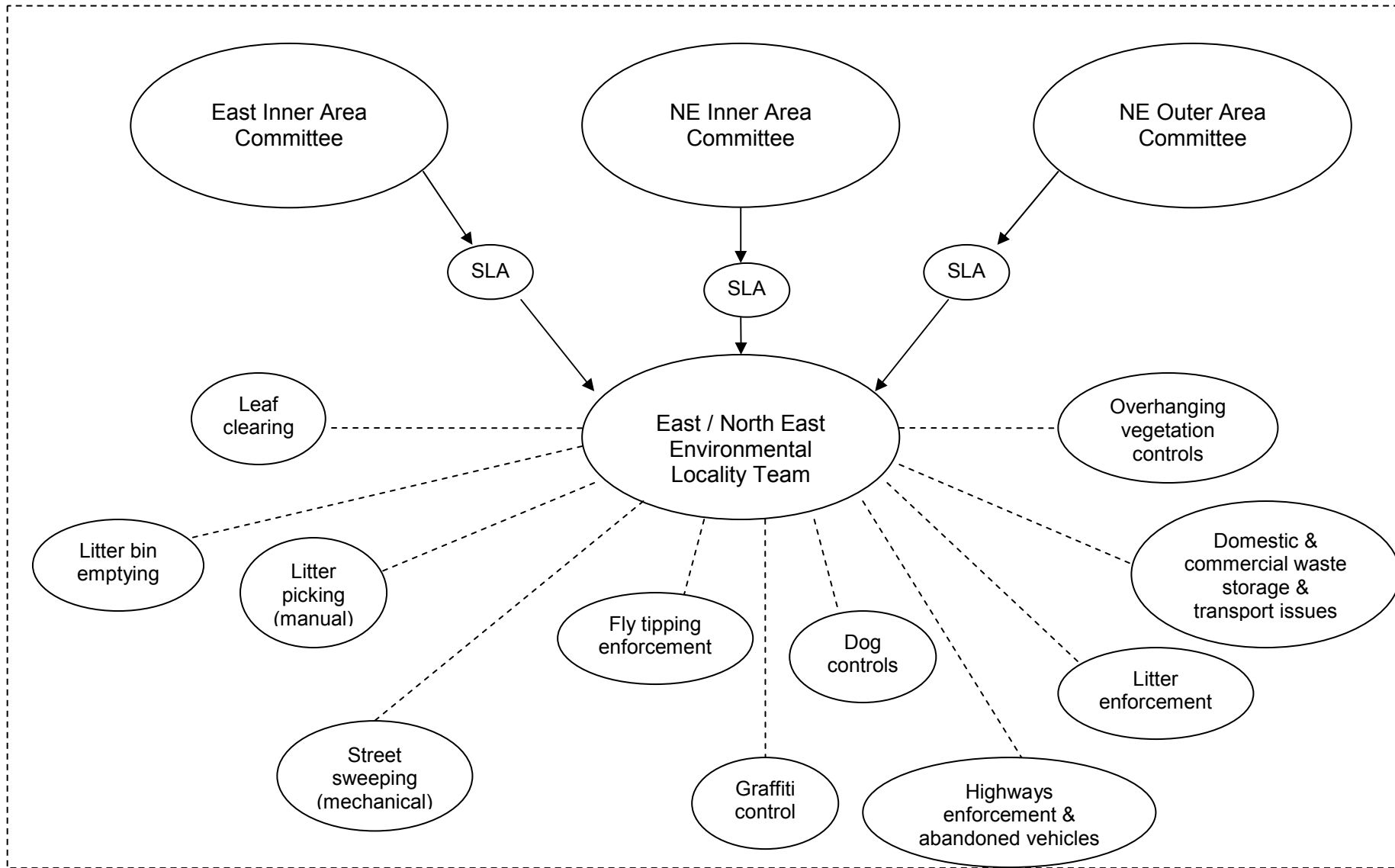
#### **8.0 Recommendations**

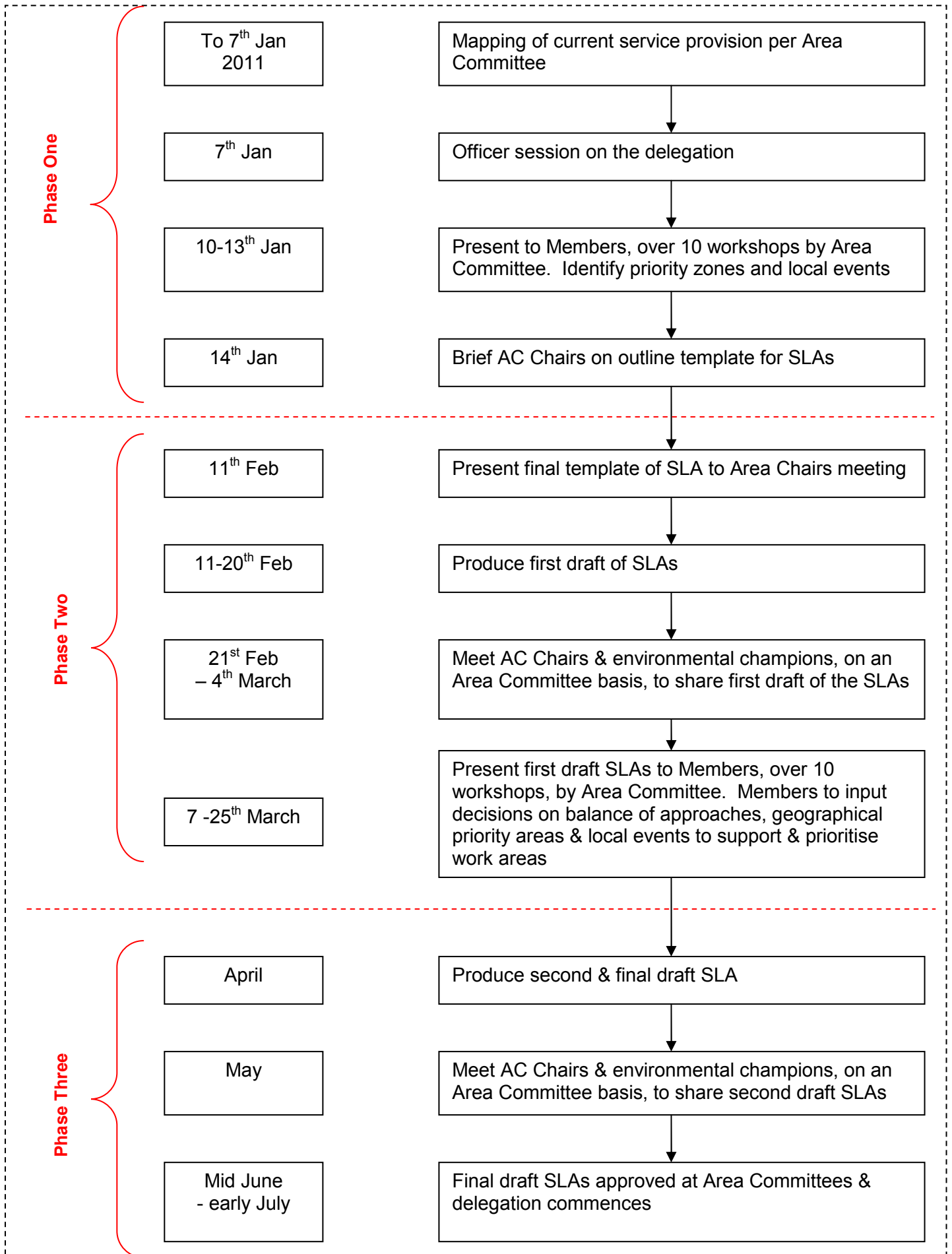
8.1 The Area Committee is asked to note the contents of the report, specifically the programme of Member involvement, and to agree to a further progress report being submitted to the next meeting.

# Delegation of Environmental Services

Delegation of Environmental Services – using East / North East 'wedge' as an example ( ie 3 Area Committees)

Appendix 1







## Report of the Director of Environments and Neighbourhoods

### South Leeds (Outer) Area Committee

Date: Monday 31<sup>st</sup> January 2011

### Subject: Outer South Area Committee Well being Budget Report

**Electoral Wards Affected:**  
 Ardsley & Robin Hood  
 Morley North  
 Morley South  
 Rothwell

Ward Members consulted  
 (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

## Executive Summary

This report seeks to provide Members with:

- a) the current position on the Well being Budget.
- b) details of capital funding for consideration and approval.
- c) details revenue projects agreed to date (Appendix 1).
- d) details of capital projects agreed to date (Appendix 2).
- e) a summary of the revenue allocation for 2010/11 Well being Revenue Budget already approved and linked to the priorities and outcomes identified in the approved Area Delivery Plan (ADP).

Members are also asked to note the current position of the Small Grants Budget.

### 1.0 Purpose of This Report

The report provides:

- An update on both the revenue and capital elements of the Area Committee's budget.
- Details of projects that require approval.
- A summary of all revenue and capital projects agreed to date.
- A summary of the revenue allocation for 2010/11 Well being Revenue Budget already approved and linked to the priorities and outcomes identified in the approved Area Delivery Plan (ADP).
- An update on the Small Grants budget.

## 2.0 Background Information

- 2.1 Each Area Committee has been allocated a Well being Budget which it is responsible for administering. The aim of this budget is to support the social, economic and environmental wellbeing of the area by using the funding to support projects that contribute towards the delivery of the Area Delivery Plan (ADP).
- 2.2 The revenue budget approved by Executive Board for 2010/11 was originally £207,960. A report proposing a change in the rationale for the allocation of Well Being funding from 25/75 (deprivation/population) to 50/50, was approved by Executive Board on 21<sup>st</sup> July 2010 with immediate effect. This provides the Outer South Area Committee with a revised allocation of **£209,370**, this is a variance of £1,410. Appendix 1 has been updated. There has been no new capital allocation for the financial year 2010/11.

