



SCRUTINY BOARD (ADULT SOCIAL CARE)

Meeting to be held in Civic Hall, Leeds on
Wednesday, 22nd September, 2010 at 10.00 a.m.

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

MEMBERSHIP

Councillors

J Chapman	-	Weetwood;
B Cleasby	-	Horsforth;
P Davey	-	City and Hunslet;
S Hamilton	-	Moortown;
T Hanley (Chair)	-	Bramley and Stanningley;
A Hussain	-	Gipton and Harehills;
V Kendall	-	Roundhay;
M Lyons	-	Temple Newsam;
R Pryke	-	Burmantofts and Richmond Hill;
K Renshaw	-	Ardsley and Robin Hood;
D Schofield	-	Temple Newsam;
S Varley	-	Morley South;

CO-OPTEEES

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

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

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF INTEREST</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 19 JULY 2010</p> <p>To confirm as a correct record the minutes of the meeting held on 19 July 2010</p>	1 - 8
7			<p>ADULT SOCIAL CARE - SELF ASSESSMENT 2009/10</p> <p>To receive and consider the report of the Director of Adult Social Services which provides an overview of the information and the assessments that has been submitted to the Care Quality Commission for 2009/10.</p>	9 - 14
8			<p>PERFORMANCE OF INDEPENDENT HOMECARE SERVICE PROVIDERS</p> <p>To receive and consider the report of the Deputy Director, Strategic Commissioning which updates the Board on the overall performance of independent home care providers in the City.</p>	15 - 28

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>SCRUTINY INQUIRIES 2010/11 - DRAFT TERMS OF REFERENCE</p> <p>a) To receive and consider the report of the Head of Scrutiny and Member Development which recommends the terms of reference for the Future Provision of Domiciliary Care and Reablement Services Inquiry</p> <p>b) To receive and consider the report of the Head of Scrutiny and Member Development which recommends the terms of reference for the Future of Residential Care Provision for Older People in Leeds Inquiry.</p>	29 - 36
10			<p>PERFORMANCE REPORTS</p> <p>a) To receive and consider the report of the Head of Policy and Performance which represents key performance information against the Leeds Strategic Plan improvement priorities relevant to the Adult Social Care Scrutiny Board for Quarter 1 2010/11.</p> <p>b) To receive and consider the report of the Director of Adult Social Services which provides a summary of progress against recommendations 2,5 and 7 of the Self Directed Support Scrutiny Inquiry Report.</p>	37 - 50
11			<p>THE RESPONSE OF DIRECTOR(S) AND EXECUTIVE BOARD TO ADULT SOCIAL CARE SCRUTINY BOARD INQUIRES – INDEPENDENCE WELLBEING AND CHOICE STATEMENT AND TRANSITIONAL ARRANGEMENTS FOR DISABLED YOUNG PEOPLE INTO ADULT SOCIAL CARE.</p> <p>To receive and consider the report of the Head of Scrutiny and Member Development which details the responses of the Director(s) presented to the Executive Board on the 21st of July and the response of that Board.</p>	51 - 60

Item No	Ward/Equal Opportunities	Item Not Open		Page No
12			<p>TRANSITIONAL ARRANGEMENTS FOR DISABLED YOUNG PEOPLE INTO ADULT SOCIAL CARE - RECOMMENDATION TRACKING</p> <p>To receive and consider the report of the Head of Scrutiny and Member Development which details the progress made against the recommendations stipulated by the Board on conclusion of its inquiry.</p>	61 - 68
13			<p>MAJOR ADAPTATIONS FOR DISABLED ADULTS – RECOMMENDATION TRACKING AND PERFORMANCE INFORMATION FOR QUARTER 1 2010/11</p> <p>a) To receive and consider the report of the Head of Scrutiny and Member Development which details the progress made against the recommendations stipulated by the Board on conclusion of its inquiry.</p> <p>b) To receive and consider the report of the chief Officer for Health and Environmental Action Services which represents Quarter 1 performance information for 2010/11 .</p>	69 - 102
14			<p>VISION FOR LEEDS 2011 TO 2030 - PROGRESS WITH DEVELOPMENT AND NEXT STEPS</p> <p>To receive and consider the report of Leeds Initiative which details the consultation and communication plans for the forthcoming Vision for Leeds.</p>	103 - 126
15			<p>SCRUTINY BOARD (ADULT SOCIAL CARE) WORK PROGRAMME</p> <p>To receive and consider the report of the Head of Scrutiny and Member Development which outlines the Scrutiny Board’s work programme for the 2010/11 Municipal Year.</p>	127 - 158

Item No	Ward/Equal Opportunities	Item Not Open		Page No
16			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on 6 October at 10.00 a.m. with a pre meeting for Board Members at 9.30 a.m.</p>	

Agenda Item 6

SCRUTINY BOARD (ADULT SOCIAL CARE)

MONDAY, 19TH JULY, 2010

PRESENT: Councillor T Hanley in the Chair

Councillors J Chapman, B Cleasby,
P Davey, S Hamilton, A Hussain,
V Kendall, M Lyons, K Renshaw,
D Schofield and S Varley

Co-opted Members: Joy Fisher – Alliance of Service Users and Carers
Sally Morgan – Equality Issues

9 Late Items

In accordance with his powers under Section 100B(4)(b) of the Local Government Act 1972, the Chair consented to the submission of the following late items of business:

- Agenda Item 8 – Adult Social Care Commissioning Services and Neighbourhood Review Update – report late due to awaiting information as published in Executive Board Agenda for 21 July 2010. (Minute No. 14 refers)
- Agenda Item 10 – Inquiry Into Supporting Working Age Adults with Severe and Enduring Mental Health Problems (Minute No. 16 refers)

10 Declarations of Interest

The following declarations of interest were made:

- Councillor Hanley – Agenda Item 8 – Adult Social Care Commissioning Services and Neighbourhood Network Review Update – Personal and Prejudicial due to his positions as a Director of Bramley Elderly Action and Member of Upbeat. (Minute No. 14 refers).
- Councillor Kendall – Agenda Item 8 – Adult Social Care Commissioning Services and Neighbourhood Network Review Update – Personal and Prejudicial due to her position on the Community Action for Roundhay Elderly (CARE) Management Committee. (Minute No. 14 refers).
- Councillor Lyons – Agenda Item 8 – Adult Social Care Commissioning Services and Neighbourhood Network Review Update – Personal and Prejudicial due to his position as a Member of Halton Moor and Osmondthorpe Project for Elders (HOPE). (Minute No. 14 refers).
- Councillor Varley – Agenda Item 8 – Adult Social Care Commissioning Services and Neighbourhood Network Review Update – Personal and Prejudicial due to her position as a Member of Morley Elderly Action. (Minute No. 14 refers).
- Joy Fisher – Agenda Item 7 – Leeds LINK Annual Report – Personal as Co-Chair of the Leeds LINK and Agenda Item 11 – Leeds

Draft minutes to be approved at the meeting
to be held on Wednesday, 22nd September, 2010

Safeguarding Adults Partnership Annual Report 2009/10 as a Voluntary Sector Member of the Safeguarding Leeds Committee (Minute No. 13 refers).

11 Apologies for Absence

Apologies for absence were submitted on behalf of Councillor Pryke and an apology was sent on behalf of Councillor Cleasby who would be arriving late.

12 Minutes - 23 June 2010

RESOLVED – That the minutes of the meeting held on 23 June 2010 be confirmed as a correct record subject to the inclusion of Councillor Davey's apologies for absence.

13 Leeds LINK Annual Report

The report of the Head of Scrutiny and Member Development provided the Board with the 2009/10 Annual Report for the Leeds Local Involvement Network (LINK).

The Chair welcomed Arthur Giles, Co-Chair of the Leeds Link and Emily Wragg, Shaw Trust to the meeting.

It was reported that this was the second annual report of the LINK and it gave a background to the role of the LINK and how it operates. There had been a focus on raising the profile of the LINK and it was stressed that this needed to be raised across the whole city to represent the public and service users. There was a desire to increase the membership of the LINK and Board Members were asked to consider joining. New workstreams of the LINK had been developed and a draft work plan would be available by the end of the month. It was agreed to circulate the draft work plan to the Board.

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

- Potential interests of Member's who joined the LINK – it was reported that there was no barrier to Elected Members joining the LINK and it was not envisaged that this would cause any concern at future meetings of the Scrutiny Board (Adult Social Care).
- The LINK worked closely with NHS Leeds, The Hospital Trusts and also with Adult Social Services, particularly in relation to the personalisation agenda.

The Chair thanked Arthur Giles and Emily Wragg for their attendance.

RESOLVED – That the report be noted.

14 **Adult Social Care Commissioning Services and Neighbourhood Network Review Update**

(Councillor Davey was elected as Chair for this item)

The report of the Deputy Director, Strategic Commissioning provided Members with an update on progress made with the review of the Neighbourhood Network Schemes (NNS) and other commissioning initiatives. A report due to be considered at the Executive Board meeting on 21 July 2010 was submitted which detailed recommendations for the provision of Neighbourhood Network Services and also included the review brief 'Independent Review of the Procurement and Commissioning for Neighbourhood Network Schemes'. Revised wording of the recommendations detailed on page 16 was also submitted to the Board.

The following officers were in attendance for this item:

- Sandie Keene – Director of Adult Social Services
- Dennis Holmes – Deputy Director, Strategic Commissioning
- Nicole Jackson – Assistant Chief Executive (Corporate Governance)
- Wayne Baxter – Chief Procurement Officer

Sandie Keene, Director of Adult Services addressed the meeting and gave the Board an overview of the report. It was reported that following the initial commissioning process and subsequent proposals for awarding contracts for Neighbourhood Network Services, concerns had been raised regarding the decision making process and representations had been made.

In view of the representations made, an independent review of the process was commissioned

The outcome of the review has highlighted lessons to learn, including the need for better communication and consideration of Member involvement at scrutiny level. However, the review had concluded that there was no justification for re-opening the procurement process.

The following issues were also brought to the attention of the Board:

- Positive outcomes of the review including the Council's intent to award 5 year contracts to voluntary organisations with options to extend for a further 3 years.
- The recommendations outlined in the report to Executive Board which included the following:
 1. Organisations that had been recommended to provide Neighbourhood Network Services
 2. Organisations that would be offered shorter term contracts and to work in conjunction with the Council before being awarded longer contracts

3. The potential development of a Strategic Partnership in 5 areas in the East of the City.

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

- All areas involved in the process had competing bids.
- The Director of Adult Social Services ,in consultation with the Executive Member for Adult Health and Social Care and the Leaders of the Council appointed the independent reviewers. The review was overseen by the Director of Adult Social Services and the Assistant Chief Executive (Corporate Governance).
- Communication issues - It was acknowledged that communication could have been better which is detailed in the report. Apologies had been given to the Neighbourhood Networks.
- With reference to the general commissioning report (page 3), reference was made to the award for Contracts for Hearing and Visual Services and the disadvantages for community groups who had requested information in Braille. It was reported that these groups would be given an extension in line with the time they have had to wait for translated information.

RESOLVED –

- (a) That the report be noted
- (b) That the amended recommendations presented to the Scrutiny Board (Adult Social Care) as outlined in the report of the Director of Adult Social Services and Assistant Chief Executive (Corporate Governance) to the Executive Board dated the 21st of July be endorsed.

(Councillors Hanley, Kendall, Lyons and Varley left the meeting during the discussion on this item due to their earlier declarations of interest which were personal and prejudicial.)

15 Performance Report Year End 2009/10 and Major Adaptations for Disabled Adults Quarter 4

The Board considered the following reports:

- Report of the Head of Policy and Performance which presented Quarter 4 performance summarising progress against the Leeds Strategic Plan improvement priorities relevant to the Board.
- Report of the Chief Officer for Health and Environmental Services which detailed performance information on completion time of adaptations schemes for Quarter 4 2009/10.

The following officers were in attendance for this item:

- Dennis Holmes, Deputy Director, Strategic Commissioning

Draft minutes to be approved at the meeting
to be held on Wednesday, 22nd September, 2010

- Simeon Perry, Housing Policy and Monitoring Manager
- John Clark, Chief Executive, Aire Valley Homes
- Colin Moss, Adaptations Agency Manager
- Nesreen Lowson, Property Investment, West North West Homes
- Liz Ward, Head of Service – Support and Enablement

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

- Possible impact of budget cuts on service delivery – it was reported that new priorities from Central Government were not fully known and cuts had been made to the Area Based Grant. The situation would be more clear in October following the announcement of the 3 year spending review. Contingency plans were ongoing to anticipate the impact of any cuts.
- A new format for presenting performance information for adaptations had been developed in light of previous feedback. It was reported that just under 500 adaptations had been carried out in Quarter 4 and Members attention was brought to tables in the report which detailed the performance of the different housing providers.
- Concern was expressed regarding the low numbers of adaptations carried out by Aire Valley Homes. It was reported that the budget had been reduced on the previous 2 years but extra funds had been made available to clear any backlog.
- Complaints procedures – both public and private sector.
- Waiting times and impact of budget constraints on these.
- The role of the Adaptations Agency for private sector housing.
- Adaptations Strategy – an update would be provided to the Board at the September meeting.

RESOLVED – That the report be noted.

16 Inquiry into Supporting Working Age Adults with Severe and Enduring Mental Health Problems

The report of the Head of Scrutiny and Member Development referred to the Board's Inquiry into Supporting Working Age Adults with Severe and Enduring Mental Health Problems and included the draft scrutiny inquiry final report. Members attention was brought to the recommendations and progress made following the inquiry.

The following officers were present for this item:

- Dennis Holmes, Deputy Director – Strategic Commissioning
- Michelle Moran, Director of Care Services and Chief Nurse, Leeds Partnership Foundation Trust
- Tracey Cooper, Project Manager, Adult Social Care
- Kim Adams, Adult Social Care

In brief summary, the following issues were discussed:

- Employment opportunities – incentives for employers, apprentice schemes and work with social enterprises.
- Citywide Home support as outlined in recommendation 4 – this was being reviewed by those responsible for commissioning.

RESOLVED – That the inquiry report on Supporting Working Age Adults with Severe and Enduring Mental Health Problems be agreed.

(Councillor Schofield left the meeting at 11.45 a.m. during the discussion on this item)

17 Leeds Safeguarding Adults Partnership Annual Report 2009/10

The report of the Director of Adult Social Services introduced the Leeds Safeguarding Adults Partnership Board Annual Report 2009/10 and the work plan for 2010/11.

Dennis Holmes, Deputy Director – Strategic Commissioning and Hilary Paxton, Head of Safeguarding Adults were present for this item.

It was reported that that there had been a significant increase in the number of referrals over the previous year and further details were included in the report. Members were invited to comment on the report.

In brief summary, the following issues were discussed:

- Liaison between probation/prison service and Social Services. It was reported that this was often complicated due to cross boundary issues.
- Additional staff had been recruited in response to the increase in referrals.
- CRB clearance of staff, risk assessments and monitoring processes.

RESOLVED –

- (a) That the report be noted.
- (b) That the work programme of the Adult Safeguarding Partnership Board for 2010/11 be endorsed.

18 Co-opted Members

The report of the Head of Scrutiny and Member Development made reference to the provision for Scrutiny Boards to appoint Co-opted Members and also the decision of the Board at the meeting of 23 June 2010 to consider the appointment of a Co-opted Member to represent the Leeds LINK.

RESOLVED – That a Co-opted Member be appointed from Leeds LINK.

19 Scrutiny Board (Adult Social Care) - Work Programme

The report of the Head of Scrutiny and Member Development informed Members of the Board's Work Programme and also included the latest Forward Plan of Key Decisions and Executive Board Minutes.

Issues discussed in relation to the Work Programme included Mental Health Crisis Support, Working Groups and the Residential Care Strategy.

RESOLVED – That the report be noted and the Work Programme be agreed and updated as appropriate.

20 Date and Time of Next Meeting

Wednesday, 22 September 2010 at 10.00 a.m. (Pre-meeting for all Members at 9.30 a.m.)

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Originator:	Dennis Holmes/ Irene Dee
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Report of the Director of Adult Social Services

Adult Social Care Scrutiny Board

Date: 22nd September 2010

Subject: Adult Social Care Self Assessment 2009/10

Electoral Wards Affected:

All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

A key part of the performance management methodology employed by the Care Quality Commission (CQC) for 2009/10, required authorities with Adult Social Services responsibilities to submit a Self Assessment Survey (SAS) of their overall performance in relation to improving outcomes for people by mid May 2010.

The SAS is completed on two templates proscribed by CQC which are organized under seven outcome areas. The templates provide the opportunity for authorities to summarise a written description of their activity and achievements in the previous financial year. Authorities are also required to submit a set of prescribed activity data. CQC provide a guide to help authorities come to a view about how well they are improving outcomes for their population and it is by measuring against this guide that Authorities come to a view about their performance. Authorities are also required to self assess their leadership and commissioning capabilities as part of this process. All the information provided is then reviewed by CQC officers and the final performance report and grades are published in November/December 2010. Previously this fed into the Comprehensive Area Assessment.

This report provides an overview of the information that has been submitted to CQC and the assessments that have been offered to CQC. The report anticipates the overall assessment of our performance which will be made public in November/December and alerts members of the Scrutiny Board to the provision of a report to the Executive Board in December which will detail the conclusions drawn by CQC on Adult Social Service performance in 2009/10.

Changes in the process to highlight this year include,

- Local Authorities need only report against outcomes for which they have assessed a change in grading.
- The Annual Performance Review meeting was discretionary this year and was not held in Leeds. In the past this has been the final meeting of the performance year at which the Local Authority is provided with the opportunity to address any questions or issues raised by the CQC.
- The overall performance against the Leadership and Commissioning domains for Adult Social Care were planned to feed into the councils CAA judgement, the CAA has now been abolished.

1.0 Purpose of This Report

- 1.2 The purpose of this report is to brief members of Adult Social Care Scrutiny Board regarding the Adult Social Services Self Assessment Survey (SAS) which was submitted to the Care Quality Commission (CQC) in May 2010 as part of the annual performance assessment.