## 3.0 Well being Budget Position

Members should note the following points: -

### 3.1 Revenue 2010/11

- 3.1.1 The revenue budget approved by Executive Board for 2010/11 is **£209,370**.
- 3.1.2 **Appendix 1** shows a carry forward figure of **£33,888** this includes the remaining balance from last year, funding made available from converting some Lofthouse PB projects to capital and pension contributions saved from the town centre management budget.
- 3.1.3 Therefore the total amount of revenue funding available to the Area Committee for 2010/11 is **£243,258**.
- 3.1.4 The Area Committee is asked to note that **£229,990.71** has already been allocated from the 2010/11 Well being Revenue Budget as listed in **Appendix 1**. This leaves a balance yet to be committed of **£13,267.29**.
- 3.1.5 Having considered the revenue budget for 2010/11, the Area Committee approved the schedule detailed below. This shows revenue funding aligned to ADP themes and priorities for 2010.



|                           |  |   |
|---------------------------|--|---|
| <b>INCOME</b>             | Revenue Well being Budget  | £209,370.00   |
|                           | Roll Forward   | £23,694.74  |
|                           | Funding made available through conversion of PB projects to Capital  | £10,193.26  |
|                           | <b>TOTAL</b>   | <b>£243,258.00</b>  |
| <b>RINGFENCED AMOUNTS</b> |  |   |
| <b>ADP Theme</b>          | <b>Projects</b>  | <b>2010/11</b>  |
| Culture                   |  | <b>£45,000</b>  |
|                           | Small Grants Scheme  | £10,000   |
|                           | Communications Budget e.g. printing, Community Charter   | £5,000  |
|                           | Morley Literature Festival 2010  | £10,000   |
|                           | Morley Literature Festival 2011  | £10,000   |
|                           | Rothwell 600   | £10,000   |
| Enterprise & Economy      |  | <b>£42,500</b>  |
|                           | Town Centre Management   | £42,500   |
| Learning                  |  |   |
| Transport                 |  |   |
| Environment               |  | <b>£34,175</b>  |
|                           | Site Based Gardeners   | £22,500   |
|                           | Community Skips  | £3,000  |
|                           | Conservation Area Reviews  | £5,000  |
|                           | Activity identified through the Cleaner Neighbourhoods Sub Group e.g. Out of Hours Dog Warden Patrols  | £3,675  |
| Health and Well Being     |  | <b>£33,000</b>  |
|                           | Garden Maintenance Scheme  | £33,000   |
| Thriving                  |  | <b>£31,400</b>  |
|                           | Operation Champion   | £400  |
|                           | Activities for Children and Young People   | £21,000   |
|                           | Activity identified through the Divisional Community Safety Partnership and Neighbourhood Tasking such as reducing crime/fear of crime, tackling ASB crime prevention measures | £10,000   |
| Stronger                  |  | <b>£43,915.71</b>   |
|                           | PNW  | £33,061.71  |
|                           | NIPs   | 2 x £3,000 = £6,000<br>Thorpe<br>Harrops & Bridge St<br>Wood Lane = £2,854                              |
|                           | Supported Area Status  | 4X£500 = £2,000<br>Eastleighs Fairleighs<br>Newlands & Denshaws<br>John O'Gaunts<br>Oakwell and Fairfax |
| Balance                   |  | £13,267.29  |
| <b>TOTAL</b>              |  | <b>£243,258</b>   |

### 3.2 **Capital**

3.2.1 We have recently received clarification regarding the current position of the capital Well being allocation. In light of this Members will note the enhanced ward allocations in appendix 2, the table below have been amended to reflect this.

3.2.2 Of the **£683,008** capital funding allocated to the Area Committee for 2004/10 a total of **£558,761.35** has been committed to date leaving a balance of **£124,246.65**

3.2.3 Members are asked to note the capital allocation by Ward. The spend broken down by Ward is as follows:

|                          | Ardsley and Robin Hood | Morley North | Morley South | Rothwell    |
|--------------------------|------------------------|--------------|--------------|-------------|
| Total Allocation 2004-11 | £170,752               | £170,752     | £170,752     | £170,752    |
| Spend to date            | £137,118.69            | £143,032.93  | £133,797.30  | £144,812.43 |
| New Balance              | £33,633.31             | £27,719.07   | £36,954.70   | £25,939.57  |

3.2.4 Members are asked to note that the NIP areas have not received a capital allocation and therefore any capital projects for the NIP areas must be submitted to the Area Committee for approval.

### 4.0 **Well being Projects**

4.1 **Appendix 1** details revenue projects that have been commissioned by the Area Committee to date, including a current position statement and project outcomes.

4.2 It is possible that some of the projects in **Appendix 1** may not use their allocated spend. This could be for several reasons including the project no longer going ahead, the project not taking place within the dates specified in the funding agreement or failure to submit monitoring reports. Due to this the final revenue balance may be greater than the amount specified in 3.1.4.

4.3 Details of projects agreed for the capital budget to date, including a current position statement and project outputs are listed in **Appendix 2**.

4.4 Members are asked to consider the following projects:-

4.4.1 **Project Title:** Blue Grit Bins - Gildersome

**Name of Group or Organisation:** Gildersome Action Group

**Total Project Cost:** £414.28 capital

**Amount proposed from Well Being Budget 2010/2011:** £414.28 capital

**Ward Covered:** Morley North

**Project Summary:** Through consultation with residents, Gildersome Action Group have identified the need for 2 grit bins to enhance the safety of pedestrians using the public footpaths around Spring View and College Road. The locations have been assessed by Leeds City Council Highways Team taking into account gradient, highways usage and specific residences such as schools, hospitals and aged persons homes. The locations identified by the Action Group did not meet the criteria for a core service litterbin. However, highways offer community groups wishing to provide an enhanced grit bin service, the ability to purchase additional bins. The community group are then responsible for purchasing, spreading and replenishing the salt. The Action Group have confirmed they are willing to take on this responsibility and are requesting capital funding from the Morley North Well being allocation to support this project.

**Area Committee/Area Delivery Plan Key Themes and Action Plan Priorities:**

This proposal supports the Area Committee priority to 'ensure a strong network of well developed community groups able to contribute to improving the environment of their local environment', under the ADP theme of 'Environment'.

**5.0 Small Grants Update**

5.1 The following small grant has been approved since the last meeting and is listed here for information.

| <b>Organisation</b>               | <b>Project</b>           | <b>Amount</b> |
|-----------------------------------|--------------------------|---------------|
| Fitness, Fun and Friendship Group | Exercise for the Elderly | £500          |

**6.0 Implications For Council Policy and Governance**

6.1 There are no direct implications for the above as a result of this report.

**7.0 Legal and Resource Implications**

7.1 Legal implications as a result of this report will be reflected in any subsequent Funding Agreements and Contracts to Tender that arise from projects funded from the Well being Budget.

7.2 Resource implications will be that the remaining balance of the Well being Revenue Budget is limited and the remaining balance of the Well being Budget for capital will be reduced as a result of any projects funded.

## **8.0 Conclusions**

8.1 The report provides up to date information on the Area Committee's Well being Budget.

## **9.0 Recommendations**

9.1 Members of the Outer South Area Committee are requested to:

- a) Note the contents of the report.
- b) Note the position of the Well being Budget as set out at 3.0.
- c) Note the ring fence revenue amounts for 2010/11 as outline in Appendix 1.
- d) Note the Wellbeing capital projects already agreed as listed in Appendix 2.
- e) Consider the project proposal detailed in 4.4
- f) Note the Small Grants situation in 5.1

### **Background Papers:**

- Well Being Report 29<sup>th</sup> November 2010

**Outer South Wellbeing Budget  
2008 - 2010**

|               |                      |                    |
|---------------|----------------------|--------------------|
|               |                      | <b>2010 / 2011</b> |
| <b>Budget</b> | <b>Allocation</b>    | £209,370.00        |
|               | <b>Carry forward</b> | £33,888.00         |
|               | <b>TOTAL</b>         | <b>£243,258.00</b> |

| Project  | Delivery Organisation      | 2010/2011 Revenue Costs |           |           |           | Outcomes  |
|--|----------------------------|-------------------------|-----------|-----------|-----------|---|
|  |                            | Approved                | Actual    | Committed | Balance   |   |
| <b>Outer South Skips</b><br>To provide skips for community use.  | South East Area Management | £3,000.00               | £1,820.00 | £260.00   | £920.00   | Community groups undertake clean-ups. Improved streetscene in local neighbourhoods. Increased community pride.  |
| <b>Outer South Small Grants Fund</b><br>Provision of a small grants fund for small scale community based projects meeting Area Delivery Plan priorities. | South East Area Management | £10,000.00              | £4,340.00 | £0.00     | £5,660.00 | Voluntary and community groups supported through grant aid. Increased range of community activity. Increased community participation. Increased community pride. Delivery of Area Delivery Plan priorities.           |
| <b>Outer South Communications</b><br>A budget to enable effective communication and consultation on Area Committee issues in the Outer South.            | South East Area Management | £5,000.00               | £635.46   | £1,672.01 | £2,692.53 | 5 newsletters, Questionnaires, Promotional material. Increased awareness of the Outer South Area Committee. Improved consultation that can inform local projects and plans. Public participation in projects / plans. |

**Outer South Wellbeing Budget  
2008 - 2010**

| Project  | Delivery Organisation           | 2010/2011 Revenue Costs |        |           |         | Outcomes   |
|--|---------------------------------|-------------------------|--------|-----------|---------|--|
|  |                                 | Approved                | Actual | Committed | Balance |  |
| <b>Supported Area - Eastleighs &amp; Fairleighs</b><br><br>A plan aimed at making improvements in Priority Neighbourhoods. | South East Area Management      | £500.00                 | £0.00  | £0.00     | £500.00 | Established TARA's continue to receive support to develop their skills to deliver projects to benefit the community.   |
| <b>Supported Area - Newlands &amp; Denshaws</b><br><br>A plan aimed at making improvements in Priority Neighbourhoods.     | South East Area Management Team | £500.00                 | £0.00  | £0.00     | £500.00 | Established TARA's continue to receive support to develop their skills to deliver projects to benefit the community.   |
| <b>Supported Area - John O'Gaunts</b><br><br>A plan aimed at making improvements in Priority Neighbourhoods.               | South East Area Management Team | £500.00                 | £0.00  | £0.00     | £500.00 | Established TARA's continue to receive support to develop their skills to deliver projects to benefit the community.   |
| <b>NIP – Oakwells &amp; Fairfaxes</b><br><br>A plan aimed at making improvements in Priority Neighbourhoods.               | South East Area Management      | £500.00                 | £0.00  | £0.00     | £500.00 | Projects aimed at the priorities identified of: ASB, environment, young people and community facilities. Narrowing the gap: improved services and wellbeing of the area. |

**Outer South Wellbeing Budget  
2008 - 2010**

| Project   | Delivery Organisation      | 2010/2011 Revenue Costs |           |           |           | Outcomes  |
|---|----------------------------|-------------------------|-----------|-----------|-----------|---|
|   |                            | Approved                | Actual    | Committed | Balance   |   |
| <b>NIP – Wood Lane</b><br>A plan aimed at making improvements in Priority Neighbourhoods.                                       | South East Area Management | £2,854.00               | £1,097.50 | £171.00   | £1,585.50 | Projects aimed at the priorities identified: the environment, young people and crime and ASB. Narrowing the gap: improved services and wellbeing of the area. |
| <b>NIP – Harrops and Bridge Street Phase 2</b><br>A plan aimed at making improvements in Priority Neighbourhoods.               | South East Area Management | £3,000.00               | £0.00     | £2,846.84 | £153.16   | Projects aimed at the priorities identified: Crime and ASB, Environment and young people. Narrowing the gap: improved services and wellbeing of the area.     |
| <b>Neighbourhood Improvement Area – Thorpe - Phase 2</b><br>A plan aimed at making improvements in Priority Neighbourhoods.     | South East Area Management | £3,000.00               | £198.35   | £974.35   | £1,827.30 | Projects aimed at the priorities identified: Crime and ASB, Environment and young people. Narrowing the gap: improved services and wellbeing of the area.     |
| <b>Neighbourhood Improvement Area – Springbank – Phase 3</b><br>A plan aimed at making improvements in Priority Neighbourhoods. | South East Area Management | £0.00                   | £0.00     | £0.00     | £0.00     | Projects aimed at the priorities identified: Crime and ASB, Environment and young people. Narrowing the gap: improved services and wellbeing of the area.     |