2.0 Background Information

- 2.1 The SAS comprises a key element of the CQC Outcomes Framework which is the methodology used to undertake the annual performance assessment. It requires a comprehensive report of performance against the outcome areas which are included in “Our Care, Our Health, Our Say” and the two domains – leadership and commissioning. The methodology changed this year so that councils were only required to report against outcomes for which they were claiming a change to the rating.
- 2.2 Performance reported during the year and through the SAS is judged against an Outcome Summary, which includes a description of the outcome and domain criteria required to reach four grades within the framework, ranging from ‘performing poorly’ through to ‘performing excellently’. The Outcome Summary provides the criteria against which Adult Social Care has both collected and submitted information and against which it has made a self judgment for each outcome. This document reflects the changing requirements and expectations placed on social care with regard to transformation, improvement and its capacity to promote wellbeing and safeguard.
- 2.3 The guidance and templates for the report were provided in March 2010 and the Self assessment was submitted to CQC on 14th May 2010. The process for responding involved staff across social care and partner agencies before final authorisation by the Chief Executive and the CEO of NHS Leeds.

3.0 Main Issues

- 3.1 Adult Social Care officers collected and reviewed a wide range of qualitative and quantitative evidence before deciding to submit the following overall self assessed ratings for performance against the outcomes. Should this assessment be accepted by CQC it will translate into a grade of ‘Performing Well.’

Outcome /Domain	2008/09: CSCI Rating	2008/09: CQC Rating	2009/10: Self Assessment Rating
Outcome 1: Improved Health and Wellbeing	Performing Well	Performing Well	Performing Well
Outcome 2: Improved Quality of Life	Performing Well	Performing Well	Performing Excellently
Outcome 3: Making a Positive Contribution	Performing Well	Performing Excellently	Performing Excellently
Outcome 4: Increased Choice and Control	Performing Adequately	Performing Adequately	Performing Well
Outcome 5: Freedom from Discrimination and Harassment	Performing Well	Performing Well	Performing Excellently
Outcome 6: Economic Wellbeing	Performing Well	Performing Well	Performing Well
Outcome 7: Maintaining Personal Dignity and Respect	Performing Poorly	Performing Adequately	Performing Well

3.2 Included below is an overview of the main evidence strands provided to demonstrate progress and the key priorities for action against each outcome and domain. Outcomes 1, 3 and 6 were not reported in the SAS as these were judged to have remained the same as last year based upon a self assessment of the current position against the criteria for judgement.

4.0 Outcome 2

4.1 This outcome focused upon how people who use services and their carers are supported to achieve the best possible quality of life. Quality of life here relates primarily to the extent to which people are supported to access and enjoy the range of community based services that are available to most people.

4.2 Leeds provided evidence that people who need support are helped quickly. This has included the development of a more effective screening process at first contact to ensure that people get what they need at the earliest possible point. In addition work has started to develop a reablement service and further developments to the telecare and equipment services support people to maximise independence for longer. Evidence was also provide which showed that people who received services such as homecare or residential care, are happy with services and this is supported by improved ratings for regulated services. A great deal of work has been done to increase the accessibility of road crossings and bus stops, as well as the establishment of a support service to enable and support the independent use of public transport, thus enabling better access to community and universal services and opportunities.

4.3 Improvement priorities in this area include continued work to improve access to information, advice and advocacy; the further development of reablement services and access to adaptations and work to deliver a significant programme of new extra care housing provision with partners in Neighbourhoods and Regeneration.

5.0 Outcome 4

- 5.1 This outcome relates to the extent to which people who use services are supported to exercise control over those services and choice from a range of alternatives.
- 5.2 Leeds was able to evidence provision of a wide range of information and advice services to people to enable them to make informed decisions about the options which are available. Leeds was also able to demonstrate that it had made significant progress in the move towards personalized care through a major project to develop and implement processes and methodologies for its delivery. The numbers of people in receipt of self directed support increased significantly during the year and Leeds exceeded its target of 15% of all service users meeting the criteria for self directed support by the end of March 2010.
- 5.3 Improvement priorities in this area include the need to further develop and extend personalization across Adult Social Care. This includes established commissioning models which enable personalized services in order to broaden the range of options and choices. In addition further work is planned to extend the establishment of user led services.

6.0 Outcome 5

- 6.1 This outcome relates to ensuring that people have fair access to services and that they are free from discrimination and harassment in their living environments and neighborhoods.
- 6.2 Leeds was able to demonstrate that people do have fair access to services. Leeds could evidence through feedback that processes were applied consistently and that services were accessible to the full range of communities across the city. In particular evidence was provided that Leeds commissions a broad range of universal preventative services which enable those who do not meet the eligibility criteria to access support. Evidence was also provided that Leeds actively monitors to ensure that services are provided to the full range of communities across Leeds. A wide range of engagement work is undertaken with specific communities to ensure that service options address the particular needs of these groups.
- 6.3 Priorities for 2010/11 include working to achieve the 'working towards excellent' standard of the new Equality Framework and realizing the recommendations arising from Equality impact assessment. Particular areas of work include the implementation of its intergenerational work plan and further work to strengthen community cohesion across the city.

7.0 Outcome 7

- 7.1 This outcome takes account of how adult social care ensures that vulnerable adults are safeguarded against abuse both in the community and within service provision across the city. Services are also required to ensure that the rights, dignity and respect of people are maintained.
- 7.2 Leeds Adult Social Care has embedded its strengthened partnership arrangements during 2009/10. Partner agencies have reviewed their own internal safeguarding arrangements and how these fit in with the reviewed procedures. Additionally a great deal of evidence was provided demonstrating that the Mental Capacity Act, Deprivation of Liberties processes were being rolled out and firmly embedded in the safeguarding arrangements. A risk assessment tool has been introduced and is now used across services. Ongoing quality assurance processes are also in place

and monitor that arrangements are working, whilst any issues are identified and addressed.

- 7.3 The priorities under this outcome include working with partners to develop and introduce proactive approaches to safeguarding and protecting the dignity of vulnerable adults. This includes a particular focus upon improving standards in residential care. Work with partners will include sharing information to identify those in the community who maybe most at risk of abuse and providing support at an early stage.

8.0 Leadership

- 8.1 Leadership is judged in relation to how communities are engaged in planning with senior managers and councillors. Leaders should achieve transformation of services resulting in better outcomes for people by securing and more effectively deploying resources to achieve maximum value.
- 8.2 Adult Social Care has provided evidence of effective financial planning. This includes developing plans which will deliver the transformation agenda whilst managing the budget. Working with elected members and partners Leeds Adult Social Care has been able to refocus resources to ensure effective early interventions and the roll out of the personalisation agenda. Improved communications and training with staff has enabled this agenda to move forward supported by a strengthened leadership structure.
- 8.3 Priorities for improvement in 2010/11 include the need to develop financial plans which reflect public sector spending constraints. The implementation of the recommendations from the Social Care Systems Review Project including improvements in the business intelligence systems. In addition work is being carried out to improve the overall quality of management and performance information. Work with partners to integrate elements of commissioning and provision with NHS Leeds and other partners.

9.0 Commissioning

- 9.1 This outcome relates to how resources are used, and how commissioners work with people who use services, their carers, partners and service providers to shape the market. People who use services and their carers should be able to exert much greater control over the support they need.
- 9.2 Leeds was able to provide evidence of effective arrangements for coordinating commissioning across partner agencies and developing capacity locally. This is supported by improved intelligence to inform commissioning decisions. Evidence was provided in relation to work in a wide range of areas to improve commissioning arrangements which reflect a move towards personalized services. These include the development of flexible contract arrangements to build capacity for meeting specific needs. Specific projects include moving forward plans to build extra care housing to provide supported living options to older people as an alternative to residential care and the transformation of day services for people with learning disabilities.
- 9.3 Priorities include further work to commission services which address future needs and invest in flexible community based options and self directed support. A particular focus will be to work with partners in health to strengthen intermediate care arrangements and reduce admissions to hospital, nursing and residential care.

10.0 Implications for Council Policy and Governance

- 10.1 The CQC's Outcome Summary lays out the requirements to achieve excellent outcomes. This includes a move away from traditional models of service provision such as day centres and residential homes towards a much wider range of flexible community based, cost-effective and personalized options. In achieving excellence this would mark a significant move away from the current range and balance of service provision.

11.0 Legal and Resource Implications

- 11.1 To achieve good and excellent performance, as defined within the CQC's own Outcome Summary, would require significant resource shifts between traditional patterns of social care into much greater proportions of self directed support, accompanied by the stimulation of a wide range of flexible, local community based care and support services from which people can choose the type of support they believe can best meet their needs. Generating the infrastructure and resource shifts on the scale required to place Leeds Adult Social Services in the 'Performing Good' or 'Performing Excellently' categories presents significant challenges.
- 11.2 The self assessment process and the subsequent assessment of performance have some resource implications in terms of the amount and complexity of information required by CQC to assist them in coming to an accurate judgment. This year there has been some reduction in the requirements as outcome areas which are judged to have stayed the same do not required reporting in the SAS. They do, however, require comprehensive gathering of evidence and reporting against during the year as part of the preparation and material gathered for routine business meetings with the CQC business relationship manager.

12.0 Conclusions

- 12.1 At the end of September 2010 the CQC will provide a performance report without grading to the Council and invite comment on its content. An embargoed letter will be sent on the 4th October confirming the final grading supported by the performance report.
- 12.2 The report will contain evidence of improvement accepted by CQC as well as a description of areas where they believe further or urgent improvement is required. Should the council wish to challenge the grading they must inform CQC by 8th October, following which a representation process will be undertaken to consider appeals. The final results will be made public towards the end of November/early December 2010.
- 12.3 A report summarizing the CQC assessment of Adult Social Care performance and areas for improvement is included in the forward plan of business for the December meeting of the Executive Board.

13.0 Recommendations

- 13.1 Members are requested to note the information contained in this report and the summaries of performance improvement highlighted.



Report of the Deputy Director, Strategic Commissioning

Scrutiny Board – Adult Social Care

Date: 22 September 2010

Subject: Performance of Independent Homecare Service Providers

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

This report updates Members as requested, in line with previous reports following on from the procurement of Community Support Services in 2006, on the overall performance of independent home care providers in the City. Allied to the assessment of their performance, information is offered in relation to the assessed quality of the service they provide.

The performance monitoring meetings referred to in previous reports continue between Council Officers and providers and in addition further development has strengthened processes to monitor service quality more closely involving service recipients in the monitoring of home care provision.

As reflected in this report, the overall position charts the continuing stable development of provision within the system. Measurable improvements in service delivery have been achieved alongside more efficient operations.

The report also briefly outlines the wider Homecare Transformation Programme within which this work sits

Appendix 1 attached to this report contains information in relation to independent sector providers service delivery in the first quarter of 2010/11.

1.0 Purpose Of This Report

- 1.4 This report updates members of the Adult Social Care Scrutiny Board with regard to the overall performance of independent home care providers in the City. Allied to the assessment of their performance, information is offered in relation to the assessed quality of the service they provide.

2.0 Background Information

- 2.4 In October 2005, the Director of Adult Social Services presented a report which informed the Scrutiny Board of the background to the commissioning process which had been followed in relation to the provision of independent sector homecare services in Leeds. A series of update reports have followed.
- 2.4 The last update on the performance of independent sector was received by the Board on the 11 November 2009, that report contained data relating to the 2009 performance year, this monitoring report therefore includes information for the first quarter of the financial year 2010-2011 (Appendix 1). The presentation of data follows the same template as that given in the November report, as requested by Members of the previous Board.
- 2.3 The monitoring of performance sits within the wider transformation of Homecare Services in the city. A full report on this is being prepared for the October Executive Board. This will cover updates, including performance, on the in house Community Support Service, which is currently undergoing a programme of change, particularly in relation to the development of a reablement service and ongoing service efficiency improvements. In addition, the report will cover further information on the implementation of the Homecare Framework Contract (outlined in 3.4 and 3.5 below) and work on Market Analysis to provide information to support Members in regard to decisions on the future configuration and management of the Community Support Service.
- 2.4 In addition there is to be a scrutiny Inquiry into 'The Future Provision of Domiciliary Care and Reablement Services' during September – October 2010. This will look at current provision of Domiciliary Care and the requirement for modernisation to meet customer demand whilst providing a quality service to those who receive home care (sourced internally or externally) or those who may wish to use a direct payment/personal budget to purchase this service from the Council or other providers. It is also recommended that the inquiry considers the development of the Reablement Service, the benefits this service will bring and how this service is and will be delivered,

3.0 Main Issues

- 3.4 During the last quarter of the financial year 2009/2010 adverse weather conditions impacted on service delivery for all the independent sector providers. Contract Officers monitored daily throughout heavy snow falls and icy conditions all home care providers' ability to maintain and deliver services to their service users'. Members should note that all providers, both in house and independent, were outstanding in their commitment to their clients in providing essential services and very supportive to family members. Home Care/Community Support Workers' walked miles in treacherous conditions, made hot drinks and hot food for people unable to attend day centre's, and made sure that all people who lived alone, who did not have any family support had basic food such as milk, bread and tea. Additional work included arranging for minor roads to be gritted to ensure safe access. Many Home Care/Community Support Workers worked above and beyond their duties to cover all scheduled visits. Independent Providers were commended and Contract Officers took the opportunity to thank them for their efforts in the quarterly contract monitoring meetings.
- 3.4 During the first quarter of this year, home care services were threatened by the possibility of Swine Flu pandemic. The independent providers Business Continuity Plans were revised and updated in line with the advice and guidance from both Leeds City Council and NHS Leeds. Contract Officers received daily reports on staff members who had been diagnosed with Swine Flu. All providers working across Leeds and the outer local authority boundaries were contacted as part of emergency planning process to ensure services would be maintained. All the independent sector Community Support Workers were offered the opportunity to receive the Swine Flu vaccination from NHS Leeds. Members should note that there was no reduction in service delivery throughout the period of the threatened pandemic, and the emergency planning activities were only stood down as the extreme weather conditions improved and the number of reported cases subsided.
- 3.4 Members have been previously advised that the current cost and volume contracts are coming to the end of their life cycle. New interim contracts with revised Terms for independent sector providers not to receive an annual inflationary increase have been agreed and adopted via the Delegated Decision of the Director of Adult Social Services taken on 4 March 2010. Therefore the price for purchasing home care services will remain at the same rate for fees charged in 2009 /10 for the new contract period 1 November 2009 – 31 October 2010. The Delegated Decision to put into place new contracts with the main home care providers has given Adult Social Services the opportunity to replace the existing cost and volume contracts with Framework Contracts which are jointly commissioned with NHS Leeds. This will significantly increase the number of providers available to the Directorate without any disruption to the 2,200 service users currently receiving services from the independent sector home care

providers. Details of the procurement of the Framework Contract are set out in 3.5.below.

3.4 The main benefits for moving from cost and volume contracts to a Framework Contract are as follows:

3.4.1 Significant increase in the number of providers available to Adult Social Care, therefore increasing choice for service users

3.4.2 The ability to incorporate the Personalisation Agenda within the provisions of the contract including individual service funds and managed budgets

3.4.3 Potential for greater competition on price with the ability to review prices during the period of the contract and potential to introduce volume discounts on the price depending on the amount of work taken by a provider

3.4.4 Ability to undertake a greater number of work packages due to the increased number of providers available

3.4.5 Services that are locality based to support a network of community services

3.4.6 Services that offer a range of care and support services that are responsive to the changing demographics and meet the personal needs of the ageing population of Leeds

3.4.7 Providing culturally sensitive services through an improved marketing strategy and the engagement of specialised and dedicated BME service providers

3.4.8 Added value – bringing innovation to home care services

3.4 A Project Board has been set up to manage the joint commissioning partnership with NHS Leeds for the Framework Contract. A project group has been set up, including the involvement of service users, to take the work forward. A number of actions have been completed as follows;

3.5.1 The production of new contractual Terms and Conditions approved by the Project Board for the framework has been developed; which include clauses that improve performance management, ensures compliance by providers with Leeds Multi-Agency Safeguarding Policy and the Leeds Multi - Agency Medication Policy, gives ASC the ability to suspend a poor performing provider in accordance with the Suspension Policy and meets current legislative requirements. The new contract will be in place as of 1 November 2010.

- 3.5.2 Following an extensive consultation programme with service users and independent home care providers, the production of a new outcome focused Service Specification has been jointly developed with NHS Leeds, this will be implemented alongside the introduction of the Framework agreements.
 - 3.5.3 A number of events have been held with independent home care providers working in Leeds, and from other parts of the country, to seek out their views, ideas and experiences on delivering outcome focused services, and working the Personalisation Agenda.
 - 3.5.4 Working sub-groups have carried out market analysis, benchmarking on hourly rates for home care services with other Local Authorities, and have visited other Local Authorities who have already completed their procurement of Framework Contracts.
 - 3.5.5 The Project timetable is on target to complete the procurement and tendering process by August 2010, with approved Contracts in place by 1 November 2010.
- 3.4 With the introduction of the new Framework Contracts, no further work packages will be placed under the present cost and volume contracts.
 - 3.4 Contract Monitoring meetings are held every quarter with the independent sector providers. Their emphasis is on reviewing complaints received by ASC in the quarter period, a continuous improvement programme is then agreed to ensure service user satisfaction. Monitoring meetings review training and safeguarding and sharing good practice. Issues of poor performance are addressed and action plans for improvement are implemented with target dates for completion. The independent sector continues to increase their capacity through successful recruitment drives and increase their service provision.
 - 3.4 The numbers of complaints that have been made against each organisation, in the quarter period is included in the independent sector provider information attached as Appendix 1. These are complaints that have been formally recorded within the Complaints Section in ASC.
 - 3.4 To ensure that all providers maintain their “Good” rating, the Care Quality Commission (CQC) has an expectation that staff delivering personal care services are trained and skilled to a high competency level and have attended all mandatory training including a full and comprehensive induction. ASC, working in partnership with the Independent sector providers, offers training on safeguarding, medication management and complaints. The standard of training, contents of training programmes and compliance with the National Minimum Standard are all evaluated through Leeds Quality Standard Assurance (QSA) see 3.11. In compliance with ASC Contract Monitoring Framework all independent sector providers are required to submit their annual training programme for all staff at all levels.

3.4 In response to the previous Government's "Dignity in Care Challenge", ASC has taken a number of steps to move forward the Dignity in Care Agenda. In commissioning and shaping community home care services for the future ASC wants to drive on with the dignity message, promote good practice amongst the independent providers of home care services and to ensure dignity remains a priority in all areas of service delivery.