**Outer South Wellbeing Budget  
2008 - 2010**

| Project  | Delivery Organisation                    | 2010/2011 Revenue Costs |            |           |         | Outcomes   |
|--|--|-------------------------|------------|-----------|---------|--|
|  |  | Approved                | Actual     | Committed | Balance |  |
| <b>Neighbourhood Improvement Area – Ingles - Phase 3</b><br>A plan aimed at making improvements in Priority Neighbourhoods.    | South East Area Management               | £0.00                   | £0.00      | £0.00     | £0.00   | Projects aimed at the priorities identified: Crime and ASB, Environment and young people. Narrowing the gap: improved services and wellbeing of the area.  |
| <b>Town Centre Management</b><br>A Town Centre Manager employed to help bring improvements to Morley and Rothwell Town Centre. | South East Area Management Team          | £42,500.00              | £42,500.00 | £0.00     | £0.00   | Town Centre Manager for Morley and Rothwell. Please  |
| <b>Activities for Children and Young People</b><br>Involve more young people in more activities.                               | Children and Young Peoples Working Group | £21,000.00              | £20,000.00 | £1,000.00 | £0.00   | Summer activities for young people across the Outer South area. More young people involved in activities over the school holidays. Reduction in complaints of anti social behaviour in the area over the holidays. |



**Outer South Wellbeing Budget  
2008 - 2010**

| Project   | Delivery Organisation      | 2010/2011 Revenue Costs |            |           |            | Outcomes  |
|---|----------------------------|-------------------------|------------|-----------|------------|---|
|   |                            | Approved                | Actual     | Committed | Balance    |   |
| <b>Priority Neighbourhood Worker</b><br>Review & implement the Neighbourhood Improvement approach for Eastleighs/ Fairleighs, Newlands/ Denshaws, John O'Gaunts, Wood Lane Estate, Fairfaxes and Oakwells, The Harrops. | South East Area Management | £33,061.71              | £20,976.49 | £0.00     | £12,085.22 | One worker to help progress NIP projects. Increased social capital through capacity building of small groups and the voluntary sector.  |
| <b>Site Based Gardeners</b><br>Site based gardeners at named community  | Parks and Countryside      | £22,500.00              | £0.00      | £0.00     | £22,500.00 | 3 full time Gardeners for 1 year. Crime reduction. Reducing fear of crime. Increasing voluntary and community engagement. Cleaner safer public green spaces.  |
| <b>Morley Literature Festival</b><br>Contribution towards the general revenue costs of holding the event.   | South East Area Management | £10,000.00              | £10,000.00 | £0.00     | £0.00      | A five day festival with a full programme. Increased community spirit, education and activities for families. Encourage partnership work between the public and private sectors. Engender a stronger community link with the town centre. |

**Outer South Wellbeing Budget  
2008 - 2010**

| Project   | Delivery Organisation      | 2010/2011 Revenue Costs |            |           |           | Outcomes  |
|---|----------------------------|-------------------------|------------|-----------|-----------|---|
|   |                            | Approved                | Actual     | Committed | Balance   |   |
| <b>Rothwell 600</b><br>A programme of activities and events to celebrate Rothwell.  | Rothwell 600 Committee     | £10,000.00              | £7,442.00  | £1,500.00 | £1,058.00 | Several events and activities ran by local community groups. Encourage people from a wide variety of backgrounds to share and appreciate the culture and heritage of the area. Use the celebrations as vehicle to regenerate the Ward through a variety of methods, promoting community pride and identity. |
| <b>Conservation Area Reviews</b><br>To carry out a conservation area review in both Rothwell and Morley.  | South Area Management Team | £5,000.00               | £0.00      | £0.00     | £5,000.00 | Conservation study complete in both Rothwell and Morley. Study will be a document to support the maintenance of built heritage in the towns.  |
| <b>Garden Maintenance Scheme Morley Elderly Action</b><br>Provision of Garden Maintenance Scheme for elderly and disabled who are currently unable to maintain their gardens. | Morley Elderly Action      | £33,000.00              | £33,000.00 | £0.00     | £0.00     | 100 gardens visited over the course of the year. Environmental improvements. People being helped to maintain their homes. Community Safety benefits.  |

**Outer South Wellbeing Budget  
2008 - 2010**

| Project   | Delivery Organisation       | 2010/2011 Revenue Costs |                    |                   |                   | Outcomes  |
|---|-----------------------------|-------------------------|--------------------|-------------------|-------------------|---|
|   |                             | Approved                | Actual             | Committed         | Balance           |   |
| <b>Operation Champion</b><br>To support the multi agency crime and crime initiative in the Outer South wards. | South Area Management       | £400.00                 | £0.00              | £350.00           | £50.00            | Two Operation Champions in the Outer South in 2008/09. Improved neighbourhoods as a result of the environmental actions carried out. Reduced crime and fear of crime as a result of targeted community safety work.                       |
| <b>Community Safety</b><br>To support NPT to deliver community safety   | South Leeds Area Management | £10,000.00              | £0.00              | £10,000.00        | £0.00             | Reduce crime and fear of crime through initiatives such as target hardening, smartwater and operations tackling underage drinking and ASB.  |
| <b>Cleaner Neighbourhoods Sub Group</b>   | AMT                         | £3,675.00               | £0.00              | £3,675.00         | £0.00             | Funding to support the cleaner neighbourhoods sub group to provide solutions to environmental issues identified by the Sub Group.   |
| <b>Morley Literature Festival 2011</b><br>Contribution towards the Directors salary                           | South East Area Management  | £10,000.00              | £0.00              | £0.00             | £10,000.00        | A five day festival with a full programme. Increased community spirit, education and activities for families. Encourage partnership work between the public and private sectors. Engender a stronger community link with the town centre. |
| <b>TOTAL</b>  | <b>Projects agreed</b>      | <b>£229,990.71</b>      | <b>£142,009.80</b> | <b>£22,449.20</b> | <b>£55,531.71</b> |   |
|   | <b>Balance</b>              | <b>£13,267.29</b>       |                    |                   |                   |   |

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2004-2010 Capital Budget

£683,008.00

## Ardsley & Robin Hood

| Project   | Delivery Organisation                      | Projected Capital cost | Actual Spend | Outcomes   | Complete |
|---|--|------------------------|--------------|--|----------|
| <b>Sports Facility Development</b><br>The development of a home ground site with training facilities and a club house for Tingley Athletic Junior Football Club<br><i>Approval date: 25/04/2005</i> | Tingley Athletic Football Club             | £20,000.00             | £20,000.00   | Clearance of the existing site Levelling and drainage of the site. Provision of a new access point with car parking facilities. Build of a new clubhouse with changing facilities and multi purpose room. More people in the area benefiting from local sports facilities.   | Complete |
| <b>West Ardsley Community Centre Improvements</b><br>Repairs to bring community centre back into active use<br><i>Approval date: 11/07/2005</i>   | City Development/ Neighbourhoods & Housing | £16,564.00             | £16,564.00   | Restore outside lighting. Replace existing handrails. Additional fencing. Roller shutter door. Replace gutter and fall pipes. Connect gas supply to centre. Maintenance works to gents toilets. After school and youth provision provided in the area. More young people engaged in diversionary activities. A base for community groups to hold activities in the area. | Complete |
| <b>Litterbins Ardsley &amp; Robin Hood 2005/2006</b><br>Additional litterbins for areas identified as being problematic for litter.<br><i>Approval date: 12/12/2005</i>                             | Environmental Services                     | £2,900.00              | £2,900.00    | 17 Dual compartment, free standing litter bins. A reduction in the amount of litter in the area. Improvements to the environment.  | Complete |
| <b>East Ardsley Community Centre Fence</b><br>Security measures taken around the East Ardsley Community Centre which has been a hotspot for ASB<br><i>Approval date: 12/12/2005 (£13,193)</i>       | City Development                           | £12,300.00             | £12,300.00   | A security fence to be installed around the Centre. Lighting to be installed on the exterior of the centre. Planning permission to be obtained from City Services. A reduction in the amount of vandalism the centre was experiencing.   | Complete |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|   |                                       |            |            |  |          |
|---|---------------------------------------|------------|------------|--|----------|
| <p><b>Westerton Road Allotments Fencing</b></p> <p>To erect steel fencing around the back of Westerton Road Allotments.<br/><i>Approval date: 06/11/2006</i></p>  | Parks & Countryside                   | £10,071.75 | £10,071.75 | A steel security fence. Reduction in vandalism, and anti social behaviour.   | Complete |
| <p><b>Litterbins 2007/2008</b></p> <p>Additional litterbins for areas identified as being problematic for litter<br/><i>Approval date: 25/02/2008</i></p>   | Environmental Services                | £2,325.00  | £2,325.00  | 6 additional litter bins. A reduction in the amount of litter in the area. Improvements to the environment.£2,400 ring fenced but actual project underspent.   | Complete |
| <p><b>Tingley Athletic Junior Football Club – Car Park Provision</b></p> <p>To continue development of Tingley Junior Athletic FC by supporting the installation of a car park surface on the overflow car park.<br/><i>Approval date: 25/02/2005</i></p>   | Tingley Junior Athletic Football Club | £12,000.00 | £12,000.00 | New Overflow car park for users of Tingley FC. Supporting community groups to improve local environment and involving more young people in activities.   | Complete |
| <p><b>Smithy Lane Recreation Ground</b></p> <p>To develop play facilities at this Parks and Countryside owned recreational ground.<br/><i>Approval date: 09/02/2009</i></p> <p><b>Smithy Lane Recreation Ground Youth Equipment</b></p> <p>To purchase and install a 'Nexus' play unit<br/><i>Approved date: 30/11/09</i></p> | Parks and Countryside                 | £35,000.00 | £35,000.00 | New play facilities. Tenants and Residents Group supported in delivering a project requested from community consultation. Improvement to the environments. Reduction in ASB. Increased facilities for children and young people. | ongoing  |
| <p><b>Improved Drainage to Public Footpath Number 20 Rothwell at Oakley underpass</b></p> <p>Installation of a gully to prevent a key public right of way being flooded.<br/><i>Approval date: 14/04/2008</i></p>   | Parks and Countryside                 | £1,717.19  | £1,717.19  | Improved footpath. Improvement to the environment. Supporting local residents association to improve local environment.  | Complete |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|   |  |                    |                    |  |         |
|---|--|--------------------|--------------------|--|---------|
| <p><b>Lofthouse Cemetery</b><br/>Erect a new metal fence and a gate<br/><br/><i>Approval date: 15/03/10</i></p>   | Parks and Countryside                    | £5,500.00          | £0.00              | Reduce ASB and vandalism, improve security and visual impact.  | ongoing |
| <p><b>Lofthouse PB</b><br/>Projects decided by the community through participatory budgeting to receive funding.<br/><br/><i>Approval Date: 15/3/10</i></p> | Lofthouse Brass Band and Carlton Scouts. | £2,540.75          | £2,540.75          | More activities for children and young people and improvements to the local environment.   | ongoing |
| <p><b>Litterbins 2010/2010</b><br/>Additional litterbins for areas identified as being problematic for litter<br/><br/><i>Approval date: 21/6/2010</i></p>  | Environmental Services                   | £3,200.00          | £0.00              | 6 additional litter bins. A reduction in the amount of litter in the area. Improvements to the environment.£2,400 ring fenced but actual project underspent. | ongoing |
| <p><b>Robin Hood Athletic FC - new changing facilities</b><br/>New changing facilities at local club<br/><br/><i>Approval date: 18/10/10</i></p>            | Robin Hood Athletic FC                   | £5,000.00          | £0.00              | Local community facility improved to provide high quality activities for children and young people.  | ongoing |
| <b>Ardsley &amp; Robin Hood Total</b>   |  | <b>£137,118.69</b> | <b>£123,418.69</b> |  |         |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