3.10.1 A 'Dignity in Home Care Project has been established to promote a partnership approach between commissioners, providers and service users to meeting the Dignity Challenge. This has included establishing a Service User Advisory Group to discuss Dignity in Home Care. The Group members contribution has been positive, honest in their experience of receiving home care services and constructive in their suggestion for improvements.

3.4 ASC are continually striving to raise standards in home care services. Leeds Quality Standard Assurance (QSA) sets the standards and quality expected in the delivery of home care services. This includes evidence of user involvement (Appendix 2). The QSA is an essential part of ASC's Contract Monitoring Framework and a means of ensuring that providers deliver services to national standards and in accordance with contractual expectations. The QSA is a self assessment tool; the assessment is intended for self-assessment by service providers first and foremost to provide evidence of a high standard of flexible and responsive care services being delivered to vulnerable service users with changing and complex needs by skilled and competent staff.

3.4 In order to achieve the higher performance levels, providers need to have integrated service user involvement into their approach to service management and delivery. Whilst demonstrating good practice by providing opportunities for service users to be involved in the running of their services, the right of service users not to be involved must also be respected. Evidence of minutes of meetings involving service users must be submitted when the service is validated. The QSA is continually reviewed to reflect changes in legislation, good practice, compliance with the essential standards of quality and safety and has recently been updated to reflect the recommendations in 3.9 put forward by the Service Users Advisory Group.

4.0 Implications For Council Policy And Governance

4.4 There are no implications for Council Policy or governance.

5.0 Legal And Resource Implications

5.4 Our whole commissioning approach to home care services is to maximise efficiency and value while ensuring good quality care is provided to those people who need it irrespective of the provider of that care service. To that end, this report summarises the processes which are in place, and those which are planned, to ensure that the progress made in recent years in both efficiency and quality improvement is sustained in future arrangements.

6.0 Conclusions

6.4 This report and the detail covered in it Appendix 1 demonstrate progress in improving the overall quality and performance of home care providers in the City, the market is stable and ready for growth which will be stimulated by the advent of much greater numbers of people exercising individual choice and control over their care circumstances.

6.4 It is also recognised that ASC and its commissioning partners continue to have a crucial role to play in ensuring that the whole system continues to be well monitored, regulated and assured irrespective of who purchases the care supplied. To that end, the arrangements described in this report continue to need to be developed and refined as the care market is stimulated and grows.

6.4 As reflected in this report, the overall position charts the continuing stable development of provision within the system. Measurable improvements in service delivery have been achieved alongside more efficient operations.

7.0 Recommendations

7.1 Members are asked to note the content of this report and its Appendices.

Background Documents referred to in this report

- Domiciliary Care – National Minimum Standards
- Leeds Quality Standards Assessment (QSA)
- Leeds Multi - Agency Policy on Assistance with Medication in a Domiciliary Setting
- Dignity in Care – establishing a Service User' Consultative Group Adult Commissioning Board Report
- Delegated Decision Report 4 March 2010 – new agreements for existing contracted home care providers
- Leeds Safeguarding Adults Partnership Policy and Procedures 2009

Appendix 1

Independent Homecare Providers Performance - April to June 2010

1/ Anchor Homecare Services

This company covers the North West, West and the South local authority areas of Leeds City Council.

Category	April to June 2010 Quarter 1		Comments		
Hours provided	36,291		Anchor continue to maintain a steady increase on the provision of hours to meet the ever increasing demand		
CQC Inspection Report	Two Star Good				
Number of Complaints	3		All complaints have been resolved		
Number of Compliments	2		All telephone calls		
Local Authority Areas	North West	North East	West	South	Comments
Number of Service Users supported as at 30/04/2010	83	15	44	122	Anchor have closed their office in their office in Wetherby and will concentrate on the North West , West and South in future
Number of Community Support Workers as at 30/04/2010	22	7	15	76	Anchor continue to successfully recruit in the South
Total Number of Community Support Workers employed as at 30/4/2010	Number of staff completed NVQ 2		Percentage against staff group - target 50%		A number of staff who had been awarded NVQ2 certification have left the company; new staff on the programme will bring the percentage back in line with the required 50% when they have completed the programme.
120	36		30%		

2/ Care UK Homecare Services

This company covers the North West and West Leeds local authority areas.

Category		April to June 2010 Quarter 1				Comments
Hours provided		15,897				Care UK's ability to pick up services in this period has suffered from a relocation into a Leeds located office and the change in management. This has now settled down and there has been an overall improvement in performance.
CQC Inspection Report		Two star Good				Inspected on 15/6/2009
Number of Complaints		5				All complaints have been resolved
Number of Compliments		8				Cards and verbal compliments passed to community support workers
Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 30/04/2010	0	29	76	102	0	
Number of Community Support Workers as at 30/04/2010	0	15	35	31	0	The relocation of this provider into a Leeds office will improve their recruitment and resources
Total Number of Community Support Workers employed as at 30/4/2010		Number of staff completed NVQ 2		Percentage against staff group - target 50%		Comments
81		17		20%		12 Community Support Workers are currently working on achieving NVQ2 this will improve their percentage. Many home care providers have been waiting for funding.

3/ Claimar Homecare

This company operates in the East, North East, North West and South of Leeds local authority areas.

Category		April to June 2010 Quarter 1			Comments	
Hours provided		24,997			Claimar are at present transferring to be part of the Housing 21 group and will greatly benefit from their service experience and quality standards.	
CQC Inspection Report		Two star Good			Inspected on 15/6/2009	
Number of Complaints		8			All complaints have been resolved	
Number of Compliments		9			2 telephone calls 7 cards	
Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 30/04/2010	149	26	0	31	36	
Number of Community Support Workers as at 30/04/2010	56	7	0	6	18	
Total Number of Community Support Workers employed as at 30/4/2010	Number of staff completed NVQ 2		Percentage against staff group - target 50%		Comments	
87	33		37%		17 Community Support Workers are currently undertaking the NVQ2 programme, when they have completed their qualification more than 50% of the staff will have achieved NVQ2	

4/ Goldsborough Homecare

This company operates in North East, West and South of Leeds local authority areas.

Category	April to June 2010 Quarter1					Comments
Hours provided	12,032					Goldsborough continue to increase their hours
CQC Inspection Report	Two Star Good					Last Inspection dated March 2008. Standard ' <u>Good</u> '
Number of Complaints	6					All complaints have been resolved
Number of Compliments	7					Cards and telephone calls
Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 30/04/2010	14	48	15	4	122	
Number of care workers as at 30/04/2010	7	18	6	7	46	Goldsborough have completely restructure their senior manger level, a new manager in post is keen to achieve a 3 star rating for this service
Total Number of Community Support Workers employed as at 30/ 4/2010	Number of staff completed NVQ 2	Percentage against staff group - target 50%		Comments		
84	39	46%		Currently 16 Community Support Workers are undertaking the NVQ2 training and Goldsborough are on target to achieve the 50% requirement.		

5/ Springfield Homecare

This company operates in North East, East, North West and South Leeds local authority areas.

Category	April to June 2010 Quarter 1					Comments	
Hours provided	36,791					Springfield are steadily picking up services in all areas	
CQC Inspection Report	Two Star Good					Inspection planned for 2010 Last Inspection was April 2008. 'Good'	
Number of Complaints	2					All resolved	
Number of Compliments	21					Cards, telephone and verbal comments.	
Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Variation	
Number of Service Users supported as at 30/4/2010	188	125	1	33	135		
Number of Community Support Workers as at 30/04/2010	102	38	0	10	21		
Total Number of Community Support Workers employed as at 30/4/2010	Number of staff completed NVQ 2		Percentage against staff group - target 50%		Comments		
171	39		22%		Springfield are striving to reach the 50% target, they have a good training programme in place and will ensure all Community Support Workers achieve the NVQ2 qualification. 16 are currently on the NVQ2 programme.		

6/ Allied Health Care Group

This company operates in North East, East, North West, West and South Leeds local authority areas.

Category	April to June 2010 Quarter 1					Comments	
Hours provided	39,601						
CQC Inspection Report	Two Star					Last inspection 6/11/2008	
Number of Complaints	0						
Number of Compliments	6					Verbal to care worker.	
Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Variation	
Number of Service Users supported as at 30/4/2010	94	51	42	35	68	Allied has a strong presence in all areas of Leeds	
Number of Community Support Workers as at 30/04/2010	58	41	36	32	44	Allied are successfully recruiting all the time	
Total Number of Community Support Workers employed as at 30/4/2010	Number of staff completed NVQ 2		Percentage against staff group - target 50%		Fully compliant.		
211	174		82%				

Appendix 2

Service User Involvement - Standard for QSA

1. Evidence of communication with service users
 - Evidence of surveys – analyse feed back - improvement programme
 - One – one visits , telephone surveys
 - Results in a letter ,new sheet
 - staff news letter , memo
2. Evidence of continuity in services - staff rotas, care notes, time sheets
3. Handbook – plain language, strap lines offering translation, font size, Braille
4. Entry into service – evidence of discussion with service users and/or family members on taking up the service, copies of information provided, example of a signed agreement with service users
5. Evidence of Customer Care training, sensory impairment awareness training
6. Evidence of Diversity Training
7. Complaints policy and procedure
8. Complaints Log
9. Evidence of a complaint investigate and resolved satisfactorily for the service user, evidence of any changes made as result of the complaint
10. Evidence that complaints are used as a tool for discussion at staff meetings, for learning opportunities and service improvement.



Originator: Sandra Newbould

Tel: 247 4792

Report of the Head of Scrutiny and Member Development

Adult Social Care Scrutiny Board

Date: 22nd September 2010

Subject: DRAFT Terms of Reference - Inquiry into 'The Future Provision of Domiciliary Care and Reablement Services'

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

1.1 At the June 2010 Adult Social Care Scrutiny Board meeting members expressed their desire to conduct an inquiry into the provision of Domiciliary Care and Reablement Services to the residents of Leeds. The development and review of both service areas is planned during 2010/11 and beyond as part of the overall modernisation of adult social care services. It is 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.

Members of the Adult Social Care Scrutiny Board are now asked to consider the proposed terms of reference.

1.2 Guidance has been sought from the Deputy Director – Strategic Commissioning, the Chief Officer – Access and Inclusion and the Programme Manager involved in this area of service transformation, in order to recommend specific areas of focus for the inquiry.

1.3 In line with Scrutiny Board Procedure Rule 13.3 the views of the relevant Director and Executive Member have been sought. Any views will be communicated to the Board by the Principal Scrutiny Advisor.

2.0 SCOPE OF THE INQUIRY

2.1 It is recommended that the inquiry focuses on the current provision of Domiciliary Care and the requirement for modernisation to meet customer demand whilst providing a quality service to those who receive home care (sourced internally or externally) or those who may wish to purchase this service from the Council. It is also recommended that the inquiry considers the development of the Reablement Service, the benefits this service will bring and how this service is and will be delivered. The Board should pay particular attention to:

- Current Domiciliary and Reablement Service provision and aspirations for the future.
- Anticipated customer demand (both long and short term)
- Value for money
- Reablement and the Early Implementer Project
 - Methods of assessment, eligibility and charging criteria.
 - Equipment and Technology
 - Range of support to be provided
 - Mechanisms for monitoring the success of a Reablement Service.
- Current and future in-house service provision.
- Working with Partners and future commissioning.

3.0 TIMETABLE FOR THE INQUIRY AND SUBMISSION OF EVIDENCE

Session 1 – 28th September 2010

Background and Aspirations, Demand and Value for Money

- The current situation in Leeds and the influences for change. Aspirational model(s) for Domiciliary Care, the evidence to support the direction of change and how will this deliver value for money. What are the anticipated benefits for the client and the Council?
- Comparative cost information for the provision of Domiciliary Care internally and externally and the reason for these differences. (In house service issues to be covered in greater details in session 4)
- Analysis for demand in the short and long term, and how this will be managed.
- Documented service user feedback for domiciliary services provided internally and externally.
- Homecare comparative service/benchmarking data with other large authorities.

Session 2 – 7th October 2010

Reablement - Early Implementer

- Project Scope, key dates, selection criteria for candidates to participate.
- Hours of service allocated to reablement overall – is this enough?
- Length of reablement service for individuals. How do we meet the requirement of a fast responsive service? What systems need putting into place?
- Resources applied – what structures are in place, what is the planned structure?
- Client time – Is extra time applied to each reablement case? Not treated as a homecare case.
- Promotion of service and training of customer service staff – how will this be done?

Reablement - Assessment, Eligibility Criteria and Charging

- What has historically been in place to assist people to help themselves?
- How and when is assessment undertaken?
- Who will qualify and how do we assess where reablement will have the greatest impact?
- Selection criteria for reablement - all clients or those new to Adult Social Care or those discharged from hospital?
- Charging structures – what will be put into place. How do we ensure clients are not paying for in house inefficiencies?
- What will be done to 'motivate' service users to participate in reablement?

Session 3 – 21st October 2010

Reablement - Equipment and Technology, Range of Support and Monitoring Progress.

- The range of assistive technology available to individuals.
- Waiting for equipment, technology and adaptations. Responsibilities and expectations for delivery, what may be the blockages that could prevent or delay reablement?
- Environment and Neighbourhoods Dept– Reablement support through adaptations and care ring – how will these services be delivered in the future? How does reablement fit into the Adaptations Strategy?
- What range of overall support will be provided to individuals?

- What monitoring systems are or will be in place?
- How are we measuring success?

Working with Partners and Future Commissioning

- What is the plan for future commissioning – have we/will we consider external providers for the reablement service?
- Who are we working with? What Service Level Agreements/Framework agreements are/need to be put into place and what are the timescales?
- Health Service – partnership approach to reablement or referral of cases to Adult Social Care? How are OT's utilised in the process? How does the reablement service fit with intermediary care and hospital discharge?
- Hours of Reablement Service - to ensure hospital discharge is not delayed
- NHS support in terms of funding or resources. What is/can be provided and does this meet Council expectation?
- Provision of fast on-going care delivery. Is this achievable overall?

Session 4 – 10th November 2010

Current and Future In-house Provision (Following on from Session 1 in greater detail)

- Cost of in house provision – comparison in terms of cost and quality to external provision.
- Details of current inefficiencies in the way the in- house services are being provided. How easily and realistically can these issues be rectified? What has been done so far and what have been the results/improvements.
 - Capacity to meet future demand and projected cost.
 - Historical and current productivity and resource issues, including attendance management.
 - Flexibility – Contract arrangements and rota patterns
- Culture and Staff retraining – how are we going to change ways of thinking/culture when providing services? Will staff involved in reablement have NVQ's or specialist training?

There is a range of available approaches to evidence gathering which the Board could seek to adopt as part of the scrutiny inquiry process. Approaches include:

- Submission of documentation and reports
- Discussion with key stakeholders
- Visits to selected establishments, as appropriate, to engage with service users and staff
- Visits to and/or discussions with other organisations identified as delivering best practice, as appropriate

4.0 WITNESSES

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

Executive Board Member (Adult Health and Social Care)
 Director of Adult Social Services
 Deputy Director of Adult Social Services – Strategic Commissioning
 Head of Commissioning (Adult Social Care)
 Chief Officer – Access and Inclusion
 Social Services Human Resources
 Chief Officer for Health and Environmental Action Services (Adaptations)
 Health Service Representatives
 Head of Service – Support and Enablement
 Adult Social Care Programme Manger(s)
 Experts by Experience

Staff involved in providing reablement services
Service Delivery Experts from Other authorities (where a reablement service is operational).

5.0 WORKING GROUP

5.1 The Board has agreed that a working group arrangement will be put into place following the September Board meeting to allow the inquiry to proceed more quickly than through full Board meetings. The working group will consider evidence and question key witnesses

6.0 POST INQUIRY REPORT MONITORING ARRANGEMENTS

6.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored by the Adult Social Care Scrutiny Board (or its successor) or a specific working group as stipulated by the board.

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

7.0 MEASURES OF SUCCESS

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

8.0 RECOMMENDATIONS

The Adult Social Care Scrutiny Board is recommended to:

8.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the Future Provision of Domiciliary Care and Reablement Services inquiry.

8.2 Note that the terms of reference may incorporate additional information during the inquiry should the working group or the Adult Social Care Scrutiny Board identify any further scope for inquiry within the area of Domiciliary Care and Reablement Services.

9.0 BACKGROUND PAPERS

None



Report of the Head of Scrutiny and Member Development

Adult Social Care Scrutiny Board

Date: 22nd September 2010

Subject: DRAFT Terms of Reference - Inquiry into The Future of Residential Care Provision for Older People in Leeds.

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

1.1 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. The long term provision for residential care services is due to be reviewed during 2010/11 and beyond as part of the overall modernisation of Adult Social Care Services. It is 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.

Members of the Adult Social Care Scrutiny Board are now asked to consider the proposed terms of reference.

1.2 Guidance has been sought from the Deputy Director – Strategic Commissioning, in order to recommend specific areas of focus for the inquiry.

1.3 In line with Scrutiny Board Procedure Rule 13.3 the views of the relevant Director and Executive Member have been sought and views will be communicated to the Board by the Principal Scrutiny Advisor.

2.0 SCOPE OF THE INQUIRY

2.1 It is recommended that the inquiry focuses 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 should pay particular attention to 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.

3.0 TIMETABLE FOR THE INQUIRY AND SUBMISSION OF EVIDENCE

Session 1 – 6th October 2010

Background, Demand and Value for Money

- Definition of Residential Care
- Overview of the situation in Leeds and the influences for change long and short term, including demand. Evidence to support the need for change. Implications of no change.
- Cost of service provision and Value for Money – To include comparative cost information for the provision of council services compared to the private sector and the reason for these differences plus details of current inefficiencies in the system which need to be resolved.
- Comparative service/benchmarking data with other large authorities.
- Future Commissioning/Decommissioning outcomes
- Current State of Council Owned Buildings. Capital/Revenue expenditure requirement for renovation and maintenance and to compete with the private sector.
- Influence of Supported Independent Living (Extra Care Housing, Homecare and Reablement)

Session 2 –10th November 2010

- Residential Care Strategy for Older People – Scheduled for Executive Board Meeting December 2010.
- Potential impact of Government Spending Review 20th October 2010.
- Change management process - Residents and Families, Staff, Timescales and Consultation.
- Health Service - Direct discharge into residential care without a further period of recovery of assessment. Budget impact and proposals to restore good practice. (With reference to period 3 budget report Exec Board July 2010.)