## All Morley

| Project   | Delivery Organisation / Description | Projected Capital cost | Actual Spend/ Completion Status | Outputs  | Complete |
|---|-------------------------------------|------------------------|---------------------------------|--|----------|
| <b>Morley Community Radio</b><br>A radio station to be established covering the Morley area<br><i>Approval date: 24/04/2005</i>             | Morley Community Radio              | £10,000.00             | £10,000.00                      | Broadcasted 12 days in December and 10 days in July. 40 people were involved. Many voluntary and statutory organisations fed into this and gave interviews on air. More local people being aware and able to voice their opinion on local issues.  | Complete |
| <b>Morley Leisure Centre Disability Access</b><br>Measures to make Morley Leisure Centre DDA compliant.<br><i>Approval date: 11/07/2005</i> | Leisure Services                    | £15,000.00             | £15,000.00                      | New disabled changing facilities. Lowering of reception counter. More disabled people being able to access Morley Leisure Centre facilities and the health benefits that will come from that.  | Complete |
| <b>Town Centre Environmental Improvements</b><br>Environmental Improvements in Morley Town Centre<br><i>Approval date: 25/02/2008</i>       | Morley In Bloom                     | £1,000.00              | £1,000.00                       | Purchase of flowers, shrubs, planters and tubs and gardening equipment for use in Morley Town Centre. A more pleasant environment in Morley Town Centre encouraging more people to shop there.   | Complete |
| <b>New Creation</b><br>To run environmental projects in Morley schools until the end of 2008.<br><i>Approval date: 25/02/2008</i>           | Groundwork                          | £1,000.00              | £1,000.00                       | Yellow Woods Challenge. Recycled Christmas Decorations projects. Development of bring bank sites in Morley schools. Composting schemes in Morley schools. Litter pick with Seven Hills primary School. Increase Young people and their family's knowledge of environmental issues such as recycling. An increase in recycling rates in the Outer South. Environmental Improvements in the Outer South. | Complete |



**Outer South Capital Wellbeing Budget  
2004 - 2010**

|   |                       |            |            |  |                                   |
|---|-----------------------|------------|------------|--|-----------------------------------|
| <b>Morley Bottoms Regeneration Scheme</b><br>Physical regeneration to the Morley Bottoms area.<br><i>Approval date: 25/09/2006 (£30,000)</i>        | City Projects Team    | £34,742.13 | £34,742.13 | Improve appearance. Fencing. Landscaping. Stabilizing bank. Develop  | Completed                         |
| Install new layby along with seating and fencing.<br><i>Approval date: 25/09/2006 (£8,006.57)</i>   |                       |            |            | Significant regeneration scheme to improve the street scene and support economic development.  |                                   |
| <b>Morley Bottoms Phase 3</b><br>Public realm improvements including repainting and repairing seating,<br><i>Approval date: 30/11/10</i>            | City Projects Team    | £5,400     | £0.00      | Improved street scene and better link between town centre and Morley Bottoms.  | ongoing                           |
| <b>Morley Bottoms Phase 3 additional</b><br>Public realm improvements including repainting and repairing seating,<br><i>Approval date: 15.03.10</i> | City Projects Team    | £1,200     | £0.00      | Improved street scene and better link between town centre and Morley Bottoms.  | ongoing                           |
| <b>Scatcherd Park War Memorial</b><br>Restoration of the war memorial<br><i>Approval date: 10/09/2007</i>   | Parks and Countryside | £10,000    | £10,000.00 | Improve appearance. Protection of a local heritage site and improve the general appearance of the park while promoting pride in the area.    | Complete                          |
| <b>Electrical Services to Bandstand</b><br>Installation of an outdoor power point at the bandstand.<br><i>Approval date: 17/11/2007 (£936)</i>      | Civic Buildings       | £0         | £0         | Develop the technical infrastructure of the town centre. Support outdoor entertainment such at the Morley light switch on and future events. | Complete. Paid through TCM budget |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|  |                               |           |            |   |          |
|--|-------------------------------|-----------|------------|---|----------|
| <b>Glutton Street Cleanser</b><br>Purchase of a mechanical sweeper<br><i>Approval date: 17/11/2007</i>   | Environmental Services        | £6,000    | £6,000     | Improve the appearance of the Town and surrounding area. Improved street cleaning of Morley town centre.                                      | Complete |
| <b>Car parking scheme at Queensway Car Park</b><br>Installation of equipment providing time limited parking in car park.<br><i>Approval date: 17/11/2007</i> | City Development              | £6,000    | £6,000.00  | Improved car parking provision in town. Support development of town through improved infrastructure.  | Complete |
| <b>Morley Heritage Society</b><br>Provision of an archive for Morley Heritage Society<br><br><i>Approval date: 25/02/2008</i>                                | Corporate Property            | £1,700    | £1,700.00  | New archive to house and show artefacts of Morley Heritage. Support development of community group. £1800 ring fenced but project underspent. | Complete |
| <b>Morley Bring Site</b><br>Improve and enhance existing recycling facilities in Morley<br><i>Approval date: 25/02/2008</i>                                  | City Development              | £6,162.25 | £6,162.25  | Improved recycling facilities in Morley. Encourage residents to recycle, reuse and reduce waste.  | Complete |
| <b>Morley Town Hall</b><br>Improve facilities at Morley Town Hall.<br><br><i>Approval date: 25/02/2008</i>   | Corporate Property Management | £31,000   | £29,900.00 | Four rooms in Town Hall to be improved and enhanced. Encourage Town Hall to be rented out by the public and increase rental income.           | Ongoing  |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|  |                       |                    |                    |  |   |
|--|-----------------------|--------------------|--------------------|--|---|
| <b>Morley in Bloom</b><br>Purchase of planters<br><i>Approval date: 11/07/2005</i>   | Morley in Bloom       | £1,835.40          | £1,835.40          | Increase number of planters in Morley and improved appearance of community. Cleaner neighbourhoods and vibrant town centres and creation of community spirit.  | Complete                                  |
| <b>Morley Elderly Action</b><br>Building extension at Morley Elderly Action.<br><br><i>Approval date: 08/12/2008</i>   | Morley Elderly Action | £0                 | £0.00              | New space within the voluntary organisation to offer more services to the users of the centre and also provide additional funding streams for the charity and therefore increasing its sustainability. | CANCELLED due to no match funding secured |
| <b>Speed Indicator Display Device</b><br>Purchase a SID Device to be deployed in partnership with community groups, schools and police to reduce speeding in Morley<br><i>Approval date: 6.09.10</i> | Morley NPT            | £2,516.58          | £0.00              | Reduction in Speeding and road traffic collisions in Morley.   | Ongoing                                   |
| <b>All Morley Total</b>  |                       | <b>£133,556.36</b> | <b>£123,339.78</b> | Page 7   |   |

## Morley North

| Project   | Delivery Organisation / Description | Projected Capital cost | Actual Spend/ Completion Status | Outputs   | Complete |
|---|-------------------------------------|------------------------|---------------------------------|---|----------|
| <b>Gildersome Springbank Green Doorstep Project</b><br>The transformation of an area of under used public green space that is subject to fly tipping and vandalism into a community resource.<br><br><i>Approval date: 24/10/2005</i> | Gildersome Action Group             | £5,000.00              | £5,000.00                       | Clearance of area. Litter bins in area. Benches in the area. Soft landscaping. An improvement to the physical environment of the area.                                      | Complete |
| <b>Gildersome CCTV Scheme</b><br>The installation of a CCTV system around Gildersome Meeting Hall to reduce incidences of ASB and vandalism.<br><br><i>Approval date: 11/07/2005</i>  | Gildersome Action                   | £12,600.00             | £12,600.00                      | 7 high resolution day / night cameras to be installed. A reduction in the incidents of crime and ASB in the area. A reduction in the fear of crime amongst local residents. | Complete |
| <b>Drighlington Library Disability</b><br>Improvements to Drighlington Library and meeting hall to make the building more DDA compliant and improve access to disabled users.<br><br><i>Approval date: 12/12/2005</i>                 | Learning & Leisure                  | £4,500.00              | £4,500.00                       | Two additional disabled parking bays. An increase number of people being able to take advantage of facilities at Drighlington Library and meeting hall.                     | Complete |
| <b>Minibus</b><br>A new mini bus for the school to help continue the pupils sporting success and achievements<br><br><i>Approval date: 12/12/2005</i>   | Birchfield School                   | £5,000.00              | £5,000.00                       | Contribution towards mini bus for the school. More young people involved in diversionary activities.  | Complete |
| <b>Drighlington Meeting Hall</b><br>Improvement to Drighlington Meeting hall<br><br><i>Approval date: 05/11/2007</i>  | Learning and Leisure                | £7,500.00              | £7,500.00                       | Upgrade of Kitchen. Upgrade of toilets. New storage. Continued and developed use of Drighlington Meeting hall by community groups.  | Complete |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|   |  |            |            |  |          |
|---|--|------------|------------|--|----------|
| <p><b>Litterbins 2007/2008</b><br/>Additional litterbins for areas identified as being problematic for litter.<br/><br/><i>Approval date: 25/02/2008</i></p>      | Environmental                            | £2,325.00  | £2,325.00  | 6 additional litter bins. A reduction in the amount of litter in the area. Improvements to the environment. £2,400 ring fenced but actual project underspent.  | Complete |
| <p><b>Springfield Mill Park</b><br/>Environmental Improvements to Springfield Mill Park<br/><i>Approval date: 07/07/2008</i></p>                                  | Friends of Springfield                   | £5,000     | £5,000     | New footpath, hedging and plants. New notice board and bases for picnic benches. Improved habitats for wildlife. Increased community involvement and ownership of the site. Improvements to the local environment. | Complete |
| <p><b>Churwell Park</b><br/>Improvements to Churwell Park<br/><i>Approval date: 14/04/2008</i></p>  | Parks and Countryside                    | £5,000     | £5,000     | New benches and plants for shrub beds. Improvements to the environment.  | Complete |
| <p><b>Churwell Park CCTV</b><br/>Installation of CCTV at Churwell Park<br/><i>Approval date: 30/11/09</i></p>   | Churwell Action Group                    | £14,757.00 | £14,757.00 | New CCTV system installed. Local community group Churwell Action Group supported in deterring vandalism to improvement works.  | Complete |
| <p><b>Lofthouse PB</b><br/>Projects decided by the community through participatory budgeting to receive funding.<br/><i>Approval Date: 15/3/10</i></p>            | Lofthouse Brass Band and Carlton Scouts. | £2,540.75  | £2,540.75  | More activities for children and young people and improvements to the local environment.   | ongoing  |
| <p><b>Removal of Walton Drive Steps</b><br/>Removal of steps and replacement with ramp and triangle of mortar along wall.<br/><i>Approval date 01/02/2010</i></p> | Transport Strategy Team                  | £2,500.00  | £0.00      | Improve access from Oakwell and Fairfax estate to services on Wakefield Road and reduce ASB on the estate by preventing congregation of young people by footpath.  | Ongoing  |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|  |                        |                    |                    |   |         |
|--|------------------------|--------------------|--------------------|---|---------|
| <b>Litterbins 2010/2011</b><br>Additional litterbins for areas identified as being problematic for litter<br><br><i>Approval date: 21/6/2010</i> | Environmental Services | £3,200.00          | £0.00              | 6 additional litter bins. A reduction in the amount of litter in the area. Improvements to the environment. £2,400 ring fenced but actual project underspent. | ongoing |
| <b>St Peter's Community Hall</b><br>Stonework repairs to the gable end wall<br><br><i>Approval date: 18/10/10</i>                                | Environmental Services | £6,332.00          | £0.00              | Improvements to a local community facility.   | ongoing |
| <b>Morley North Sub Total</b>  |                        | <b>£76,254.75</b>  | <b>£64,222.75</b>  |   |         |
| <b>All Morley (50%)</b>  |                        | <b>£66,778.18</b>  | <b>£61,669.89</b>  |   |         |
| <b>Morley North Total</b>  |                        | <b>£143,032.93</b> | <b>£125,892.64</b> |   |         |