There is a range of available approaches to evidence gathering which the Board could seek to adopt as part of the scrutiny inquiry process. Approaches include:

- Submission of documentation and reports
- Discussion with key stakeholders
- Visits to selected establishments, as appropriate, to engage with service users and staff
- Visits to and/or discussions with other organisations identified as delivering best practice, as appropriate

4.0 WITNESSES

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

Executive Board Member (Adult Health and Social Care)
 Director of Adult Social Services
 Deputy Director of Adult Social Services – Strategic Commissioning
 Health Service Representatives
 Adult Social Care Programme Manger(s)
 Residential Care Service Users and Staff involved in providing residential care
 Service Delivery Experts from Other authorities.

5.0 SUBMISSION OF EVIDENCE

5.1 The Board has agreed that the inquiry will proceed through formal Board meetings when evidence will be considered and key witnesses questioned.

6.0 POST INQUIRY REPORT MONITORING ARRANGEMENTS

6.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored by the Adult Social Care Scrutiny Board (or its successor) or a specific working group as stipulated by the board.

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

7.0 MEASURES OF SUCCESS

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

8.0 RECOMMENDATIONS

The Adult Social Care Scrutiny Board is recommended to:

8.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the Future of Residential Care Provision for Older People in Leeds inquiry.

8.2 Note that the terms of reference may incorporate additional information during the inquiry should the working group or the Adult Social Care Scrutiny Board identify any further scope for inquiry within the area of Residential Care Services.

9.0 BACKGROUND PAPERS

None

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Originator:
Heather Pinches

Tel: 22 43347

Report of the Head of Policy and Performance

Meeting: Adult Social Care Scrutiny Board

Date: 22nd September 2010

Subject: Adult Social Care Scrutiny Board Performance Report Quarter 1 2010/11

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1 Executive Summary

1.1 This report presents the performance information summarising our progress against the Leeds Strategic Plan improvement priorities relevant to the Adult Social Care Scrutiny Board improvement priorities for first quarter of 2010/11 which is the final year of delivery of these plans. This includes a Performance Indicator (PI) report and it should be noted that the range of indicators reported through the corporate accountability process has been revised in light of the changes to the national performance regime. Of the indicators which can be reported in year and relevant to the Adult Social Care Scrutiny Board 47% are currently predicted to hit target, however, the board should note that there are a number of new indicators that cannot at this stage be given a traffic light rating (40%).

2 Purpose of the Report

2.1 The purpose of this report is to present an overview of performance against our priority outcomes so that the Board may understand our current performance and, as necessary, take appropriate action.

3 Background Information

3.1 The agreed performance reporting process provides PI reports only at Quarters 1 and 3 with Action Trackers and PI reports at Quarters 2 and 4. The action trackers report progress against our strategic priorities and bring together qualitative and quantitative information including progress against targets for aligned performance indicators, the delivery of key actions/activities and relevant challenges and risks. An overall traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. This is supplemented by a direction of travel arrow that indicates whether progress is improving, static or deteriorating. In December 2009 CLT identified a small number of high risk performance areas where they wanted to receive a more regular update and for these 10 areas actions trackers are produced on a quarterly basis. None of these trackers are relevant to the Adult Social Care Scrutiny Board. Some changes to these processes are proposed below.

3.2 The performance indicator report is found at appendix 1 and shows the Q1 results and predicted year end traffic lights for all key performance indicators, which can be reported in year, aligned to the LSP which are relevant to the Adult Social Care Scrutiny Board. This information is supported by a guidance document to aid the reader in interpreting the actions trackers/

4 Main Issues

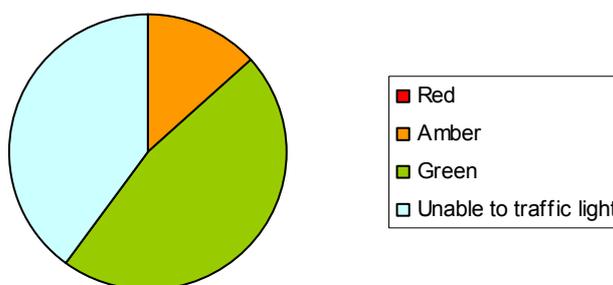
4.1 Over recent months the new coalition government have been making changes to the national performance regime including removing the Comprehensive Area Assessment and deleting a range of national performance indicators. These changes mean that local authorities have more freedom in how they manage their own performance. In light of this a review has been undertaken on the performance indicators which are reported through the corporate accountability in order to streamline the process and enable more focus to be placed on the priorities agreed in the LSP and CBP. Overall the number of indicators has been reduced by 40% (from 321 to 195) and of these approximately half can be reported in year.

4.2 In terms of the Adult Social Care Scrutiny Board there has been an overall reduction of 29% (from 30 - 21) but this also includes the addition of a number of new indicators. This review has also enabled all the remaining PIs to be clearly aligned to the improvement priorities in the LSP so that this more focused reporting will enable us to dispense with the separate PI report at Quarters 2 and 4 and just report progress through Action Trackers. In this way it ensures the Board's time and effort is clearly focused on examining the performance issues which are of most importance to the Council and its partners.

4.3 An analysis of the new cohort of Performance Indicators available for the Board is shown below with 47% of these quarterly performance indicators predicted to hit their 2010/11 targets. A number of new indicators were identified as part of this process and whilst results have been provided for quarter 1 for these indicators it is not possible at this stage to provide a traffic light rating. For two indicators more data is required in order to accurately set targets. For the other two new indicators the service needs to agree the targets but comparative data has been provided to give some context to the results.

	Number	%
Red	0	0%
Amber	2	13%
Green	7	47%
Unable to traffic light	6	40%

RAG rating for Adult Social Care Performance Indicators



4.4 It is not possible to provide a like-for-like comparison with this time last year as the indicator set has been substantially revised. From Q2 onwards approximately three quarters of the Adult Social Care Scrutiny Board indicator will be reported quarterly with the rest being reported annually.

Data Quality

- 4.5 The data quality traffic lights reported this quarter are based on a new data quality audit process which brings a more robust, consistent and wider based data quality judgement for our key performance indicators. The revised approach, developed in conjunction with Internal Audit, produces an overall score for each indicator which is then translated into the traffic light that appears on the report. These judgements were also taken into account during the PI review and as a result a number of PIs where the data was not reliable were dropped.

5 Implications for Council Policy and Governance

- 5.1 The Leeds Strategic Plan is part of the council's Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the Council is making adequate progress and provides a mechanism for them to challenge performance where appropriate.

6 Legal and Resource Implications

- 6.1 The Leeds Strategic Plan fulfils the Council's statutory requirement to prepare a Local Area Agreement for its area. These government agreed targets are subject to performance reward grant - however this is currently under review by Government.

7 Conclusions

- 7.1 This report provides the Adult Social Care Scrutiny Board with a Q1 update of the performance against the high risk performance issues in the Leeds Strategic Plan. This report highlights areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

8 Recommendation

Members are asked to consider the overall performance information provided against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised

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Adult Social Care Performance Indicators Quarter 1 2010-11

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Predicted Year End Result	Direction of Travel	Data Quality
1	Leeds Strategic Plan - Government Agreed	NI 130	% of Social Care clients receiving self directed support aged 18+	Access & Inclusion	Quarterly %	Rise	4.9%	17.1%	30.0%	16.0%	30.0%		No Concerns with data
During the first 3 months of 2010/11 2,847 people were identified as being in receipt of self-directed-support or a personalised budget or direct payments. There is a slight drop in numbers however this is normal for quarter 1 as those who received one off payments during the previous year are not counted.													
2	Leeds Strategic Plan - Government Agreed	NI 132	Timeliness of social care assessments (all adults)	Access & Inclusion	Quarterly %	Rise	76.0%	91.0%	90.0%	83.5%	90.0%		No Concerns with data
During the first quarter, of 1813 completed assessments, 1514 were completed within 28 days. This is a slight fall from the 2009/10 position but is to be expected given that with more people being signposted at the referral stage it is likely that a higher proportion of those service users who do progress to the assessment stage will be the most complex and thus lengthy to process cases. Additionally, from 2010/11 onwards, assessments offer self directed support to new clients. This is a complex procedure and may result in assessments taking longer.													
3	Leeds Strategic Plan - Government Agreed	NI 141	Percentage of vulnerable people achieving independent living	Strategic Housing and Commissioning	Quarterly %	Rise	59.8%	83.8%	76.0%	81.5%	81.5%		No Concerns with data
Q1 performance obtained for all but 1 SP service. Current performance is well ahead of year end target and in line with excellent performance achieved in 2009/10.													
Page 41	Leeds Strategic Plan - Partnership Agreed	NI 133	Acceptable (DH) waiting times for care packages	Social Services for Older People	Quarterly %	Rise	85.0%	86.9%	95.0%	83.7%	86.9%		No Concerns with data
For the first quarter of 2010/11 out of 784 occasions where packages of care were provided to service users, they were provided within 28 days on 656 occasions. This is a slight fall from 2009/10.													
5	National Indicator	NI 125	Achieving independence for older people through rehabilitation/intermediate care	Access & Inclusion	Quarterly %	Rise	91.9%	78.8%	85.0%	85.7%	85.7%		No Concerns with data
During the first quarter of 2010/11 there were 49 occasions where people were discharged from a hospital setting for intermediate care. Of these, on 42 occasions the person was living in their own home.													
6	National Indicator	NI 135	Carers receiving needs assessment or review and a specific carers service	Access & Inclusion	Quarterly %	Rise	13.9%	24.2%	27.2%	22.7%	22.7%		Some Concerns with data
For April-June 2010 there were 535 carers who received a carers specific service or information and advice. Extrapolating this for the year and adding on those carers whose clients receive a respite placement gives an expected number of 3,186 carers receiving support in the year.													
7	National Indicator	NI 145	Adults with learning disabilities in settled accommodation	Learning & Disabilities	Quarterly %	Rise	18.2%	58.7%	70.0%	9.4%	70.0%		No Concerns with data
During the first quarter of 2010/11, 207 people aged 18-64 with a learning disability had a review where their accommodation was documented. Of these, 153 were deemed to be living in a stable placement. Assuming that the total number of learning disabled service users remains constant with 2009/10 (past experience shows that it does not usually change significantly) this equates to 9.45% of service users. We would anticipate that the rate of service users reviewed will increase in the later part of the year, and the predicted performance reflects this.													

Adult Social Care Performance Indicators Quarter 1 2010-11

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Predicted Year End Result	Direction of Travel	Data Quality
8	National Indicator	NI 146	Adults with learning disabilities in employment	Learning & Disabilities	Quarterly %	Rise	2.4%	5.4%	Not Set	1.2%	5.4%		No Concerns with data
	During the first quarter of 2010/11 203 people aged 18-64 with learning disabilities were reviewed and had their employment status checked. Of these 20 were found to be in some sort of paid employment. It is anticipated that performance will increase on this indicator throughout the year as a greater proportion of reviews are due to take place in the final quarter.												
9	National Indicator	NI 131	Delayed transfers of care	PCT	Quarterly Number	Fall	5.24	4.44	Not Set	6.45	6.45		Some Concerns with data
	The figures represent an average of 39.9 delayed discharges per week during the year. Delayed discharges that were the responsibility of the local authority (rather than the Health Authority) were around 17 per week - compared to 23 for those for which the Health Authority was responsible. Performance has deteriorated since February 2010 following a 20% increase in referrals from the Leeds Teaching Hospital Trust and the closure of 12 CIC (Community Intermediate Care) beds reducing the capacity to deal with people due to be discharged from hospital.												
10	Local Indicator	COM 6B	The number of safeguarding cases completed	Access and inclusion	Quarterly Number	Rise	1,310	1,964	1,900	479	1,916		No Concerns with data
	The number of safeguarding cases completed remains high but is fewer than the number of referrals because the complex nature of some of the cases means that they can sometimes take a considerable period to complete.												
11	Local Indicator	COM 8	The % of safeguarding referrals which have led to a safeguarding investigation	Access and Inclusion	Quarterly %	Rise	43.0%	39.3%	Not Set	18.8%	18.8%		No Concerns with data
	The proportion of safeguarding referrals leading to a safeguarding investigation has dropped from the previous year. This is because, following the introduction of the Abuse of Vulnerable Adults (AVA) return at the end of 2009/10, the way in which enquiries are recorded has been changed, and they are now being picked up through the safeguarding investigation process. It is likely that the percentage of referrals leading to an investigation will fluctuate somewhat over the year as staff become better acquainted with the procedures involved.												
12	Local Indicator	AVA 7	Of those safeguarding referrals that resulted in an investigation, the % of those occasions where the safeguarding concern was substantiated.	Access and Inclusion	Quarterly %	N/A	54.1%	54.1%	Not Set	77.0%	77.0%		No Concerns with data
	During the first quarter of 2010/11 there were 122 safeguarding investigations. Of these, 62 were substantiated and 32 were partially substantiated. An additional 5 have an unspecified conclusion at the time of writing. Note that this is a new indicator introduced in the last quarter of 2009/10 and because of this the baseline figures used a small volume of data, which make comparisons with current figures difficult.												
13	Local Indicator	AVA 1	Of those referrals received during the year where safeguarding is identified as a referral reason, the % where the person referred has previously been referred for safeguarding reasons.	Access and Inclusion	Quarterly %	Fall	3.3%	3.3%	Not Set	12.9%	12.9%		No Concerns with data
	During the first quarter of 2010/11 there were 155 investigations, of which 20 related to people who had previously been investigated. This indicator was introduced in the final quarter of 2009/10 therefore baseline figures only relate to 3 months of investigations and at this stage it would be unreasonable to compare current performance against them.												

Adult Social Care Performance Indicators Quarter 1 2010-11

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Predicted Year End Result	Direction of Travel	Data Quality
14	Local Indicator	2DPO14	The average length of waiting times (weeks) for minor adaptations from assessment until work beginning.	Access and Inclusion	Quarterly Number of weeks	Fall	1.7	1.7	Not Set	2.25	2.25	↓	No Concerns with data
		There has been a slight deterioration in performance compared to 2009/10. For 2009/10 the national average for this indicator was 1.8 weeks and the average for Leeds comparators was 1.7 weeks.											
15	Local Indicator	2DPO15	The average length of waiting times (weeks) for major adaptations from assessment until work beginning.	Access and Inclusion	Quarterly Number	Fall	19.6	19.6	Not Set	22.3	22.3	↓	No Concerns with data
		There has been a slight deterioration in performance compared to 2009/10. However, Leeds still remains above both national and comparator averages. For 2009/10 the national average for this indicator was 23.1 weeks and the average for Leeds comparators was 22.7 weeks.											

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Report of the Director of Adult Social Services

Adult Social Care Scrutiny Board

Date: 22nd September 2010

Subject: Summary of Progress in Response to Self Directed Support Inquiry Report Recommendations

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity
Community Cohesion
Narrowing the Gap

Executive Summary

This report provides a summary of progress to Scrutiny Board Members with respect to the Self Directed Support Inquiry Report recommendations.

It advises Members that an increasing number of adults are receiving their social care through self directed support. Many current service users have chosen to continue to receive their existing service but a significant proportion have elected to receive their support through a direct payment or a personal budget. The number of people receiving direct payments is forecast to continue to increase during the year. At the end of July, only a small number of adults have been receiving personal budgets although revised processes are anticipated to generate an accelerated take-up of Personal Budgets from August onwards.

If new service users continue to exercise their choice to buy externally provided services, this will have a significant impact on in-house and commissioned provision, It provides additional impetus for the reshaping of current services, to ensure they are scaled appropriately and provide personalised services which individuals want to buy. It will also impact on future commissioning strategies, as large cost and volume contracts will no longer be required, and the commissioning section will need to focus more on market shaping and stimulation.

Information for the period up to the end of July suggests that Adult Social Services has seen a decline in the proportion of assessments completed within statutory timescales. This is thought to have resulted from the introduction of revised assessment processes associated with self directed support and as a consequence of an increasing volume of safeguarding referrals.

The local authority is forecast to meet its target for 2010/11 for the delivery of 30% of all community care services through self directed support.

1.0 Purpose Of This Report

1.1 This report provides a summary of progress of Adult Social Services in response to the following Self Directed Support Inquiry Report recommendations:

Recommendation 2 - That the Director of Adult Social Services updates the Adult Social Care Scrutiny Board (or its successor board) on the resource impact of Self Directed Support and the capacity to provide timely case assessments and reviews for service users within the constraints of current or planned staffing structures. This information is to be provided in conjunction with the quarterly performance report.

Recommendation 5 - That the Director of Adult Social Services updates the Adult Social Care Scrutiny Board (or its successor board) on a quarterly basis on the budgetary impact of Self Directed Support and financial pressures created throughout the municipal years 2010/11 and 2011/12.

Recommendation 7 - That the Director of Adult Social Services updates the Adult Social Care Scrutiny Board (or its successor board) on performance against NI 130 on a quarterly basis in conjunction with the quarterly Performance Monitoring Report.

2.0 Background Information

2.1 Self-directed support means that people are able to design the support or care arrangements that best suit their specific needs. LAC (DH) (2008) 1 *Transforming social care* states that

“In the future, all individuals eligible for publicly-funded adult social care will have a personal budget (other than in circumstances where people require emergency access to provision); a clear, upfront allocation of funding to enable them to make informed choices about how best to meet their needs, including their broader health and well-being. A person will be able to take all or part of their personal budget as a direct payment.”