**Morley South**

| Project  | Delivery Organisation / Description | Projected Capital cost | Actual Spend/ Completion Status              | Outputs   | Complete                                 |
|--|-------------------------------------|------------------------|--|---|--|
| <b>Neighbourhood Improvement Area – Newlands &amp; Denshaws</b><br>A plan to aimed at making improvements in Priority Neighbourhoods.<br><i>Approval date: ?</i>   | South Area Management               | £25,100                | £19,000.00<br><br>£2,000.00<br><br>£4,100.00 | Albert Drive Shop Improvements. Kick around area in Newlands. Lewisham Park Improvements. More diversionary activities for young people in the area. A safer neighbourhood with a reduction in the fear of crime amongst residents. | Complete<br><br>Complete<br><br>Complete |
| <b>Rein Park – Morley South</b><br>An efficient hand over of the Public Open Space on the Rein Road development in Morley South, from the developer to Parks and Countryside Department in an area with a high level of ASB.<br><i>Approval date: 12/12/2005</i> | Parks & Countryside                 | £3,000.00              | £3,000.00                                    | Land adopted. Fencing. Trees planting. Reduction in the number of reported incidents of anti social behaviour in the area.  | Complete                                 |
| <b>Morley South Litterbins 2005/06</b><br>Additional litter bins for areas identified as being problematic for litter.<br><i>Approval date: 12/12/2005</i>   | Environmental Services              | £4,700.00              | £4,700.00                                    | 14 additional dual compartments, free standing litter bins for Morley South. A reduction in the amount of litter in the area. Improvements to the environment.  | Complete                                 |
| <b>Magpie Lane – Morley South</b><br>Environmental improvements to secure Magpie Lane and prevent travellers from re entering the site.<br><i>Approval date: 12/12/2005</i>  | Leeds South Homes                   | £8,000.00              | £8,000.00                                    | Measures taken to prevent travellers from re-entering the site on Magpie Lane. Improvements in the physical environment of the area. Residents of the area feeling more secure.   | Complete                                 |
| <b>Lewisham Park Youth Centre CCTV</b><br>CCTV scheme for Lewisham Park youth centre.<br><i>Approval date: 12/12/2005</i>  | City Services                       | £8,400                 | £8,400                                       | CCTV. A decrease of ASB in the area. Safer communities.   | Complete                                 |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|   |  |                    |                    |   |          |
|---|--|--------------------|--------------------|---|----------|
| <b>Litterbins 2007/08</b><br>Additional litterbins for areas identified as being problematic for litter.<br><i>Approval date: 25/02/2008</i>                            | Environmental                            | £2,325.00          | £2,325.00          | 6 additional litter bins. A reduction in the amount of litter in the area. Improvements to the environment. £2,400 ring fenced but actual project underspent. | Complete |
| <b>Denshaw Grove Landscaping</b><br>Clear fly tipping, level the area and seed, create path and install a fence with lockable gate.<br><i>Approval date: 07/07/2008</i> | Groundwork                               | £2,214.97          | £2,214.97          | Safer stronger community. A safe and pleasant place to play.  | Complete |
| <b>Improvements to Footpath 79, Wide Lane</b><br>Resurface footpath<br><i>Approval Date: 30/03/09</i>   | Parks & Countryside                      | £3,162.40          | £3,162.40          | Improved Environment for local residents and allow better access of public right of way.  | complete |
| <b>Lofthouse PB</b><br>Projects decided by the community through participatory budgeting to receive funding.<br><i>Approval Date: 15/3/10</i>                           | Lofthouse Brass Band and Carlton Scouts. | £2,540.75          | £2,540.75          | More activities for children and young people and improvements to the local environment.  | ongoing  |
| <b>Magpie Lane Play Space</b><br>Provide new play facilities at Magpie Lane.<br><i>Approval Date: 18/10/10</i>  | Parks & Countryside                      | £7,576.00          | £0.00              | More activities for children and young people and improvements to the local environment.  | Ongoing  |
| <b>Morley South Sub Total</b>   |  | <b>£67,019.12</b>  | <b>£59,443.12</b>  |   |          |
| <b>All Morley (50%)</b>   |  | <b>£66,778.18</b>  | <b>£61,669.89</b>  |   |          |
| <b>Morley South Total</b>   |  | <b>£133,797.30</b> | <b>£121,113.01</b> |   |          |



**Outer South Capital Wellbeing Budget  
2004 - 2010**

## Rothwell

| Project  | Delivery Organisation / Description | Projected Capital cost | Actual Spend/ Completion Status | Outputs   | Complete                 |
|--|-------------------------------------|------------------------|---------------------------------|---|--------------------------|
| <b>Neighbourhood Improvement Area – John O’Gaunts</b><br>A plan to aimed at making improvements in Priority Neighbourhoods<br><i>Approval date: ?</i>  | South Area Management               | £20,600.00             | £9,000<br>£11,600               | Diversionary activities for young people. Pathways Initiative. Gardening Initiative. Youth Shelter. More diversionary activities for young people in the area. A safer neighbourhood with a reduction in the fear of crime amongst residents. An improvement in the physical environment of the area. | Complete<br><br>Complete |
| <b>Litterbins Rothwell 2005/06</b><br>Additional litter bins for areas identified as being problematic for litter.<br><i>Approval date: 24/10/2005</i>   | Environmental Services              | £5,000.00              | £5,000.00                       | 17 Dual compartment, free standing litter bins. A reduction in the amount of litter in the area. Improvements to the environment.   | Complete                 |
| <b>Oulton &amp; Woodlesford Sports &amp; Social Facilities</b><br>The refurbishment and extension of the existing changing facilities / club house at Oulton and Woodlesford Sports and Social Club.<br><i>Approval date: 06/02/2006</i> | Parks & Countryside                 | £20,000.00             | £20,000.00                      | Two new changing rooms. Officials room with toilet and shower activities. More young people involved in more sporting activities. Facilities meeting Sports England Requirements for health and safety.   | Complete                 |
| <b>Rose Lund Centre Improvements</b><br>The extension of the Rose Lund Centre.<br><i>Approval date: 25/02/2008</i>   | Parks & Countryside                 | £20,000.00             | £20,000.00                      | 2 new changing rooms. Officials room with toilet and shower facilities. More young people involved in sporting activities. Facilities meeting Sports England Requirements for health and safety.  | Complete                 |
| <b>Litterbins 2007/08</b><br>Additional litterbins for areas identified as being problematic for litter.<br><i>Approval date: 25/02/2008</i>   | Environmental                       | £2,325.00              | £2,325.00                       | 6 additional litter bins. A reduction in the amount of litter in the area. Improvements to the environment. £2,400 ring fenced but actual project underspent.   | Complete                 |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|   |                    |           |            |  |          |
|---|--------------------|-----------|------------|--|----------|
| <b>Rothwell Litterbins</b><br>Additional litterbins for areas identified as being problematic for litter.<br><br><i>Approval date: 25/02/2008</i> | Environmental      | £4,800.00 | £4,800.00  | Additional litter bins. A reduction in the amount of litter in the area.<br>Improvements to the environment. | Complete |
| <b>Rothwell Bring Site</b><br>Improve and enhance existing recycling facilities in Rothwell.<br><br><i>Approval date: 25/02/2008</i>              | City Development   | £6,782.93 | £6,782.93  | Improved recycling facilities in Rothwell.<br>Encourage residents to recycle, reuse and reduce waste.        | Complete |
| <b>Windmill Youth Club</b><br>Improve facilities at Windmill Youth Club.<br><br><i>Approval date: 25/02/2008</i>                                  | Corporate Property | £30,707   | £12,500.00 | Enhance and develop a community centre. Increase community use of building.                                  | Ongoing  |
| <b>Recycling Bring Sites (additional)</b><br>Resurfacing of the site.<br><br><i>Approval date: 25/02/2008</i>                                     | City Development   | £3,914    | £3,914     | Improved recycling facilities in Morley.<br>Encourage residents to recycle, reuse and reduce waste.          | Complete |

**Outer South Capital Wellbeing Budget  
2004 - 2010**

|   |  |                    |                    |   |          |
|---|--|--------------------|--------------------|---|----------|
| <b>Manor Road Shops</b><br>Improvement works to area on Manor Road, Wood Lane Estate.<br><i>Approval date: 25/02/2008</i>   | Groundwork                               | £19,453.75         | £19,453.75         | Improve retail area on Manor Road in Wood Lane, Rothwell.   | Complete |
| <b>Rothwell Competitive Music Festival - Staging</b><br>Purchase temporary and portable staging<br><i>Approval date: 1st February 2010</i>                              | Rothwell Competitive Music Festival      | £2,100             | £2,100             | Improve experience of participants and audience members to Rothwell Competitive Music Festival and provide an income to the group by hiring staging out to users of Blackburn Hall for a nominal fee. | Complete |
| <b>Lofthouse PB</b><br>Projects decided by the community through participatory budgeting to receive funding.<br><i>Approval Date: 15/3/10</i>                           | Lofthouse Brass Band and Carlton Scouts. | £2,540.75          | £2,540.75          | More activities for children and young people and improvements to the local environment.  | Ongoing  |
| <b>Litterbins 2010/2011</b><br>Additional litterbins for areas identified as being problematic for litter<br><i>Approval date: 21/6/2010</i>                            | Environmental Services                   | £3,200.00          | £0.00              | 6 additional litter bins. A reduction in the amount of litter in the area. Improvements to the environment. £2,400 ring fenced but actual project underspent.   | ongoing  |
| <b>Manor Road Shops CCTV</b><br>Improve the quality of the cameras, update the recording system and move system to LLC owned property<br><i>Approval date: 06/09/10</i> | Commercial Asset Management              | £3,389.00          | £0.00              | Reduction in crime and fear of crime, improvement to the local environment. Project will also support the work of the local TARA as they identified and supported the project through its             | Ongoing  |
| <b>Rothwell Total</b>   |  | <b>£144,812.43</b> | <b>£120,016.43</b> |   |          |

|                        |                    |                    |
|------------------------|--------------------|--------------------|
| <b>TOTAL</b>           |                    |                    |
| <b>Projects agreed</b> | <b>£558,761.35</b> | <b>£490,440.77</b> |
| <b>Balance</b>         | <b>£124,246.65</b> |                    |

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**Report of the Director of Environments & Neighbourhoods Directorate**

**South Leeds (Outer) Area Committee**

**Date: Monday 31<sup>st</sup> January 2011**

**Subject: Area Managers Report**

**Electoral Wards Affected:**

Ardsley & Robin Hood  
Morley North  
Morley South  
Rothwell

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function

Delegated Executive Function available for Call In

Delegated Executive Function not available for Call In Details set out in the report

**Executive Summary**

This report details a range of activities taking place within the Outer South Leeds Area, some of which are dealt with in greater detail elsewhere on the agenda.

This report provides Members with an update on actions and achievements of the Area Management Team relating to priorities and work of the Area Committee since the Area Committee meeting in November 2010.

**1.0 Purpose of Report**

1.1 To bring to Members' attention in a succinct fashion, brief details of the range of activities with which the Area Management Team are engaged based on the Area Delivery Plan priorities, that are not addressed in greater detail elsewhere on this agenda. It provides opportunities for further questioning or the opportunity to request a more detailed report on a particular issue.

**2.0 Background Information**

2.1 Members will recall at the March 2010 Area Committee, a new format for this report was introduced based on the Area Delivery Plan themes and priorities. Ward Members confirmed priorities for 2010/11 at ward member briefing meetings and the 2010/11 Area Delivery Plan was approved at the June Area Committee.

### **3.0 Updates by Theme: Culture**

#### **3.1 Community Centres Sub Committee**

The Outer South Community Centres Sub Committee last met on 26<sup>th</sup> November 2010 and the minutes and action plan are attached at **Appendices 1 & 2**.

### **4.0 Updates by Theme: Enterprise and Economy**

#### **4.1 Morley Town Centre Management**

Further to the report presented at the November Area Committee. The Morley Town Centre Management Board met on 26<sup>th</sup> November. Minutes are attached at **Appendix 3**.

#### **4.2 Investment Partnership South Leeds (IPSL)**

- 4.2.1 The draft Investment Strategy document has been approved by the steering group. A roving exhibition has been organised, where officers from Leeds City Council and private sector partners from the Investment Partnership for South Leeds, will be on hand to answer questions. Exhibition locations are listed below:

17<sup>th</sup> Jan – Dewsbury Road One Stop Centre 10am-7pm

18<sup>th</sup> Jan – St Matthew's Holbeck 10am -7pm

21<sup>st</sup> Jan – White Rose Centre 10am–7pm

24<sup>th</sup> Jan – St George's Centre Middleton 10am-7pm

25<sup>th</sup> Jan – Morrisons Supermarket, Hunslet 10am -7pm

26<sup>th</sup> Jan – Hamara Healthy Living Centre, Beeston 10am-7pm

28<sup>th</sup> Jan – Morrisons Supermarket Café 10 – 6pm

[www.investsouthleeds.co.uk](http://www.investsouthleeds.co.uk) provides further information regarding IPSL and the investment strategy.

#### **4.3 South Leeds Employment, Education and Training Group (SLEET)**

To further strengthen links between the SLEET group and the Outer South Area Committee, the most recent minutes available are attached at **Appendix 4**.

#### **4.4 Rothwell Inter Agency**

The Rothwell Inter Agency last met on 22nd November 2010 and the minutes and are attached at **Appendix 5**.

### **5.0 Updates by Theme: Learning**

#### **5.1 Children Leeds South Leadership Team**

To further strengthen links between the Children Leeds South Leadership Team and the Outer South Area Committee, the most recent minutes were presented at the last Area Committee. The next meeting is arranged for 26<sup>th</sup> January.

## 6.0 Updates by Theme: Environment

### 6.1 Cleaner Neighbourhoods Sub Group

6.1.1 The Cleaner Neighbourhoods Sub Group are due to meet on the 25<sup>th</sup> January 2011 to discuss Environmental issues and actions highlighted in the Area Delivery Plan (ADP).

### 6.1.2 Ginnel Mapping

Following Members agreeing to Morley North becoming the next Ward to be mapped, Area Management have begun work with partners in the Information Team to complete this work. A recent meeting on 11<sup>th</sup> January invited Aire Valley Homes to be involved with this mapping work and saw a final draft version of the Morley North map completed. This will now be circulated to partners and Ward Members for comment.

### 6.1.3 Grit Bins

Highways have provided information regarding the process for installation of grit bins. This is summarised below:

- Additional grit bins serviced by Highways are being installed.
- The criteria for installation has 5 aspects to the audit. Each aspect is scored and a location must score at least 3.5 for a bin to be installed.

|  |              |              |                 |            |
|--|--------------|--------------|-----------------|------------|
| 1. Gradient  | Flat         | Slight       | Steep           | Very Steep |
| 2. Usage (no. of properties)   | Quiet (1-20) | Busy (21-50) | Very Busy (51+) |            |
| 3. Aged Persons home, Doctor's surgery, hospital or school nearby or on route? |              |              | Yes             | No         |
| 4. Topography: above 500 feet?   |              |              | Yes             | No         |
| 5. Shelter index: Area receives little or no sun?                              |              |              | Yes             | No         |

- Location suggestions for core service grit bins can be submitted to a Highways Operations Manager to complete an audit, and a response will be given within a week. If a location fails to meet the criteria then a grit bin maintained by core service will not be installed. If Councillors and community groups wish to provide an enhanced grit bin service at their cost, a blue grit bin can be purchased and the group are responsible for purchasing, spreading and replenishing salt.
- A survey of locations of core service grit bins has been undertaken across the City.
- No grit bins are placed on primary road networks as these are gritted by Highways vehicles.

The Highways Winter Service Plan provides a good reference for this information and any further queries relating to grit bins should be directed to an Operations Manager in Highways.

#### 6.1.4 Well being Funding

The Cleaner Neighbourhoods Sub Group, have identified anti littering educational workshops for schools, and out of hours patrols and signage to tackle dog fouling, as projects that could be funded with the £3,675 revenue Well being Funding allocated by the Area Committee.

#### **Out of Hours Patrols**

Highways and Environmental Enforcement Team have provided an update on patrols undertaken over weekends in October and November 2010. They have confirmed that; a fixed penalty notice has been issued for dog fouling on Horsfall Street (Morley), 24 people have been advised regarding responsible dog ownership, 21 advisory leaflets have been issued, 2 stray dogs returned to their owners, an appointment made to microchip a puppy, and over 50 poo bags have been issued. Severe weather during December caused scheduled patrols to be cancelled but will be rearranged. Patrols continue in the new year and as the number of daylight hours increases, evening and early morning patrols will start.

#### **Anti Littering Workshops**

Members responded with the following nominations for primary schools to receive support from Groundwork for a local clean up and an hour long workshop on the environment and litter with pupils.

- Morley North, Churwell Primary School
- Morley South, Newlands Primary School
- Ardsley and Robin Hood, Robin Hood Primary School
- Rothwell, Rothwell Victoria Junior School

These schools have been invited by Groundwork on behalf of the Area Committee to receive this project between February half term and Easter.

#### 6.2 Conservation Audits

- 6.2.1 Morley Conservation Area Appraisal: Work continues on the appraisal in light of the comments received during the public consultation. An additional public meeting is to be arranged to revisit the proposals and allow further public debate.
- 6.2.2 Woodlesford Conservation Area Appraisal: The draft proposed boundary is currently with the Ward Members for comments and has been through Planning Board. An internal draft of the appraisal will be available by the end of the month with a four week period of public consultation to be undertaken during February and March. Following any necessary changes made in light of the consultation responses it is proposed to take the final version of the appraisal to a Planning Board in late March for adoption.

#### 6.3 Oulton and Woodlesford Design Statement

Leeds City Council Development Team, Area Management and Ward Members have been asked to comment on a draft design statement for Oulton and Woodlesford as part of the consultation process. The group recognise that the consultation period will see several revised versions produced but the final version will be advertised in the Yorkshire Evening Post for the public comment and a formal adoption process of the plan will follow.



## **7.0 Updates by Theme: Thriving**

### **7.1 Divisional Community Safety Partnership (DCSP)**

The DCSP are keen to maintain a strong link between the partnership and the Area Committee. Councillor Robert Finnigan attends the DCSP as the Outer South Area Committee representative.

## **8.0 Updates by Theme: Harmonious Communities**

### **8.1 Rothwell Events**

8.1.1 Members' ringfenced £10,000 revenue Well being Funding to support a number of Rothwell events during 2010/11. Total project spend is £8,942. This leaves a balance of £1,058, including £500 ringfenced to the Rothwell Beer Festival which was not taken up by the group.

### **8.2 Community Engagement**

8.2.1 The steering group of partners continues to work well together to deliver the 'Gildersome Go For Gold' participatory budgeting initiative. The programme of consultation has been completed, with a total of 88 responses received. These were grouped into themes and formed part of the funding criteria: community safety, environment, local facilities, activities for children, young people and the elderly. A detailed list of community groups based in Gildersome was compiled and all 36 groups received an invitation to apply for funding. 13 applications met the 7<sup>th</sup> January closing date and the steering group are due to meet on the 18<sup>th</sup> January where the applications will be reviewed to ensure they meet the criteria. The steering group will also discuss arrangements for the Decision Day to be held in March.

### **8.3 Community Charter**

8.3.1 The Charter provides the public facing, resident friendly version of the Area Delivery Plan (ADP). Area Management have concluded the publication and distribution of 5000 Outer South Charters to community groups and venues across the area.

### **8.4 Neighbourhood Improvement Plan's**

8.4.1 The two Neighbourhood Improvement Plan's currently being delivered in Outer South have steering group meetings planned for early in the new year; Harrops and Bridge Street, 28<sup>th</sup> January, and Thorpe, 17<sup>th</sup> January. Both steering groups are working towards completing the NIP's in March and ensuring the appropriate support continues for each residents association.