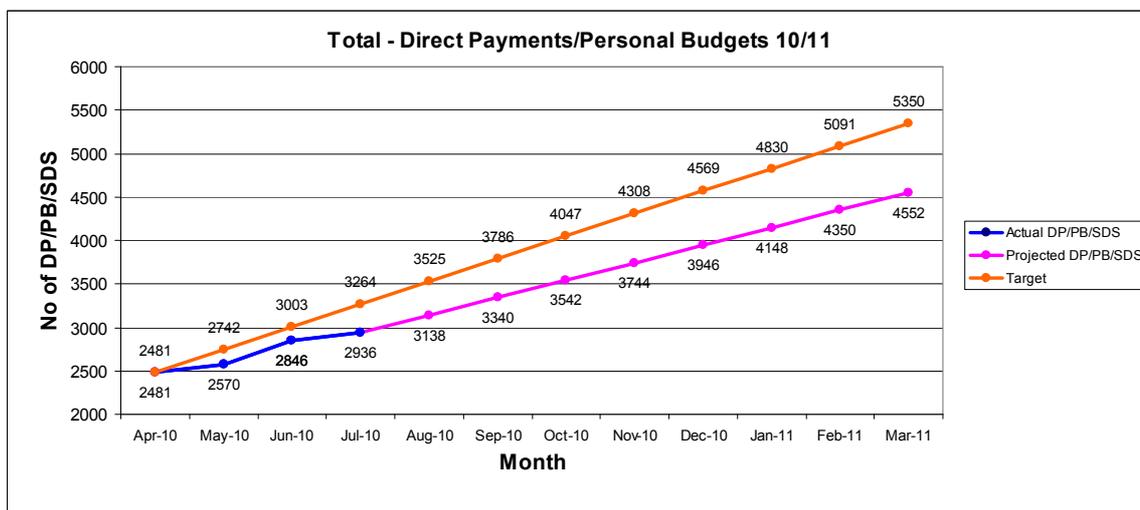
3.0 Main Issues

Recommendation 7 - That the Director of Adult Social Services updates the Adult Social Care Scrutiny Board (or its successor board) on performance against NI 130 on a quarterly basis in conjunction with the quarterly Performance Monitoring Report.

3.1 NI 130 (Social care clients receiving Self Directed Support) is one of 198 national indicators which were implemented from 2008-09. The indicator is a count of people who are directing their own community support using a personal budget. Under the definition, any form of personal budget can be counted including everyone who has a direct payment. It measures the number of adults, older people and carers receiving self-directed support in the year to 31st March as a percentage of clients receiving community based services and carers receiving carer’s specific services aged 18 or over.

- 3.2 To be counted, the person (adult, older person or carer) must:
- be getting a direct payment; or
 - have in place another form of personal budget which meets all the following criteria:
 1. The person (or their representative) has been informed about a clear, upfront allocation of funding, enabling them to plan their support arrangements; and
 2. There is an agreed support plan making clear what outcomes are to be achieved with the funding; and
 3. The person (or their representative) can use the funding in ways and at times of their choosing.

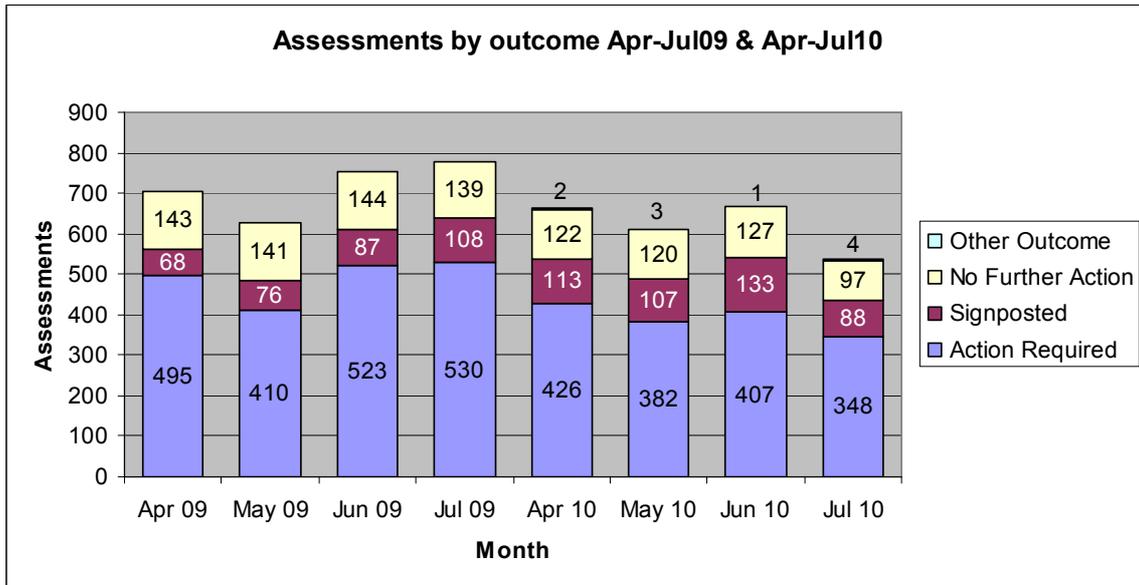
3.3 As at 30th April there were 2,481 people had receipt of services through self directed support. Of these, 1,122 had received direct payments, 13 had received personal budgets and 1,346 had completed the review process and had elected to use their personal budget to continue to receive existing traditional services. As at 31st July 2,936 people received services classed as self directed support. Of these, 1,193 had received direct payments, 55 had received personal budgets and 1,688 had elected to use their personal budget to continue to receive existing traditional services.



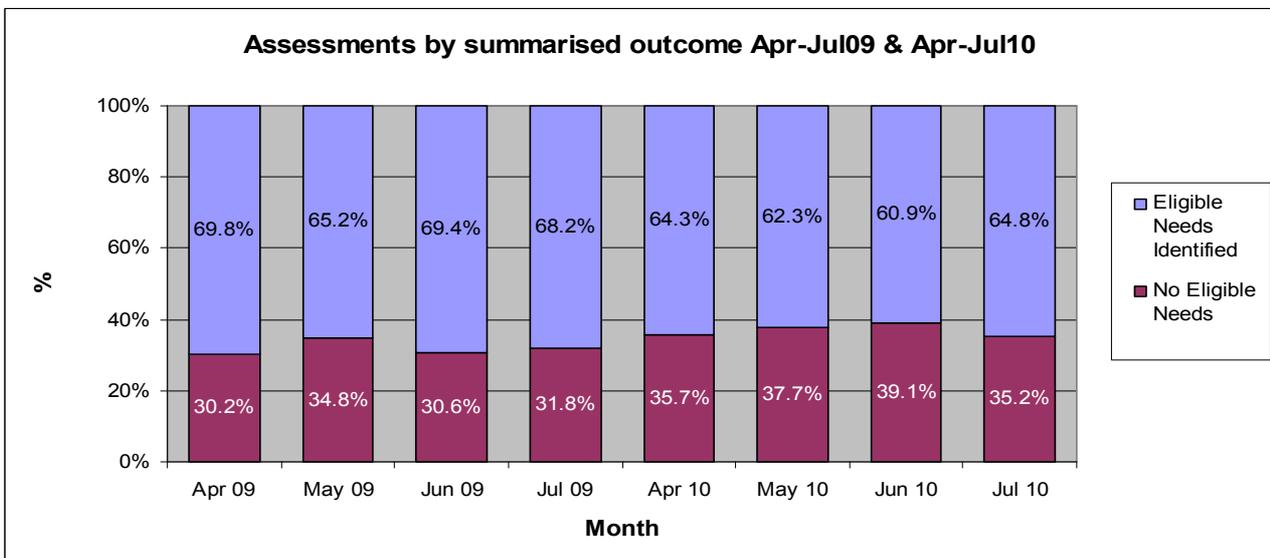
3.4 The current trajectory of improvement is 3% below that required to meet the national target of 30% of all service recipients receiving adult social care through self directed support during 2010/11. However, from August 2010 onwards the Council will be extending its self directed support offer to all new service users at their assessment and it is therefore anticipated that the trajectory will significantly rise. It is unclear at present by how much this will affect the total number of self directed support users, but based on 2009/10 data around 330 new people are likely to be offered services each month. If this performance is realized across the rest of the financial year, an overall performance of 35% will be achieved.

Recommendation 2 - That the Director of Adult Social Services updates the Adult Social Care Scrutiny Board (or its successor board) on the resource impact of Self Directed Support and the capacity to provide timely case assessments and reviews for service users within the constraints of current or planned staffing structures. This information is to be provided in conjunction with the quarterly performance report.

- 3.5 Overall, the number of referrals received by Adult Social Services in 2010/11 are slightly higher than for the same period last year, though this is mainly due to a significant difference in April and for most months referral numbers are marginally lower.
- 3.6 In the first 5 months of 2010/11, 47.1% of new referrals led to further activity by Adult Social Services. Of these, the majority (40.5%) led to an assessment. This is a lower percentage than 2009/10 when 52.3% of referrals were passed on for further activity (44.3% leading to an assessment).



- 3.7 The number of assessments undertaken between April and July 2010 is consistently lower than in the equivalent period for 2009. (see Graph above).
- 3.8 Of those who are assessed, a lower proportion of people have been assessed as having eligible needs during 2010 compared with 2009. In July 2009 these accounted for 68.2% of all assessments and in July 2010 64.8% of all assessments.



- 3.9 The proportion of assessments completed within the national standard has reduced in 2010 in comparison to last year, however the proportion of service users who have received a review of their care plan has increased. During the period April to

June 2010, 83.5% of assessments of adults were completed within 28 days. For the same period in 2009 86% of assessments were completed within this timescale. During the period April to June 2010, 75.4% of service recipients had received a review of their care plan. For the same period in 2009 65% of service recipients had received a review of their care plan.

- 3.10 The picture outlined above would be consistent with a service which is encountering rising levels of need and is focusing its resources upon responding to a greater proportion of complex situations. There has been some evidence to support this. The service is forecasting a rise in safeguarding referrals by 31% during 2010/11 over 2009/10. In addition, new assessment processes in line with self directed support have been introduced during the first 4 months of 2010/11. These processes take longer to complete and this has adversely influenced performance.

Recommendation 5 - That the Director of Adult Social Services updates the Adult Social Care Scrutiny Board (or its successor board) on a quarterly basis on the budgetary impact of Self Directed Support and financial pressures created throughout the municipal years 2010/11 and 2011/12.

- 3.11 During 2009/10 1,694 people received direct payments as either a one off or ongoing payment in the year. Projections show a rise in the rate of direct payments being taken up and 1785 people are expected to receive service through this method by March 2011. This takes into account an anticipated 400 carers who are likely to be offered such a payment during the year, though the way in which data is collected means that it is likely that we will become aware of them all at the same time rather than on a gradual month by month basis.
- 3.12 During 2009/10 a total of 33 people received personal budgets. At the end of July 2010 there were 55 people recorded as being in receipt of a personal budget. This included 8 people whose care plan had been approved and the finance committed but no money actually spent. The main uses of personal budgets were to purchase Personal Assistants and for leisure activities. Other uses were for services such as respite and transport and general household maintenance.
- 3.13 The number of people being given cash payments to purchase their own services as a Direct Payment or a Personal Budget was 722 at 31st July 2010 an increase of 22% since July 2009 when the number was 590. If new service users continue to exercise their choice to buy externally provided services, it will have a significant impact on in-house and commissioned provision. On the basis of the service decisions made by current recipients of personal budgets traditional care services, such as home care, day care, family placement, will be replaced by additional personal assistant hours, travel and education.
- 3.14 Leeds spending patterns track the national research evidence presented in the recent Demos report 'At Your Service: Navigating the Future Market in Health and Social Care' (2009). This noted that "When people are given the freedom to choose their own services through a personal budget, changes in the demand for services are likely. Almost half of respondents said that if they had a personal budget they would change some or a lot of the support they use at present".
- 3.15 The research team found the following trends in terms of what people spent their money on before and after receiving a direct payment or personal budget:
- the use of day care centres fell
 - the use of residential and care home centres fell

- participation in education and training increased
- the use of leisure services increased
- the use of public transport remained the same
- the number of short breaks increased
- the employment of personal assistants increased
- the use of family members and friends fell.

3.16 If Leeds continues to follow this trend there is a risk that expenditure is incurred twice (double running), paying for personal budgets in increasing numbers as well as continuing to support traditional in-house services, particularly day care and community support.). As a consequence, if this trend continues, then potentially 15% of people (the percentage from the national Self Directed Support pilot sites) could move away from traditional services. Unless the gap in price for in-house services is closed and efficiencies in contracted services delivered, there is concern that this will cause significant budget pressures and will not be financially sustainable.

4.0 Implications For Council Policy And Governance

4.1 Progress in terms of developing and implementing the Self Directed Support model enables the Council to achieve improvements in relation to the strategic outcomes for vulnerable people as outlined within the Council's Strategic Plan. The development is in line with the Council's Health and Wellbeing Plan; and its commitment to the Council's value of Putting Customers First as articulated within the Council's Business Plan.

5.0 Legal And Resource Implications

5.1 The report highlights early evidence that many service users are electing to use their personal budgets to access personal assistant hours, travel and education and that demand for traditional care services, such as home care, day care, family placement is likely to be affected. Disinvestment in traditional service areas and /or more flexible purchasing will be required in order to fund the increasing demand for personal assistants and other types of bespoke care.

6.0 Conclusions

6.1 An increasing number of adults are receiving their social care through self directed support. Early evidence suggests that the introduction of revised processes has impacted upon the Authority's capacity to provide timely assessments. The increasing demand for personal budgets and direct payments used to employ personal assistants instead of traditional home and day care suggests that disinvestment in these service areas will be required in order to avoid the generation of significant budget pressures.

7.0 Recommendations

7.1 Members are asked to note the content of this report.



Originator: S Newbould

Tel:2474792

Report of the Head of Scrutiny and Member Development

Scrutiny Board Adult Social Care

Date: 22nd September 2010

Subject: Formal Response from Director(s)– Independence Wellbeing and Choice Action Plan Statement and Transitional Arrangements for Disabled Young People into Adult Social Care

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 On the 11 May 2010 the Scrutiny Board (Adult Social Care) published the following reports on the review of progress against the Independence Wellbeing and Choice Action Plan and the inquiry into Transitional Arrangements for Disabled Young People into Adult Social Care. Both reports set out a number of conclusions and recommendations. The reports are attached as Appendix 1 and 2.
- 1.2 It is the normal practice to request a formal response from the relevant Directorate(s) to the Board's recommendations, once a report has been issued.
- 1.3 Attached as Appendix 3 and 4 are reports to the Scrutiny Board (Adult Social Care) which defines the Directors responses which were considered by the Executive Board. All recommendations were agreed. On the 21st of July the recommendations were submitted to the Council's Executive Board, who agreed the actions detailed.

2.0 Recommendation

- 2.1 Members are asked to consider the responses provided and to decide whether further scrutiny involvement is required.

3.0 Background Papers

Executive Board Minutes – Meeting 21 July 2010.

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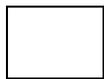
Report of the Director of Adult Social Services and the Director of Children's Services

Scrutiny Board (Adult Social Care)

Date: 22nd September 2010

Subject: Directors Response to Inquiry Recommendations - Transitional arrangements for Disabled Young People into Adult Social Care

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

This report provides the Scrutiny Board (Adult Social Care) with details of the recommendations from the recent inquiry into Transitional Arrangements for Disabled Young people, and details how the Directors propose to respond to these.

1.0 Purpose of Report

1.1 The purpose of this report is to provide the Scrutiny Board (Adult Social Care) with the response of the Director of Adult Social Services and the Director of Children's services to the recommendations resulting from the Scrutiny Board (Adult Social Care) inquiry into Transitional Arrangements for Disabled Young People into Adult Social Care

2.0 Background

2.1 At the Scrutiny Board meeting of the 17 June 2009, the Scrutiny Board expressed the wish for an inquiry into the transitional arrangements in place to support young people aged 14 to 25 years with long term needs who were likely to be eligible for Adult Social Care support. Scrutiny Board wanted to determine if a sufficient transitional service was being provided and if structures, policies and procedures are in place to facilitate effective multi agency service delivery.

2.2 Terms of reference for the inquiry were agreed at a Board meeting on 16 December 2009.

- 2.3 At its meeting on 13 January 2010 the Executive Board received a report on the work undertaken in Leeds to establish a transition service for young people with a Disability. The report outlined the current arrangements and the Draft transitional procedure for young disabled people in Leeds.
- 2.4 In order that the inquiry was held jointly with Children's services, participation from the Children's Scrutiny Board was invited and Councillor Brenda Lancaster attended as the nominated representative.
- 2.5 On 11 May 2010, the report resulting from the Inquiry into Transitional Arrangements was published. The Director of Adult Social Care and Children's Services was asked to report back on progress and actions around the recommendations made by the Scrutiny Board (Adult Social Care).
- 2.6 The report makes six recommendations for action. The Director of Adult Social Care and Children's Services have accepted these recommendations and actions are underway or planned to address them.

3.0 Recommendations

- 3.1 This section lists each of the Scrutiny Board's six recommendations, along with a response from the Director of Adult Social Services and Children's Services.

3.2 Recommendation One:

That the Director of Adults Social Services and Children's services establish and publicise the provision of a Transition Peer Support Group before 31 March 2011

This recommendation is agreed. Workers in the transition team will ask young people and family members who have gone through the period of transition to join a peer support group which would then offer support to people entering into the transition process. A bid has been submitted to the National Transition Support Programme to enable us to develop peer support for service users and parent/carers to become experts by experience. This would focus on the development of person centred reviews. This would enable service users and parent/carers to offer advice and training sessions to other young people and their carers who are going through the transitions process. We believe this will help to support people in a network to complement the work of professional workers.

3.3 Recommendation Two:

That the Directors of Adult Social Services and Children's Services before July 2010 investigate additional methods of promoting the Transitions Service to raise the awareness of those young people and families who may benefit from the service.

This recommendation is agreed. Scrutiny Board suggested that the Council website, DVD or multi-agency information packs be produced. We have published three leaflets – general information, easy read general information and a transitions team leaflet for professional workers to ensure a range of people have access to the information. We have also developed Transitions pages on the Family Hub and also on the Council Website. The Transitions Team have also submitted information on the transitions

process to be included in adult service publications. A formal launch of the new transitions service is being planned for early Autumn. This will include Children and Adult Social Care, partner agencies, service users and parent/carers. We will pursue the idea of a DVD in the coming months.

3.4 Recommendation Three:

That the Director of Adult Social Services establishes a Transition Service Action Plan before July 2010 to enable progress against key development objectives to be monitored.