## 8.5 Area Committee Sub Groups

- 8.5.1 The terms of reference for the Cleaner Neighborhoods and Community Centre's Sub Groups are attached at **Appendices 6 and 7** respectively. They have been updated to include a section regarding equality principles, a corporate requirement to support Leeds City Council securing the Equality Standard 'Excellent' status. The Community Centre's Terms of Reference have also been updated to ensure consistency in governance of the sub groups. It is proposed that both groups rotate the chair on an annual basis, so that each ward representative takes a turn. Meeting dates and times will be determined by the chair and if the named Member is unable to attend, it is expected they will nominate a ward colleague as a substitute to attend the meeting.

## 9.0 **Recommendations**

- 9.1 The Area Committee is asked to:
- a) note the contents of the report and make comment as appropriate.

### **Background Papers:**

- Area Managers 29<sup>th</sup> November 2010
- Well Being Report 29<sup>th</sup> November 2010
- 'Department of Communities and Local Government: Extra Support for Town Centres', Regeneration Management Team Meeting, 14<sup>th</sup> October 2009
- Conservation Area Reviews 10<sup>th</sup> September 2007

**Outer South Community Centres Sub Committee**  
**Friday 26 November 2010**  
**Morley Town Hall 10.00am**  
**MINUTES OF MEETING**



- PRESENT:** Councillors: Terry Grayshon (Chair) and Don Wilson  
 In attendance: Gill Marshall & Malcolm Fisher
- APOLOGIES:** Councillors: Bob Gettings and Jack Dunn, Trudie Canavan, Sharon Smith & Carl Sawyer

**1.0 Introductions**

**ACTION**

- Gill Marshall & Malcolm Fisher were welcomed to the meeting.

**2.0 Minutes of the last meeting**

- Minutes of the last meeting held on 11 August were not agreed as there was only one Councillor in attendance at the start of the meeting.

**3.0 Matters Arising**

- No response as yet to Councillor Dunn's query about the capital receipt from former Blackgates.

**TPO**

**4.0 Property maintenance**

- The report to September Area Committee had not contained the maintenance schedules.
- It was reported that the update on all maintenance schedules and backlog maintenance was being dealt with by wedge. MF would confirm the timing of the schedule for South East including Outer South.
- What surveys are currently being carried out?
- Budget will reduce by half in next few years.
- Communication Plan to be developed, it will include an opportunity for Members to comment.
- Income from lettings for Members agree spending priorities.
- Income from Yorkshire TV use of Morley Town Hall to be identified and spending priorities agreed with Members.

**MF**

**TC/MF**

**5.0 Pricing & Lettings**

- Guidance notes and summary of policy to Councillor Wilson and Morley Town Council.
- Applications when challenged are reviewed and in some cases amended.
- It was felt that the new policy was generally working well.

**6.0 Outer South Community Centres Action Plan**

An updated action plan was presented to the committee. Please see Action Plan.

**TPO**

## **7.0 AOB**

- None

## **8.0 Time and date of next meeting**

The following schedule was agreed.

- Friday 12 May 2011
- Friday 12 August
- Friday 11 November

**TPO**

| Strategic Target  | Key Actions / Facilities  | Progress to date  |
|---|---|---|
| <b>To ensure the community centres portfolio is operating effectively</b> | Review the usage pattern of all community facilities in Outer South Leeds and compare with the caretaking hours currently operated in the centres | As and when required when particular issue arise at facilities.   |
|   | Look at the list of backlog maintenance for all community facilities and prioritise for any funding which may become available                    | <ul style="list-style-type: none"> <li>• <b><u>Malcolm Fisher to report timetable to next meeting.</u></b></li> </ul>   |
| Maintenance and management issues   | <b>Blackburn Hall</b>   | <ul style="list-style-type: none"> <li>• <b><u>New boiler to be installed, this would be a major piece of work given the size of the current boiler. Discussion about need for a new heating system. Vent system jammed – Terry Rhodes Engineer.</u></b></li> <li>• <b><u>A discussion took place on the urgent need to paint the ladies toilets. Carl Sawyer had agreed to have this work done as part of current painting allocation.</u></b></li> <li>• <b><u>Malcolm Fisher to pursue.</u></b></li> <li>• <b><u>Gill Marshall led a discussion on Licensing &amp; Temporary Events notices and went on to highlight the merits or otherwise of having a local couple to take on the DPS. LCC would lose an element of control, although a similar operation at Otley Town Hall works well.</u></b></li> </ul> |
|   | <b>Churwell Community Centre / Stanhope Memorial Hall</b>   | <ul style="list-style-type: none"> <li>• <b><u>Work now in progress following approval of funding. Neall McMahon leading Councillors Gettings and Finnigan part of monitoring group.</u></b></li> </ul>   |
|   | <b>East Ardsley CC</b>  | <ul style="list-style-type: none"> <li>• <b><u>Issue of new lease outstanding.</u></b></li> </ul>   |

|   |  |   |
|---|--|---|
|   | Morley Town Hall (Morelian, Alexandra Hall, Small Banqueting and Large Banqueting) | <ul style="list-style-type: none"> <li>• <u>Work to support Morley Amateur Operatic Society to improve the stage area would be considered when income from Yorkshire TV calculated.</u></li> <li>• <u>Ongoing work to resolve hearing and heating issues was explored. The Council Chamber would receive a 'loop' facility. Meanwhile, it was suggested that the Alexandra Hall should also be fitted out.</u></li> </ul> |
|   | Lewisham Park  | No issues at present  |
|   | Rose Lund Centre   | No issues at present  |
|   | Tingley Youth & Community Centre   | <ul style="list-style-type: none"> <li>• <u>Car parking signage actioned by Sharon Smith.</u></li> <li>• <u>Tingley Brass Band lease to be agreed.</u></li> </ul>   |
|   | West Ardsley Community Centre  | <ul style="list-style-type: none"> <li>• <u>A proposal to make a door through the back wall of the centre would not progress as Kaleidoscope have been unable to get approval for use of part of school grounds.</u></li> <li>• <u>Following agreement at the last meeting a proposal for rental support was to be progressed.</u></li> </ul>   |
|   | Windmill Youth Club  | No issues at present  |
| Rationalisation of community facilities portfolio | Gildersome Youth Club  | To be pursued at future Morley North Ward Member Briefing.  |
|   | St Gabriel's Community Centre  | <ul style="list-style-type: none"> <li>• <u>It was reported that the centre was operating well. AMT would engage soon to put in place annual review.</u></li> </ul>   |
| Pricing and Lettings Policy for South Leeds       | Implementation of a revised Pricing & Lettings Policy for South Leeds              | <ul style="list-style-type: none"> <li>• <u>Revised policy approved and operational.</u></li> </ul>   |

|   |   |  |
|---|---|--|
| <p><b>Promote the facilities we have on offer to local people, businesses and organisations</b></p> | <p>Develop marketing and promotional strategy for Outer South Leeds Community Centres</p> | <p>Leaflet for the Large &amp; Small Banqueting Suites, Morelian and Alexandra Hall was to be developed. The leaflet will follow a similar format of the one designed for Otley Courthouse. However, a lack of staff resource meant that this work was unable to progress.</p> |
|---|---|--|

*Please note, this table covers all community facilities delegated to the Area Committee to be managed on a local basis*

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**LEEDS**  
CITY COUNCIL

## Morley Town Centre Management Board

Friday 26<sup>th</sup> November 2010  
MBI Office  
Morley Town Hall

|                              |                         |
|------------------------------|-------------------------|
| Cllr Robert Finnigan (Chair) | Leeds City Council      |
| Cllr Terry Grayshon          | Leeds City Council      |
| Keith Robinson               | Morley Chamber of Trade |
| Bob Thaxter                  | Morley Chamber of Trade |
| Robert Tempest               | Morley Chamber of Trade |
| Tom O'Donovan                | Area Management         |

### 1.0 Welcome & Introductions

- Cllr Finnigan welcomed everyone to the meeting and referred to the new agenda format. The new layout allowed for a wider input of issues and should facilitate business matters more efficiently. **All**

### 2.0 Apologies

- Steve Jones

### 3.0 Minutes of the 29<sup>th</sup> October meeting

- Minutes agreed as a correct record

### 4.0 Matters Arising

- It was confirmed that the War Memorial spotlight was operating correctly. It had been agreed to set timer to off at midnight. **All**

### 5.0 Empty Shops Fund

- One project complete at 45 Queen Street. **All**
- Following 5 EOI no further information received.
- Press release suggested.
- Chamber to promote as appropriate.

### 6.0 Health Bus/Sky/Athas et al

- Smoking cessation Bus visiting Morley. MTCMB representatives notified. **All**
- Payments from Athas should go to Town Council for accounting purposes.
- Tom O'Donovan reported on discussions he had been having with representatives of Sky. A £450 fee was agreed for a week standing in Morley. £350 agreed for block bookings of say 6.

- 7.0 Community Safety**
- Tom O'Donovan introduced the 'Best Bar None' initiative which would be promoted through local Pubwatch. **All**
- 8.0 Streetscene**
- A number of issues were raised at this time and Councillor Finnigan agreed to follow up. **Cllr Finnigan**
- 9.0 Morley Town Council – Finance Report**
- Tom O'Donovan updated the meeting with regard to the transfer of Area Committee Wellbeing Funding to the Town Council for the purposes of Town Centre work. **All to note & Town Council**
  - On receipt of an invoice the funding of £8,049 would be transferred.
  - The following was noted.
  - A balance of £7000 remained of the £10,000 Town Council funding. £8049 would be added from Area Committee, plus £200 from Athas.
  - The £3000 allocated to Chamber was for St Georges 2011 and Yorkshire Day 2010
  - The Town Council would be asked to provide a summary for each meeting.
- 10.0 Chamber Programme / Business Plan 2010/11**
- A further draft programme of events was tabled and talked to by Chamber representatives.
  - Objective was a well managed chamber
  - It was agreed that a copy would be sent electronically to Tom O'Donovan.
  - Town Awards were progressing, information on the website, although some teething problems.
  - £7000 to be accessed from Town Council.
  - Payments from Sky & Athas will go direct to Town Council.
  - Some discussion about status of 'Coffee man'?
- 11.0 Any Other Business**
- Schedule of meetings with White Rose in 2011 tabled, Friday 4<sup>th</sup> March, 10<sup>th</sup> June, 2<sup>nd</sup> September and 2 December. **Chamber TPO**
  - Discussion about applying for a generic music licence took place. Tom O'Donovan to make enquiries.
- 12.0 Date & time of next meeting**  
Friday 14<sup>th</sup> January 2011 at 2.00pm - MBI Office, Morley Town Hall **All**

|     |  |
|-----|--|
|     | <p style="text-align: center;"><b>SLEET Meeting</b><br/><b>22 November 2010- 9.30</b></p> <p style="text-align: center;"><b>Location:</b><br/><b>Dewsbury One Stop Shop</b><br/><b>190 Dewsbury Road</b><br/><b>Leeds</b><br/><b>LS11 6PF</b></p>  |
|     | <p><b><u>Present</u></b><br/>Diana Towler – Jobcentre Plus<br/>Simon Betts – Jobcentre Plus<br/>Craig Longden – Jobcentre Plus<br/>Ian Barker – Joseph Priestley College<br/>John Claire – Learning Partnerships<br/>Kathryn Thompson – Prospects<br/>Adi Sohanpaul – A4E<br/>Nasreen Akhtar – Hamara Centre</p> <p><b><u>Apologies</u></b><br/>Judith Hickman - Health 4 All<br/>Keith Lander – Area Management Leeds City Council<br/>Josh Macdonald – South Leeds Hub<br/>Dawn Bray- Leeds City Council<br/>Helen Easter – Best</p>   |
| 1.0 | <p><b>Welcome and introductions</b></p> <p>Diana Towler welcomed members to the meeting.</p>   |
| 2.0 | <p>Diana made the group aware that SLEET were interested in establishing a pilot in South Leeds to focus on NEET especially the transition from Youth services to the adult agenda.</p> <p>Diana suggested a Task and Finish group is established to develop the pilot. Simon Betts will organise a meeting W/C 13 December</p> <p>Prospects are looking to provide the MI for the hotspot area's in South Leeds so the group can tackle the areas most needed but no time scale has been given for when the MI can be supplied.</p> <p>Diana made partners aware again of the Work Programme and also said that Universal Credit is planned to be introduced in October 2013</p> <p>It was also agreed that as part of the pilot work an awareness presentation would be facilitated by JCP early in the New Year in order to increase the awareness of programmes and provision for frontline delivery staff in the South Leeds area</p> |
| 3.0 | <p><b>A.O.B</b></p> <p>Prospects gave a quick update on the South Seacroft pilot to inform that they identified 30 people that are NEET and have visited them to gain informed consent. They will now undertake more detailed work with the individuals that have given consent.</p>   |
| 4.0 | <p><b><u>Date of next meeting:</u></b> TBA</p>   |

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## Rothwell Interagency Meeting

Monday 22 November 2010

Rothwell One Stop Centre

| <b>ATTENDANCE</b>         |                                     |
|---------------------------|-------------------------------------|
| Cllr Steve Smith          | Ward Councillor                     |
| Cllr Stewart Golton       | Ward Councillor                     |
| Tom O'Donovan             | Area Management                     |
| Nicky Greening            | Priority Neighbourhood Worker       |
| Inspector Susan Jenkinson | West Yorkshire Police               |
| Mary Fleet                | Rothwell Competitive Music Festival |
| Vicky Nunns               | Parks & Countryside                 |
| Stuart Beaumont           | Rothwell In Bloom                   |
| John Crapper              | Oulton Society                      |

| <b>1.0</b> | <b>Welcome and Introductions</b>  | <b>ACTION</b> |
|------------|---|---------------|
| 1.1        | Welcome and introductions were made.  |               |
| <b>2.0</b> | <b>Apologies</b>  |               |
| 2.1        | Apologies were received from Glen O'Malley, Jo Shiffer, Julie Wood, and Councillor Don Wilson.  |               |
| <b>3.0</b> | <b>Minutes and Matters arising 20<sup>th</sup> September 2010</b>   |               |
| 3.1        | The minutes were agreed as an accurate record of the meeting held on the 20 <sup>th</sup> September 2010.   |               |
| 3.2        | Stuart Beaumont asked if a response had been received regarding street furniture. Tom O'Donovan was asked to follow up.                               | <b>TPO</b>    |
| <b>4.0</b> | <b>Parks &amp; Countryside<br/>A presentation by Vicky Nunns</b>  |               |
| 4.1        | Vicky Nunns updated the group on the current projects that Parks and Countryside are involved with in the Rothwell area.                              |               |
| 4.2        | As a result of the restructure within Parks and Countryside Fred Duff is no longer covering the area and Chris Nenedic is the new Operations Manager. |               |
| 4.3        | Water safety work at Springhead Park is taking place and signage work still requires completing for the area.   |               |
| 4.4        | A budget of £46000 is available for the new BMX track which includes match funding from Grantscape.   |               |

## Appendix 5

|            |  |                                    |
|------------|--|------------------------------------|
| 4.5        | The group were informed that the maintenance of project will be covered by Parks and Countryside.  |                                    |
| 4.6        | Parks and Countryside would like Springhead Park to become established as a beacon site for tennis, this would include floodlighting.  |                                    |
| 4.7        | Vicky explained the significance of being recognised for it excellent tennis facilities and bringing in people from surrounding areas to play tennis.  |                                    |
| 4.8        | Funding from Grantscape had been sought and a decision was expected in early January 2011.   |                                    |
| 4.9        | A discussion took place on the new friendship groups at Rothwell Country Park and Woodlesford Park, the growing enthusiasm of the groups and the possibility of exploring funding opportunities to pursue additional projects. |                                    |
| 4.10       | A discussion took place on the lack of cricket facilities with in parks in the Outer South compared to the Inner South.  |                                    |
| 4.11       | Vicky Nunns informed the group that this was likely to be a result of demand from people living within the area.   |                                    |
| 4.12       | It was agreed that Woodlesford Park would be a great place for cricketing facilities and for them to become a permanent feature.   |                                    |
| 4.13       | <b>Action:</b> Councillor Golton to approach Yorkshire Cricket Club as a possible funding source.  | <b>Cllr<br/>Stewart<br/>Golton</b> |
| 4.14       | A member of the group asked if Parks and Countryside could name ownership of the field behind the Malten Estate.   |                                    |
| 4.15       | The group were informed that the first field is owned by Parks and Countryside and is known as Fleet Lane Rec.   |                                    |
| 4.16       | It was noted by the group that local people named the area Water Haigh Park.   |                                    |
| 4.17       | A member of the group asked if signage could be made available.  |                                    |
| 4.18       | <b>Action:</b> Site visit to be arranged with Glen O'Malley, Councillor Golton, Vicky Nunns.   | <b>Vicky<br/>Nunns</b>             |
| 4.19       | The group were informed that the active Woodlesford In Bloom Group will be representing Britain In Bloom for the Yorkshire Region.   |                                    |
| <b>5.0</b> | <b>A.O.B</b>   |                                    |
| 5.1        | Inspector Sue Jenkinson informed the group that speeding in  |                                    |

## Appendix 5

|            |   |            |
|------------|---|------------|
|            | Carlton Village and on Leadwell Lane was still an issue.  |            |
| 5.2        | Recent action had taken place with the leafleting of the school to raise the issue.   |            |
| 5.3        | With regard to Rothwell Town Centre Councillor Smith informed the group that Commercial Street was in Phase 3 of developments and talks were still ongoing with Morrisons.                              |            |
| 5.4        | One option suggested was levelling out the land making the areas in to a farmers market. The group were informed that a development would take place and the land would not be left as a building site. |            |
| 5.5        | Stuart Beamont highlighted concerns about trade dropping of at Commercial Street and levels between the right and left hand of the street being different.  | <b>TPO</b> |
| 5.7        | Councillor Golton expressed his appreciation for the good coordination of the road closure for Remembrance Day, this worked very well compared to last years.   |            |
| 5.8        | The Police are still uncertain what the NPT re-structure will look like and will know more information in 2011.   |            |
| <b>6.0</b> | <b>Date and Time of next meeting</b>  |            |
| 6.1        | Monday 24 <sup>th</sup> January 2011 6:30pm<br>Rothwell One Stop  |            |

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**Outer South Leeds Area Committee**

**Cleaner Neighbourhoods Sub Group**

**Terms of Reference**

**Name:** Cleaner Neighbourhoods Sub Group

**Aim:** The aims and objectives of the group are to:

- Influence key priorities in relation to the services delivered
- Monitoring of performance and delivery of services
- Provide a forum for consultation
- Review the Area Delivery Plan in relation to Cleaner Neighbourhood issues

**Function:** To support the development of services that address environmental issues in line with local needs within the Outer South Leeds Area and developing the Environment section of the Outer South Area Delivery Plan.

These services include:

- Litterbin provision
- Community skip provision
- Ginnel Maintenance
- Environmental, neighbourhood clean ups
- Recycling facilities
- Educational activities on litter and recycling
- Dog Warden Services
- Environmental Enforcement Action
- High quality green spaces provision
- Schemes to improve cleanliness and target sites of environmental concern

**Membership:** Membership should include the following organisations/ agencies:

- Outer South Leeds Area Management Team
- Outer South Leeds Ward Councillors – 1 Member from each electoral Ward
- Streetscene South Area Manager
- Environmental Enforcement Officers
- Aire Valley Homes – Morley and Rothwell Housing Management
- Aire Valley Homes - Environmental and Property Lettings Team
- Parks and Countryside – East and West
- City Services, Support and Facilities Team

**Chair:** The Chair of the Group shall be a Ward Councillor as nominated by the Outer South Area Committee.

The Chair should rotate on an annual basis.

**Meetings:** meetings will be held every 3 months or as and when required.

**Status:** The group shall be an operational arm of the Outer South Leeds Area Committee.

**Equality:** The group will ensure that equality, diversity, community cohesion and community safety issues are considered in the development and delivery of the project.

**Links:** The group should seek to establish links with other environmental service providers.

**Terms:** The terms of reference will be reviewed on an annual basis.

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**NEIGHBOURHOODS AND HOUSING DEPARTMENT  
OUTER SOUTH COMMUNITY CENTRE SUB COMMITTEE  
TERMS OF REFERENCE**

### Overview

This group has been established to oversee and manage the portfolio of Neighbourhoods & Housing community facilities in the Outer South area.

The work of this committee will seek to improve the quality of service provided, taking into account the needs of communities, other facilities available, capital and revenue resources available and longer term sustainability considerations.

### Specific responsibilities

- Review caretaking arrangements and any specific requirements for effective centre operation
- Consider possible future management arrangements for centres including the leasing of facilities to community organisations
- Provide a consultation mechanism for the review of a lettings policy for centres including charging arrangements
- Undertake a comprehensive area based review programme and oversee changes to the portfolio of centres to ensure that the portfolio of community centres is financially sustainable over the longer term and:
  - *Is suitable for the intended purpose*
  - *In good condition*
  - *Accessible by the intended customer base*
- Consider the rationalisation of Neighbourhoods & Housing community centres and look at other community facilities within the area and see how these may better serve the localities needs
- Discuss any funding that may be available to improve or enhance community facilities within the area and prioritise repairs / improvements of community facilities in the locality

### Membership of the Committee

Councillor Jack Dunn – Ardsley & Robin Hood Ward

Councillor Terry Grayshon – Morley South

Councillor Bob Gettings – Morley North

Councillor Don Wilson – Rothwell

Officer(s)

South Area Management Team – Neighbourhoods & Housing

South Area Buildings Manager – City Services

**Chair:** The Chair of the Group shall be a Ward Councillor as nominated by the Outer South Area Committee.

The Chair should rotate on an annual basis.

**Equality:** The group will ensure that equality, diversity, community cohesion and community safety issues are considered in the development and delivery of the project.

**Terms:** The terms of reference will be reviewed on an annual basis.

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