This recommendation is agreed. The transitions services is newly formed and has a number of targets to meet over the next 12 to 18 months; amongst these are the development of partnership working, becoming more involved in the regional work around transition planning and the need to deliver a robust induction programme for new staff in both Children's and Adults Services. As such an action plan which determines key objectives for achievement and target dates against which progress can be monitored will be helpful in moving the service forward.

3.5 Recommendation Four:

That the Director of Adult Social Services introduces a mechanism for measuring, monitoring and reporting the performance of Transitional Services in Leeds before July 2010

This recommendation is agreed, however as the team was only established in its current format in April 2010 and is still at an embryonic stage, reporting will be at a localised level to ensure that progress is being made in accordance with the above Action plan.

The regional forum for transitions has not yet published any performance information or targets for transitions services for us to benchmark ourselves against; we will continue to be involved in the forum in order to be part of this information at the appropriate time.

3.6 Recommendation Five:

That the Director of Adult Social Services review the Draft Transitions Procedure before July 2010 to adequately reflect Safeguarding, Risk Management and Mental Capacity requirements for young people in Transition.

This action has been completed and the procedure has a revised and strengthened section on Safeguarding and implications of the Mental Capacity Act.

3.7 Recommendation Six:

That the Executive Board member for Adult Health and Social Care identifies an Elected Member to undertake the role of Transitions Champion before August 2010.

This recommendation is accepted and the Director of Adult Social Services will work with the Executive Member for Adult Social Care to ask her to nominate an Elected Member to take on this role.

4.0 Implications for Council Policy and Governance

4.1 There are no immediate implications for Council Policy and Governance.

5.0 Legal and Resource Implications

5.1 The recommendations will be resourced from within existing Adult Social Care and Children's Services budgets, and funding is secured within the approved budget for 2010/11.

6.0 Conclusions

6.1 The Adult Social Care Scrutiny Board inquiry into Transitional Arrangements has identified some important learning for Adult Social Care as it develops a new transitions service. The recommendations it makes will help the service to strengthen practice and enable the Scrutiny Board to monitor progress in this area. The actions proposed in response to these recommendations will ensure that this is the case, and that work with staff and service users relating to the Transitions service is taken forward effectively in the future.

7.0 Recommendations

7.1 Members are requested to consider the proposed responses as outlined in this report.

Background Papers -There are no specific background papers relating to this report



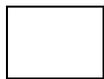
Report of the Director of Adult Social Services

Scrutiny Board (Adult Social Care)

Date: 22nd September 2010

Subject: Directors Response - Scrutiny Board (Adult Social Care) Report on the Independence wellbeing and Choice inspection of Leeds Adult Social Services 2008

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

This report provides the Scrutiny Board (Adult Social Care) with details of the recommendations from the recent Adult Social Care Scrutiny Board inquiry into the Independence, Wellbeing and Choice Inspection of Leeds Adult social Services conducted and reported in 2008, the report sets out how the Director proposes to respond to the recommendations made through the course of the inquiry.

1.0 Purpose of Report

1.1 The purpose of this report is to provide the Scrutiny Board (Adult Social Care) with the response of the Director of Adult Social Services to the recommendations resulting from the Adult Social Care Scrutiny Board inquiry into the Independence, Wellbeing and Choice Inspection of Leeds Adult social Services conducted and reported in 2008.

2.0 Background

2.1 Throughout the review Adult social Services Scrutiny Board maintained a watching brief of the overall improvement in performance of Adult Social Services, measured against the action plan generated in response to the Independence, Wellbeing and Choice Inspection. The objective was to ensure clear accountability for all target areas was maintained, to question areas where the Board considered insufficient progress had been made and with the objective of ensuring any identifiable problems would be resolved. The Board considered the area of Safeguarding of particular importance and therefore determined that both the Working Group and the Board investigated this area in greater detail.

2.2 The Board also focused on recommendations 3 and 25 within the action plan which specifically related to the strengthening of strategic partnerships in relation to Safeguarding.

Recommendation 3: The Council and its Partners should agree and implement improved procedures ensuring that these:

- Set out specific and monitorable expectations on staff from all agencies.
- Implement a system of compliance monitoring processes that ensure consistent practice.

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

3.0 Recommendations

3.1 This section lists each of the Scrutiny Board's three recommendations, along with a response from the Director of Adult Social Services.

3.2 Recommendation One:

Recommendation 1 – That the Chairperson of the Safeguarding Adults Partnership Board provides a half yearly update to the Adult Social Care Scrutiny Board or its successor Board during 2010/11 and 2011/12

3.3 This recommendation is agreed. Arrangements are in hand for this report to be scheduled into the work programme of the board for each of the municipal years specified.

3.4 Recommendation Two:

Recommendation 2 – That the Director of Adult Social Services ensures partnership organisations provide an undertaking to provide evidence for serious case reviews within a reasonable amount of time to be defined by the Safeguarding Adults Partnership Board.

3.5 This recommendation is agreed. The Memorandum of Understanding which governs the business of the board and its sub-groups is being revised to incorporate greater detail in relation to the requirements on all partners with regard to the participation of their officers in serious case reviews, this will include the specification of recommended timescales for the completion by those officers of key elements of review enquiries.

3.6 Recommendation Three:

Recommendation 3 – That the Head Scrutiny and Member Development ensures the provision of adult safeguarding training to all newly elected members as part of their induction programme.

3.7 This recommendation is supported. The induction programme for the 2010/11 new intake of Members is currently underway and a programme of events established, however the Member Development Officer will work with officers to ensure an appropriate learning event is incorporated into the programme and delivered early in the 2010/11 municipal year. This will be for new and existing Members. The 2011/12 Induction programme and programmes thereafter will incorporate adult safeguarding training.

4.0 Implications for Council Policy and Governance

4.1 There are no immediate implications for Council Policy and Governance.

5.0 Legal and Resource Implications

5.1 The recommendations will be resourced from within existing Adult Social Care staffing and budgets, and funding is secured within the approved budget for 2010/11.

6.0 Conclusions

6.1 The Adult Social Care Scrutiny Board inquiry into the Independence, Wellbeing and Choice Inspection of Adult Social Services and the consequent action plan in response to the Inspection developed by officers has concluded. All the recommendations made by the Board are accepted with the actions required to respond to those recommendations highlighted in this report.

7.0 Recommendations

7.1 Members are requested to consider the responses as outlined in this report.

8.0 Background Papers -There are no specific background papers relating to this report

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Originator: Sandra Newbould

Tel: 0113 2474792

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 22nd September 2010

Subject: Recommendation Tracking – Transitional Arrangements for Disabled Young People into Adult Social Care

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Members introduced a formal recommendation tracking system in December 2006. Each Scrutiny Board receives a report, timed to coincide with the presentation of performance information or based on defined target dates, on the progress made in implementing the Board's recommendations.
- 1.2 This tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.
- 1.3 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 1.4 The Scrutiny Inquiry Report, Transitional arrangements for Disabled Young People into Adult Social Care was published on the 11th May 2010 and the response from the Directors of Adult Social Services and Children's Services was presented to the Executive Board on the 21st July. The Executive Board approved the response to the recommendations.

- 1.5 To assist Members with this task, the Principal Scrutiny Adviser has given a draft status for each recommendation. The Board is asked to confirm whether these assessments are appropriate, and to change them where they are not.
- 1.6 This report shows progress against outstanding recommendations arising from the inquiry.

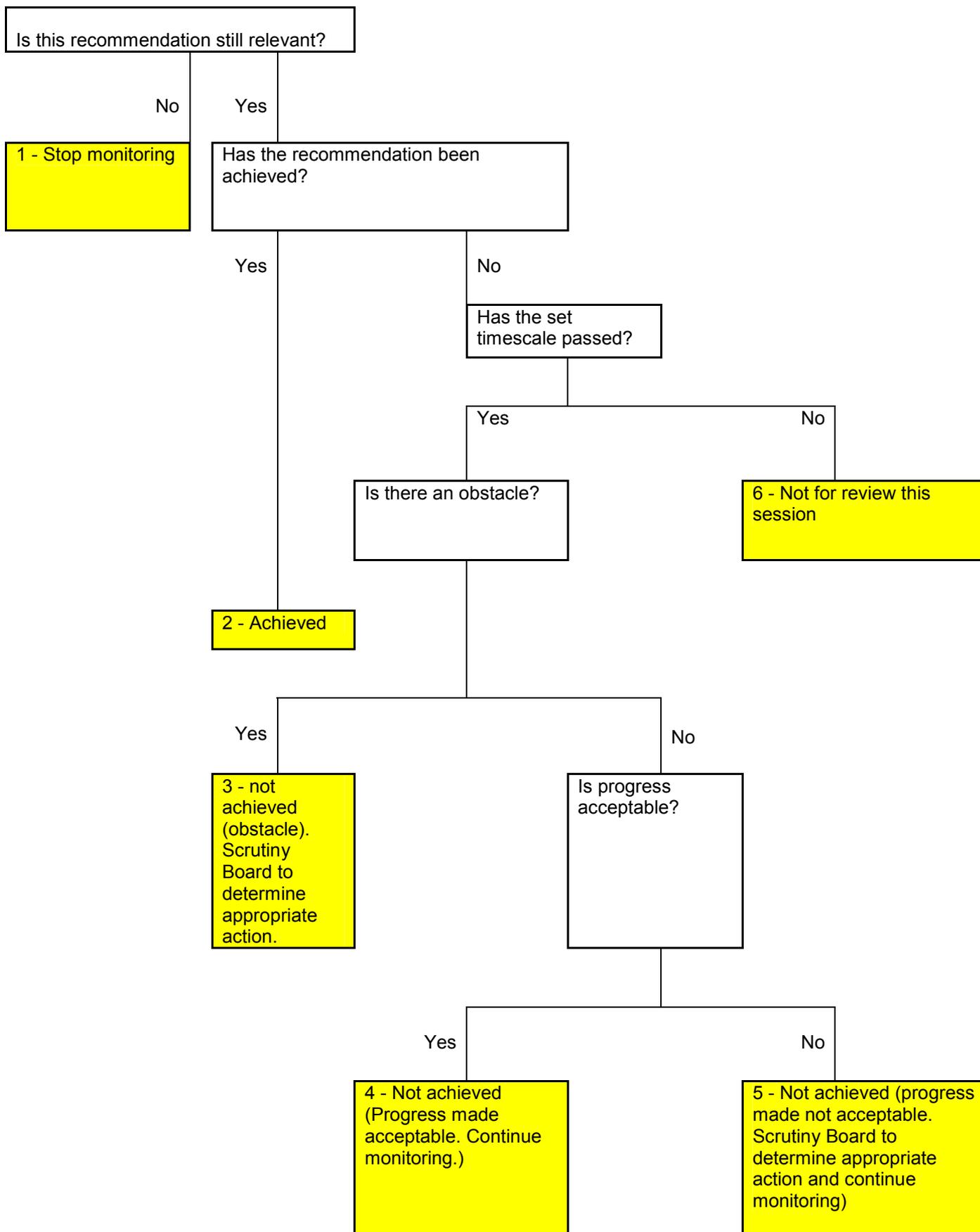
2.0 Recommendations

- 2.1 Members are asked to:
- Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

Background Papers

None.

Recommendation tracking flowchart and classifications:
Questions to be Considered by Scrutiny Boards



Recommendation Tracking – Progress Report (September 2010)**Categories**

- 1 - Stop monitoring
- 2 - Achieved
- 3 - Not achieved (Obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 - Not achieved (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Inquiry into Transitional arrangements for Disabled Young People into Adult Social Care

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>Recommendation 1 – That the Directors of Adult Social Services and Children’s Services establish and publicise the provision of a Transitions Peer Support Group before the 31st March 2011.</p>	<p>This recommendation was agreed Workers in the transition team will ask young people and family members who have gone through the period of transition to join a peer support group which would then offer support to people entering into the transition process. A bid has been submitted to the National Transition Support Programme to enable us to develop peer support for service users and parent/carers to become experts by experience. This would focus on the development of person centered reviews. This would enable service users and parent/carers to offer advice and training sessions to other young people and their carers who are going through the transitions process. We believe this will help to</p>	6	

	<p>support people in a network to complement the work of professional workers.</p> <p>Progress: A Bid was made to the National Transition Support Team for £20k, to aid in developing the following projects:</p> <ul style="list-style-type: none"> • Develop Person Centred Planning as a tool to be used in year 9 transition reviews. • Develop a Transition Peer Support Group. • Research the demography of children and young people with mental health needs. <p>The Department received confirmation at the beginning of August that half the amount will be allocated i.e. £10k. This is due to the current financial climate and not the quality of the bid.</p> <p>Action: A decision is urgently needed as to which elements of the 3 projects can now be achieved by utilising the monies received. We will then need to identify where any remaining bid actions that can't be met, will be achieved.</p>		
<p>Recommendation 2 – That the Directors of Adult Social Services and Children’s Services before July 2010, investigate additional methods of promoting the Transitions Service to raise the awareness of those young people and families may benefit from the service.</p>	<p>This recommendation was agreed</p> <p>Scrutiny Board suggested that the Council website, DVD or multi-agency information packs be produced. We have published three leaflets – general information, easy read general information and a transitions team leaflet for professional workers to ensure a range of people have access to the information. We have also developed Transitions pages on the Family Hub and also on the Council Website. The Transitions Team has also submitted information on the transitions process to be included in adult service publications. A formal launch of the new transitions service is being planned for early Autumn. This will include Children and Adult Social Care, partner agencies, service users and parent/carers. We will pursue the idea of a DVD in the coming months.</p>	4	

	<p>Progress:</p> <ul style="list-style-type: none"> • Transition pages on the family hub - are now up and running. • Information on the Transition Team and process has and are due to appear in children and adults publications. • Multi agency training days have and are being planned re. involvement in year 9 reviews. • Transition Team launch planned for 5th October. • 3 leaflets explaining the Transition Team and transition process have been produced. 		
<p>Recommendation 3 – That the Director of Adult Social Services establishes a Transitions Service Action Plan before July 2010, to enable progress against key development objectives to be monitored.</p>	<p>This recommendation was agreed</p> <p>The transitions services is newly formed and has a number of targets to meet over the next 12 to 18 months; amongst these are the development of partnership working, becoming more involved in the regional work around transition planning and the need to deliver a robust induction programme for new staff in both Children’s and Adults Services. As such an action plan which determines key objectives for achievement and target dates against which progress can be monitored will be helpful in moving the service forward.</p> <p>Progress: The existing action plan as detailed in the Transitions Project plan has now largely been achieved. Attendance at the Regional Transitions group is established. The Transitions Team transferred to adult services on 1st April 2010. A new office base was identified at Pudsey Town hall and the team moved in on 2nd July 10. The operational policy of the team is up and running including the development of a Transitions panel which meets monthly.</p> <p>Following closedown of the project the Transition Board has changed into a multi agency Operation Group. The first meeting of this group will be on 8th September 2010. It will be the function of the multi agency group to develop an action plan which will outline the key objectives and targets for the team and to monitor the progress in the achievement of these.</p>	4	

<p>Recommendation 4 – That the Director of Adult Social Services introduces a mechanism for measuring, monitoring and reporting the performance of Transitional Services in Leeds before July 2010.</p>	<p>This recommendation was agreed As the team was only established in its current format in April 2010 and is still at an embryonic stage, reporting will be at a localised level to ensure that progress is being made in accordance with the above Action plan. The regional forum for transitions has not yet published any performance information or targets for transitions services for us to benchmark ourselves against; we will continue to be involved in the forum in order to be part of this information at the appropriate time.</p> <p>Progress: As above. It will be the function of the Transitions Operations Group to set key objectives and targets and to monitor the progress in achieving these.</p> <p>Attendance at the Regional Transition Forum is ongoing. This will ensure that any nationally set performance targets are incorporated into the Operations Group and hence the key objectives of the team. The Operations Group will also monitor the success in achieving these.</p>	4	
<p>Recommendation 5 – That the Director of Adult Social Services reviews the Draft Transitions Procedure before July 2010 to adequately reflect Safeguarding, Risk Managements and Mental Capacity requirements for young people in transition.</p>	<p>This recommendation was agreed This action has been completed and the procedure has a revised and strengthened section on Safeguarding and implications of the Mental Capacity Act.</p> <p>Progress: Completed</p>	2	Stop Monitoring on receipt of revised Transitions Procedure
<p>Recommendation 6 – That the Executive Board Member for Adult Health and Social Care identifies an Elected Member to undertake the role of Transitions Champion before August 2010.</p>	<p>This recommendation was agreed This recommendation is accepted and the Director of Adult Social Services will work with the Executive Member for Adult Social Care to ask her to nominate an Elected Member to take on this role.</p> <p>Progress: Completed</p>	2	Stop Monitoring when further details regarding the Transitions Champion is provided.

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Originator: Sandra Newbould

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Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 22nd September 2010

Subject: Recommendation Tracking – Major Adaptations for Disabled Adults

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Members introduced a formal recommendation tracking system in December 2006. Each Scrutiny Board receives a report, timed to coincide with the presentation of performance information, on the progress made in implementing the Board's recommendations.
- 1.2 This tracking system allows the Board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The Board will then be able to take further action as appropriate.
- 1.3 A standard set of criteria has been produced to enable the Board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 1.4 The Scrutiny Inquiry Report, Major Adaptations for Disabled Adults was published on the 17th of June 2009 and presented to the Executive Board on the 26th of August along with the formal response from the Directors of Adult Social Services and the Director of Environment and Neighbourhoods. The Executive Board approved the response to the recommendations. The Adult Social Care Scrutiny Board last reviewed progress against recommendations at its board meeting in December 2009.

- 1.4 To assist Members with this task, the Principal Scrutiny Adviser has given a draft status for each recommendation, detailed in appendix 2. The Board is asked to confirm whether these assessments are appropriate, and to change them where they are not.
- 1.5 This report shows progress against outstanding recommendations arising from the major adaptations for disabled adults inquiry.

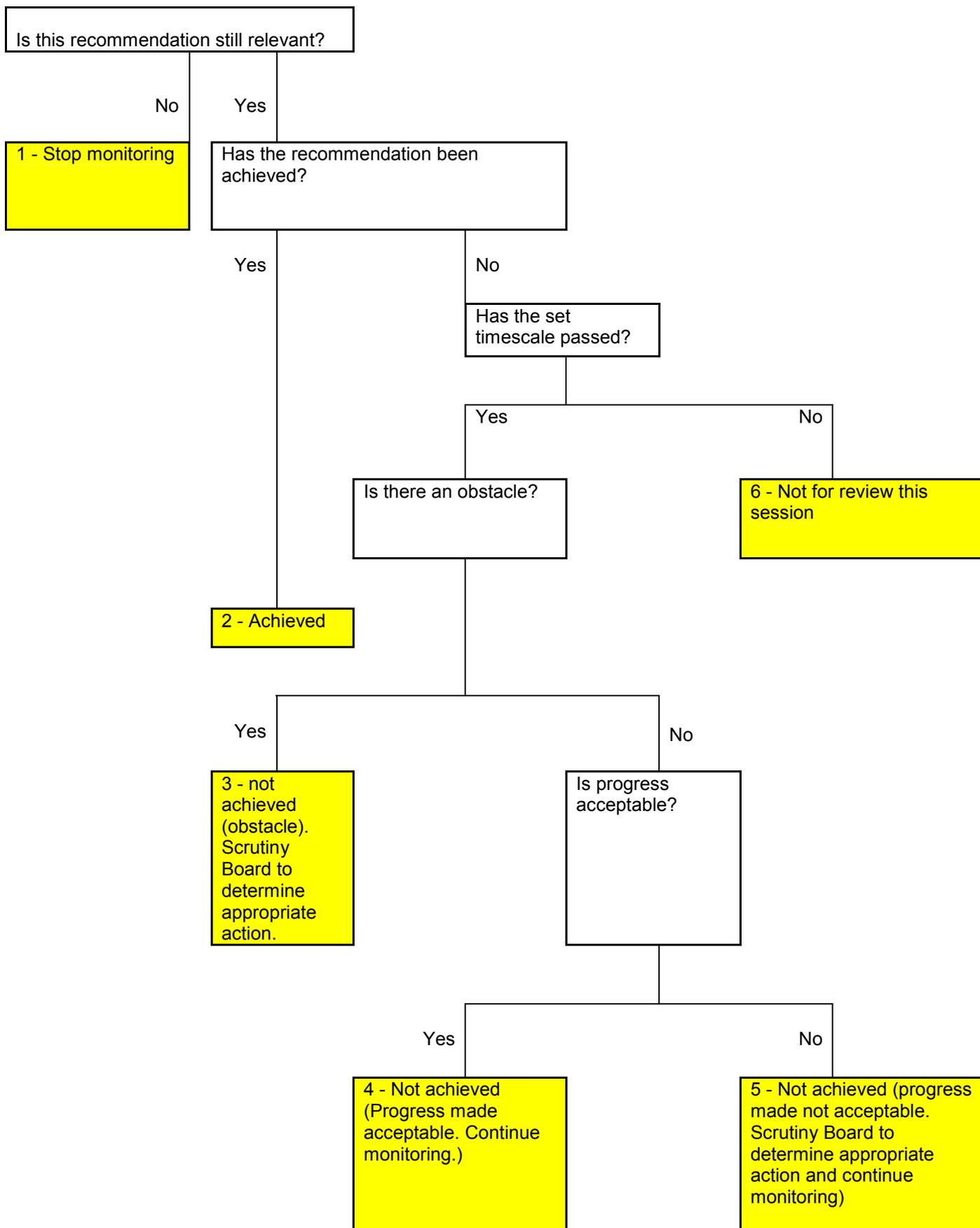
2.0 Recommendations

- 2.1 Members are asked to:
- Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

Background Papers

None.

Recommendation tracking flowchart and classifications:
Questions to be Considered by Scrutiny Boards



Recommendation Tracking – Progress Report (December 2009)**Categories**

- 1 - Stop monitoring
- 2 - Achieved
- 3 - Not achieved (Obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 - Not achieved (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Inquiry into Major Adaptations for Disabled Adults (2009)

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>Recommendation 1 – Before 31st March 2010 the Director of Environment and Neighbourhoods re-evaluates the current adaptation procurement practices in place and explores potential partnership arrangements which will increase buying power and expand the possibilities for price negotiation in future financial years.</p>	<p>This recommendation was agreed</p> <p>The Directors of Environment and Neighbourhoods and Adult Social Services note that a Value for Money Working Group has been set up involving the ALMOs and the Adaptations Agency as a sub group of the Adaptations Operational Group. This group is looking at procurement arrangements and will continue to meet regularly.</p> <p>Progress: <u>December 2009</u></p> <p>A Value for Money Working Group involving the ALMOs, BITMO and the Adaptations Agency has been established as a sub group of the Adaptations Operational Group and a number of meetings have been held which have focused on getting a better understanding of the</p>	4	

current procurement arrangements across organisations, reviewing current costs for standard products such as shower units, shower decks, rails, tiles etc, as the basis for potential cost savings in future, and seeking to establish an agreed minimum specification for high volume standard works such as a complete wet floor shower installation. This work is progressing and opportunities for cost savings and improved value for money have been identified , though it should be acknowledged that there are contractual , procurement and technical considerations which will need to be addressed before some of these opportunities for greater value for money can be realised.

A separate group has also been established involving Corporate Procurement Unit to review current arrangements for commissioning works in private houses , where the Council acts as agents for the home owner. A number of current working arrangements , such as the commissioning of stairlifts and temporary external ramps, will be subject to review over coming months with the potential for cost savings and/or improved value for money through economy of scale if future arrangements can include provision in ALMO stock as well as private housing

The work of the two groups will continue, with opportunities for improved consistency in technical specification and more competitive pricing, whilst ensuring that adaptations are of a standard that meets customer expectations through engagement with the Equipment User Group.

September 2010

A Value for Money Working Group involving the ALMOs, BITMO and the Adaptations Agency was established as a sub group of the Adaptations Operational Group in June 2009 and a number of meetings have been held which have focused on getting a better understanding of the current procurement arrangements across organisations, reviewing current costs for standard products such as shower units, shower decks, rails, tiles etc, as the basis for potential

	<p>cost savings in future, and seeking to establish an agreed minimum specification for high volume standard works such as a complete wet floor shower installation. The Group has concluded this initial work and opportunities for cost savings and improved value for money have been identified and implemented in some cases , though it should be acknowledged that there are contractual , procurement and technical considerations which will need to be addressed before some of these opportunities for greater value for money can be realised. The Group has reported on progress made to the Adaptations Operatinos Group. Work has also been undertaken with assistance from Corporate Procurement Unit to review current arrangements for commissioning works in private houses , where the Council acts as agents for the home owner. A number of current working arrangements , such as a review of primary contractors recommended for work in private homes and the commissioning of stair lifts has been concluded with some significant cost savings realised, and temporary external ramps will be subject to review over coming months with the potential for further cost savings and/or improved value for money through economy of scale. A detailed explanation is provided in Appendix 3.</p>		
<p>Recommendation 2 – The Directors of all adaptations providers establish a consistent standard for all non complex major adaptations regardless of tenure before the 1 April 2010.</p>	<p>This recommendation was partly agreed</p> <p>The Director of Environment and Neighbourhoods and Adult Social Services accept there needs to be a consistent and minimum standard for all adaptations, however, this should not prevent organisations, if they so wish, to meet and exceed the minimum specified standard.</p> <p>Whilst it is fully agreed there needs to be a consistent minimum standard for all non complex adaptations, it is equally important that organisations and providers should be able to go beyond the minimum standards to enable greatest benefit where this can be provided. The Directors of Environment and Neighbourhoods and Adult Social Services would advise that there are inconsistencies in mainly the cosmetic elements of the adaptation schemes between ALMOs and between public and private sector providers which largely relate to the quality of finishing's rather than a different specification. If</p>	<p>4</p>	

	<p>a standard finish were to be introduced, this would reduce both customer satisfaction and choice.</p> <p>Progress: <u>December 2009</u> As explained in progress on Recommendation 1 above, the Value For Money working group are also seeking to establish an agreed minimum specification for high volume standard works such as a complete wet floor shower installation.</p> <p>The group are currently developing two or three costed minimum specifications for a wet floor shower which they will use a basis for consultation with customers. The consultation will include asking for views on the acceptable minimum standard in the context of the level of demand and limited budgets.</p> <p><u>September 2010</u> As explained in progress on Recommendation 1 above, the Value For Money working group has reviewed and agreed a minimum specification for high volume standard works , namely wet floor shower installations. A price comparison of building supplies has also identified some variations which have enabled negotiations with main suppliers to secure additional price reductions.</p> <p>Current work is focused on a re evaluation of the Assessment of Need relating to bathing facilities, to identify where alternative less costly adaptations rather than a complete wet floor shower installation can fully meet need and customer expectations</p>		
<p>Recommendation 3 – a) Local more rigorous and challenging cross tenure targets should be implemented with effect from 1 April 2010. b) Before that date the Directors of all adaptation providers and the Director of Adult Social Services</p>	<p>This recommendation was partly agreed</p> <p>The Directors of Environment and Neighbourhoods and Adult Social Services accept there needs to be a close correlation between the service standards provided to public & private sector tenants and owner occupiers. However, the differences in response timescales can be attributable to legislation setting out different processes</p>	4	

should investigate how assessment, referral and delivery can be speeded up to reduce cost in terms of wider public finance and to the health of the individual. Such targets should aim to achieve an equitable status in terms of waiting times for both public and private owner/occupiers.

according to the tenure of the property. Where an adaptation is proposed for an owner occupier, it is a requirement of the process for delivery to include a means tested assessment. Such a means tested assessment is not needed for social housing tenants. This key difference means it is not realistic for the Local Authority to implement the same performance targets for delivery cross tenure. It is, however, fully accepted that all services should clearly set out, publish and publicise response timescales widely.

Progress:

December 2009

Adult Social Care's targets are linked to those set for all assessment and provision of service by DH/Care Quality Commission. Improved performance in recent months mean it is now appropriate to equalise the target for all adults to 56 days (28 days to complete community care assessment plus 28 days to make the recommendation for major adaptation).

The target for Children and Young People's Social Care is linked to the Children's Common Assessment Framework.

On the assumption that recommendations for Children's adaptations are 10% of total recommendations, this creates an overall target for Social Care of 57 days, a reduction of 24 days on overall time. This target applies across tenures.

Given the current performance, which stands at 48 days at end of period 7 for 2009/10, 57 days does not appear to be a challenging target. However, 57 days is consistent with national targets and will be challenging for the Occupational Therapy service in ASC to achieve as the impact of transformation of adult social care increasingly takes effect .

In January 2010 a time limited task group will be established to examine cross tenure performance targets for delivery of adaptations.

	<p><u>September 2010</u> The achievement of challenging targets is dependent upon the available resource provision. Targets for the social care assessment for both children and adults were equalised to 57 days in 2009, a reduction of 24 days on overall time. To alleviate the budget pressure and improve performance Executive Board in July provided an additional £1m to assist with the backlog of adaptations in the council housing sector. Furthermore, the Adaptations Strategy seeks to ensure that value for money is maximised from the available resources through greater controls, standardisation and greater partnership working between teams in the council to increase the speed of delivery. A current example in the private sector is that recycled stair lifts will now be provided with an annual savings of £200,000, which can be used for additional adaptations.</p>		
<p>Recommendation 4 – That the Directors of all adaptation providers make the necessary arrangements to consistently advise customers of the approximate adaptation delivery time, once their needs have been assessed.</p>	<p>This recommendation was agreed</p> <p>All Directors agree with this recommendation and would advise that the Adaptations Customer Relations group, a sub group of the Adaptations Operations Group, will ensure implementation.</p> <p>Progress: <u>December 2009</u> Adaptation providers are advising customers at the point that work is approved of the likely timescale and updating people by letter if there is a delay.</p> <p>Customer Relations Group to consider methods to quality assure this process.</p> <p><u>September 2010</u> Each adaptation provider advises customers of the expected adaptation delivery timescales.</p>	<p>2</p>	<p>Yes – stop monitoring</p>
<p>Recommendation 5 – a) That the Director of Environment and</p>	<p>This recommendation was agreed</p>	<p>4</p>	

Neighbourhoods, ALMO Directors and the Assistant Chief Executive (Planning Policy and Improvement) make necessary provision for the display and replenishment of published adaptations information in all Council buildings accessible to the public for general or housing enquires.

b) Customer Service staff should be adequately skilled to signpost those seeking assistance to the appropriate officer/information or provide the necessary adaptations

a) The Adaptations Operation Group will be responsible for ensuring the delivery of this recommendation. This will include provision, distribution and updating of leaflets which will contain detailed information about the process of applying for an adaptation and the timescales for each element of the application process.

b) Occupational Therapists have been involved in the training of Westgate customer service staff. Advice to customers will be further improved by giving appropriate information so that customers can make an informed choice at an earlier stage about the means test, thus enabling them to decide to proceed if they are an owner occupier.

Progress:

December 2009

a) All ALMOs and the Adaptation Agency have leaflets, posters etc on their adaptation service in their access points, such as housing offices and one stop centres. Some ALMOs and adaptation agency information is also display customer information in sheltered housing schemes, libraries, and GP surgeries. All ALMOs have undertaken periodic checks to ensure that the correct stationary is displayed, although a more rigorous process is required. This will be developed in early 2010.

b) Adult Social Care is to locate 3 Team Managers in Westgate from January 2010 to provide Customer Service staff with immediate advice and information when dealing with Adult Social Care related queries. This will ensure customers receive good information at the first point of contact with the Council. One of the Team Managers to be seconded into this role is an experienced Disability Team Manager who will take a lead role in improving responses at first point of contact, to adaptation enquiries.

Children's Social Care already has a Team Manager located in Westgate who will be able to access the specialist knowledge of the Disability Team manager on adaptation issues.

	<p>All ALMOs have trained their front line staff on the adaptation process, and some training of Customer Service staff has been undertaken by ALMOs. More training, in co-ordination with the Westgate based Disability Team manager will be undertaken in 2010.</p> <p><u>September 2010</u></p> <p>a) An audit has been undertaken of where Social Care (Adults and Children) ALMOs, BIMTO and Adaptation Agency display customer literature or promotional material. From this audit, it became clear that there were several different contact points where customers may request an adaptation. Therefore, all initial enquires regarding adaptations should be directed through the contract centre. As a result of this an assessment will be undertaken and advice given. To support this, a new leaflet and accompanying poster has been produced to direct customers through either the Adult or Child social care phone lines. These will be displayed at all key council/ ALMO/ health service access points.</p> <p>b) To improve the training of front line staff in the contract centre, one stop centres and housing officers, a services of 'Frequently Asked Questions' have been developed to respond to enquires regarding the adaptation service.</p>		
<p>Recommendation 6 – Within the next 6 months the Directors with responsibility for the delivery of adaptation and the Director of Adult Social Services work in partnership to evaluate the provision of a cross tenure complex case coordinator(s) with the necessary specialist support skills to meet the objectives set out in this report, with a view to securing this function within the next 12 months.</p>	<p>This recommendation was partially Agreed</p> <p>An Adaptation Operations Group oversees the general processes and procedures for delivering adaptations. It is proposed that this group continues to review the Housing Options process which was established to ensure complex cases are managed well across agencies. The Adaptations Operation Group will review the need or otherwise to appoint a complex case coordinator. It is presently the view of ALMOs that to appoint such a person would duplicate existing provision. However, in view of current concerns about delays in provision of adaptations, an opportunity to further appraise this recommendation including development of a possible business case</p>	1	Stop Monitoring

for any potential post, is a task that will be overseen by the Adaptations Operations Group.

Progress:

December 2009

In response to recognized issues of the potential for cases to stall unnecessarily, a process known as Housing Options was introduced in May 2009. This process increases close, cross agency management of complex cases from an early stage, which was the original intention of the case co-ordinator. Since in May 2009 16 families have used the Housing Options process and 14 cases are still in process of having their housing needs met. Of the 16, 9 were ALMO properties, 5 owner occupied and 2 housing association. In 9 of the cases the disabled person was a child.

Since May 2009 there have been 15 complaints/representations received by Social Care regarding the delivery of major adaptations by the council. Non of these were issues that would have been managed better by use of Housing Options. The Complaints Office also received 7 contacts that were actually new referrals and one of these, where a family had adaptations but wanted to consider rehousing, was immediately referred into the Housing Options process

The ALMOs and Adaptations Agency report that they have not received any complaints that should have been within the Housing Options process.

At this point the Directors of Adult Social Care and Environment and Neighbourhoods do not believe a business case can be made for a dedicated officer but will continue to monitor use of the Housing Options process through AOG.

September 2010

Since the introduction of the Housing options for disabled people in

	<p>May 2009 there have been 19 cases. So far in 2010/11 there has been 8 A review of this process was undertaken in March this year. The key conclusions were that the introduction of this process has engendered greater communication between agencies dealing with cases and resulted in improved customer liaison.</p> <p>As a result, of the number of cases that have been assessed through this process It was felt that there is not a business case to have a dedicated co-ordinator as this can be delivered the team responsible for the case.</p>		
<p>Recommendation 7 – Within the next 12 months the Directors of all adaptation providers and the Director of Adult Social Services produce a specific city wide Adaptations Strategy and Delivery Plan spanning a number of years, for both the public and private sector. The strategy should take into consideration that demographically the population is ageing and other recommendations contained in this report.</p>	<p>This recommendation was agreed</p> <p>Directors agree that a specific city-wide strategy, with a strategy action plan, would enable the City Council and partners to structure and coordinate a unified approach to the provision of adaptations. It is recognised that a strategy for the provision of adaptations is an integral part of many different business plans, strategies and action plans. A cross-cutting strategy could bring all elements of this work together and if tasked to do so, the Adaptations Operations Group could provide a vehicle for the strategy to be delivered.</p> <p>Progress: <u>December 2009</u> A meeting – “Adaptations Strategy Group”, is arranged for Directors and Chief Officers from Adult Social Care, Children and Young People’s Social Care, and Environment and Neighbourhoods on 11 December 2009 to progress this recommendation.</p> <p><u>September 2010</u> Production of the strategy has been signed off by Environments and Neighborhoods/ Adult Social Care and Children and Young People Social Care SMTs as well as being approved by the Adaptation Strategy Group which also involves all ALMOs/ BITMO. Input is currently being sought from the Executive Board Members for Adult Health and Social Care and Neighbourhoods and Housing. The</p>	<p>4 – Strategy to be presented to the Board Dec 2010</p>	

	<p>strategy is due to be presented to Adult Social Care Scrutiny Board in December 2010.</p> <p>The Housing Adaptation Strategy has been developed for 2010 – 13. The Strategy will:</p> <ul style="list-style-type: none"> • Deliver a high quality service to respond to the adaptation needs of people in Leeds in a fair equitable and timely way within the available resources. • Ensure all agencies with responsibility for adaptations are working in a co-ordinate and transparent way, reducing duplication, achieving value for money, and sharing and managing financial and other risks. • Engage people who can benefit from adaptations as equal partners, promoting self management and personalisation, in making decisions about cost effective ways to achieve independence and inclusion. <p>The strategy has been developed over the past six months by a core group of officers from within Adult Social Care and Environment and Neighborhoods. It has been overseen by the Adaptations Strategy Group, chaired by the Chief Officer for Access and Inclusion in Adult Social Care. All ALMOs/ BITMO and Health and Environmental Services, Strategic Landlord and Children and Young People Social Care were represented. In April there was a major consultation event involving the all relevant teams in the council and other key stakeholders such as Care and Repair.</p>		
<p>Recommendation 8 – That the Directors of all adaptation providers ensure a) that the full budget provision is proposed each year in the annual budget to meet all anticipated in year demand thus removing the financial barrier currently hindering the timely delivery of some adaptations.</p>	<p>This recommendation was partly agreed</p> <p>Directors are aware that budget provision each year is set according to the needs and priorities of each service. The Council’s financial contribution to DFGs has increased by over 200% in the five years to present, with a 09/10 allocation of £4.43m, alongside the Government Grant of £2.57m. This reflects a significantly increased level of</p>	<p>4 – Board to review impact of CSR in Dec 2010</p>	

b) that where it becomes apparent that actual adaptations demand will exceed anticipated need further financial provision is requested each year from 2010/11 onward to ensure the perpetual delivery backlog at the conclusion of each financial year is brought to an end.

delivery on adaptations which rose from 441 schemes (03/04) to 784 schemes (08/09) in the private sector. However, the initial forecast for demand at the start of the year is still frequently exceeded during the year, leading to budget / service pressures. Officers believe that when budgets are set, Members could expect to be given a forecast of the anticipated demand and the cost of meeting that demand. It has been suggested that an annual report, based on the adaptations provision in the previous year, may assist in setting out the proposed demand / spending on adaptations.

Members will be aware, however that patterns of demand for adaptations continue to be varied, leading to a particular difficulty in anticipating demand of specific units and therefore a specific amount for future budget allocations.

Progress:

December 2009

The Adaptations Strategy Group, arranged for 11 December 2009, will commence the review of resources and budget setting for adaptations across tenure and across council services. This work will feed into the budget process for 2010/11.

September 2010

Since the publication of this Scrutiny Inquiry the national fiscal picture has significantly changed and it is unlikely that the Comprehensive Spending Review in October 2010 will provide additional money for Disabled Feasibility Grant. However, Executive Board have recognised the need for additional funding for adaptations and in July provided an additional £1m to the ALMOs/ BIMTO to deliver additional adaptations to those currently assessed as having an adaptation need. Furthermore, Officers are looking to create efficiencies so that greater value for money is provided. ALMOs are currently tendering for new adaptation providers which will create greater efficiencies; the use of recycled stair lifts, external rather than permanent ramps could save £300k per annum.

<p>Recommendation 9 –The Director for Development investigates and reports on the viability of adopting a model which reflects the spirit of the London Supplementary Planning Guidance for mandatory development to Lifetime Homes Standards, but suits the diversity and specific requirements of the City of Leeds, reporting findings to the Executive Board before 31 December 2009.</p>	<p>This recommendation is agreed</p> <p>We are currently nearing completion of a draft SPD on Sustainable Design and Construction which it is intended to publish for consultation in the Autumn. For housing, this looks at the introduction of the Code for Sustainable Homes (CHS) which at various levels embraces the Lifetime Homes Standard. Lifetime home standards are mandatory at CSH level 6. From 2010 they will be mandatory at CSH level 4 and in 2013 at CSH level 3. Once approved we will be encouraging house builders to follow the guidance but it will not be mandatory. SPD`s have to be supplementary to a policy in an approved development plan document as was the case in London where their SPD clearly elaborated on a policy in the approved Plan for London. We will be dealing with the policy position through the LDF Core Strategy. It is currently proposed that the Core Strategy includes a policy requiring new major residential development to meet the requirements of CSH. However, the Core Strategy is only at a relatively early stage of development, although we hope to be in a position to undertake further public consultation in the Autumn. The Core Strategy will eventually will be subject to public examination by an independent inspector, testing the appropriateness and justification for the policies that the Council is seeking to introduce, including in this case issues of viability.</p> <p>Progress: <u>December 2009</u></p> <p>The LDF Core Strategy was published for consultation as planned and included Policy SC7 dealing with the Code for Sustainable Homes as indicated in the previous response to Scrutiny. The consultation period closed on 7 December. It is not known at this stage whether this policy attracted any representations. The consultation responses will need to be analysed as part of the on-going development of the Core Strategy leading to the publication of the final document in Autumn 2010. Public examination and adoption are anticipated in 2011.</p>	4	
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	<p>Progress on the Sustainable Design and Construction SPD has slipped and public consultation on the draft will now be in the new year. We are currently finishing off the illustrated draft for a further round of internal consultation. We aim to get an illustrated draft for internal consultation in January, followed by external consultation, some of which is already planned. If this goes well we should be looking at adoption of the SPD in April 2010."</p> <p><u>September 2010</u> The Sustainable Design and Construction SPD (Building for Tomorrow Today) was issued for public consultation in June 2010 (closing date 1 September 2010). It is not known at this stage whether this element of the SPD attracted any representations. The consultation responses will need to be analysed as part of the on-going development of the SPD leading to the adoption of the document in Winter 2010/11."</p> <p>The Core Strategy does not directly require new developments to adhere to Lifetime Home Standards. It does include a policy to require major developments to meet levels of the Code for Sustainable Homes and Lifetime Homes can contribute to achieving this but it is not compulsory. To specifically require Lifetime Homes we would need to demonstrate that it did not form a constraint on the delivery of housing development. Other planning gains such as affordable housing would need to be factored in. In the current economic climate it is unlikely that it would pass the viability test and would therefore be rejected by an Inspector at Examination. For this reason we are more likely to be able to influence Lifetime Home provision indirectly via the Code rather than having a specific Core Strategy policy.</p>		
<p>Recommendation 10 – a) The Directors of all adaptation providers and the Director of Adult Social Services conduct a full review, within the next 6 months, of how</p>	<p>This recommendation was agreed</p> <p>The Adaptations Operations Group will develop a common data set ensuring that cross tenure adaptation and assessment and delivery</p>	2	Provision of quarterly performance reports to

<p>performance information is collected, collated and reported.</p> <p>b) The provision of quarterly cross tenure adaptation assessment and delivery performance reports to the Adult Social Care Scrutiny Board (or its successor), including a summary of any known Leeds cases which the Local Authority Ombudsman have decided to investigate or have reported on. The first performance report for 2008/9 quarter 4 will be scheduled early in the Scrutiny work programme 2009/10.</p>	<p>performance reports can be received and managed by this group, in particular the performance on completion times.</p> <p>Progress: <u>December 2009</u></p> <p>a) As part of the overall governance structure for adaptations in the Council a number of time limited task groups were identified. These groups report into the Adaptations Operations Group. It is proposed that AOG receive governance and leadership from the newly created Adaptations Strategy Group which has its first meeting planned on 11th December 2009.</p> <p>Task groups on VFM, Standard specifications, and customer care are in place. The Task group on Performance standards (see recommendation 3 above) and performance reporting will commence in January 2010.</p> <p>b) Following approval of the Directors response to the Scrutiny Boards Adaptations Report at Executive Board on the 26th of August the performance report for quarter two is appended to this report for comment from the ASC Scrutiny Board. Further reports will be brought before the board for discussion to coincide with performance reporting. Performance at Quarter 2, 2009/10</p> <p><u>September 2010</u></p> <p>a) From April 2010 a new performance reporting system was implemented. The drivers were to simplify the performance reporting process, to be able to more accurately gain cross tenure comparison and to gather an increase amount of data on the process so that each case can be tracked more effectively. The new regime reports the percentage of adaptations that have been completed within timescale. In July 2010 Adult Social Care Scrutiny Board received a report showing the percentage of adaptations that were achieved within the target times. For 2009/10 quarter 4.</p>		continue.
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	b) For 2009/ 10 (and 10/11 to date) there have been no Local Government Ombudsman investigations relating to the adaptation service in Leeds.		
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APPENDIX 3

Report of : Value for Money Working Group

Meeting : Scrutiny Board (ASC)

Date of meeting : 22nd September 2010

SUBJECT : Scrutiny Inquiry into Major Adaptations for Disabled Adults – value for money considerations

1.0 Introduction

1.1 The report of Scrutiny Board (Adult Social Care), published on 17 June 2009, set out a number of recommendations in respect of major adaptations which included :

Recommendation 1 : The Director of Environment and Neighbourhoods re-evaluates the current adaptation procurement practices in place and explores potential partnership arrangements which will increase buying power and expand the possibilities for price negotiation in future financial years.

Recommendation 2 : The Directors of all adaptations providers establish a consistent standard for all non-complex major adaptations, regardless of tenure, before 1st April 2010.

1.2 The Value for Money (VFM) group was established in June 2009, with representation from officers of each of the three Leeds ALMOs and the Adaptations Agency, and representatives from Belle Isle Tenant Management Organisation (BITMO), in order to progress this work. The group has met on five occasions, between June 2009 and April 2010, with a particular focus on exploring the opportunities for maximising value for money and achieving standardisation of adaptation work across tenures through an evaluation of :

- tendering arrangements for specific contracts;
- trade purchasing of building products and specialist equipment;
- standardised specifications and quality for products, designs and installations; and
- post-installation maintenance, durability, customer satisfaction and potential for recycling and reuse.

1.3 This paper reports on the work and conclusions of the group and seeks to provide information on the benefits and cost savings which are now being realised and opportunities for further work in future years.

2.0 Matters considered and progress made

2.1 As reported in early 2009 to the Scrutiny Working Group, the Adaptations Agency (Agency) provide adaptation services to customers in the private sector who own their own homes but are assisted financially with adaptations through a means-tested Disabled Facilities Grant (DFG). The ALMOs and BITMO provide a similar service to customers in council housing but, whilst the service in each organisation is similar in its

outcome, there is some variation in contractual relationships and variation in processes that need to be followed and which the VFM Group have found difficult to overcome.

- 2.2 The Group has concluded that a subtle but important distinction needs to be recognised which differentiates between public-sector and private-sector adaptations. In the public sector, all adaptations carried out remain in the ownership and control of the landlord, with the potential for making full use of the facilities for the duration of the expected lifetime of the installation provided, irrespective of any change in tenant, as there is the opportunity of matching any future change in occupants to the facilities in place. Furthermore, the landlord remains wholly responsible for the maintenance and upkeep of the installation. There may, therefore, be a legitimate business case for specifying works over and above the minimum standard required to meet the particular needs of the current disabled tenant, as such an investment may prove to represent greater value for money over the longer term and add to the asset base of the organisation. In contrast, where works are carried out in private homes, the works are specifically to meet the needs of the current disabled occupier or family member, and are wholly owned by and are the responsibility of the home owner to maintain, service and repair, are more likely to be subject to personal choice and preference and are often only of use to the present occupiers and likely to be removed on change of ownership. In acknowledging this distinction between public and private sector owned housing, it is recognised that, whilst every disabled occupant should be entitled to and expect assistance with an agreed standard of adaptation based on their housing needs, ALMOs, Housing Associations and private landlords may elect to provide a higher standard of adaptation where they feel this represents greater value for money. Similarly, private home owners seeking assistance through a DFG may elect for a higher specification or more extensive works, which can be accommodated within a scheme subject to the home owner meeting the additional costs.
- 2.3 Improvements in service provision over recent years have already seen the introduction of standardised specifications across the board. Where traditional contracts exist, schedules of works with fixed costs for standard installations have seen a reduction in unit costs. Where public-sector partnering contracts exist, costs have been driven down by negotiation and efficiency savings, often operating on an 'open book' arrangement. These revised procedures have been influential in achieving service plan targets of a speeded-up delivery service, while maintaining quality installations and a high customer satisfaction, and also representing improved value for money.
- 2.4 VFM arrangements already in place include :
- Adaptations in ALMOs being delivered through a framework of contractors procured through quality and cost assessments at competitive tendering stage. Most of the current contracts operate open-book accounting and as such enable both parties to jointly identify efficiencies and areas of waste reduction.
 - Previously-used equipment now no longer required in ALMO property is cleaned, serviced and recycled where possible, or stored where there is not an immediate use available.
 - The ALMOs re-house tenants where appropriate into homes which already have adaptations, rather than adapting their existing home.
 - Fixed price 'work packages' have been introduced for 90% of the Adaptations Agency's work in the private sector and also in one of the ALMOs, generating savings in time spent on procurement and leading to reductions in average costs.

- A review of, and changes in, the materials used in adaptations schemes have resulted in savings.
- Adaptation needs for ALMO property are identified as part of capital programme works (kitchen and bathroom renewals). This leads to efficiencies from proactive identification and installation during the refurbishment works.

2.5 Other VFM activities adopted in ALMOs include :

- plumbing-in for a bath when installing a wet-floor shower so that a bath can be quickly and cheaply installed if changes in use are required for a new tenant in the future;
- fitting lever taps as standard unless otherwise stated by tenant;
- using mixer taps where possible instead of installing a shower;
- identifying adapted properties immediately they become empty so that best use can be considered as soon as possible; and
- creation of adaptation showrooms in one ALMO so that customers can try equipment and adaptations before installed, to ensure proposals meet needs.

3.0 Development work considered by the group

Building on the work already carried out, and looking specifically at key aspects of VFM, the group has concluded as follows.

3.1 *Tendering arrangements for specific contracts*

Aire Valley Homes Leeds (AVHL) and West North West Homes Leeds (WNWHL) deliver adaptations in partnership with their repairs contractors. They use contracts won in open competition and are combined with repair works, minor works, voids, etc, in the overall value, thus increasing the buying power and spreading the overheads of each organisation, resulting in greater efficiency and value for money. The net result is a significant buying power of many millions of pounds from which adaptations gain through economies of scale. Most work can be ordered directly without the need for individual tendering which provides adequate contractual control but eliminates unnecessary tendering delays. These partner arrangements have been negotiated and procured separately in each ALMO specifically for work in public-sector housing and are operating over different contractual periods and terms. These arrangements also have the benefit of coming under the main repair contract conditions and scrutiny, including Audit Commission inspections. East North East Homes Leeds (ENEHL) delivers adaptations through a framework of contractors procured in October 2009.

The ALMOs have adopted a variety of approaches with their contractors in seeking better value for money. In some instances, ALMOs have agreed fixed prices for specified works. In other cases, where possible, they have worked with their contractors under partnering agreements to achieve greater efficiency, standardise work and materials, where appropriate, and remove unnecessary costs. Under an open book arrangement, both parties can identify efficiencies and related cost savings. This has had varying degrees of success but in the high volume work, ie wet-floor showers, this has seen costs reduce by up to 40%, from an average of £5,000 to £3,400 in one ALMO by way of example.

The VFM Group has explored the potential for accessing the current ALMO contracts for private-sector adaptations but there are contractual and practical issues which

make this difficult. However, it is suggested that further consideration is given to any future opportunities for VFM benefits from single contractual arrangements, including the use of such contractors for the provision of private sector adaptations as current arrangements come up for review or renewal, or as a consequence of the overall ALMO review.

In the private sector, each private DFG application is made by the private home owner seeking financial assistance towards the cost of agreed adaptations. Ultimately, they have full control of the management of the scheme and are free to choose any contractor to undertake the works, with each scheme being a separate contract between the building contractor and themselves. However, in order to assist home owners as far as possible, the Agency has sought out and identified a pool of contractors with the capability to undertake such works to a high standard, and has negotiated agreed rates or fixed prices for standard installations which the Agency has confirmed will attract DFG assistance based on local material and labour costs and likely volumes of work. The Agency carried out a vigorous set of interviews originally to identify this pool of contractors which included the acceptance of new contractual arrangements, a formal evaluation process and agreement to the use of standardised specifications and costs, and a fining system for poor performance or late paperwork. In recent months, the preferred contractors list has been fully refreshed through open invitation to the building industry, with support from the Procurement Unit; this has resulted in a number of new contractors being selected, all of whom will be required to operate to specified terms and performance which include fixed prices and a particular focus on high standards of installation and customer satisfaction. A review and comparison of costs of works undertaken suggests that these arrangements do represent value for money.

Whilst the Agency wet-floor shower specification has remained at the same high standard, the re-negotiated material costs undertaken in 2009/10 has enabled the Agency to reduce the overall 'fixed price' cost by £400.00 per installation. This equates to a potential projected saving for 2010/11 of £240,000.00.

NB : for information, the calculated basic price of an Agency wet-floor shower installation, assuming a straightforward installation could be accommodated, sufficient electrical supplies were in place, no asbestos testing/survey was required, and the Agency 'weightings' were removed to accommodate the 'swings and roundabouts' agreement; would be approximately **£3,500**.

All the Agency's contractors are rigorously monitored, having weekly updates on work programmes, monthly meetings, and formal evaluations every 3 months. Monthly meetings with the contractors include discussions with officers concerning every case which is in progress and any required actions are recorded and monitored. The quarterly evaluations are in the form of a written scored assessment of each contractor. The assessment is forwarded to the contractor who is invited to a meeting to discuss the evaluation and any future actions.

As the Agency's contractors are not actually in contract with the Council, the Agency has the ability relatively quickly to reduce a contractor's allocation of work or discontinue their nomination to applicants altogether following poor performance/evaluations. The Agency also operates a fining system such that contractors are expected to inspect their own works and ensure the adaptation is fully operational, safe and to a high quality, before handing it over to the Agency for final inspection and subsequent payment on behalf of the DFG applicant. If the adaptation is found to have defects on final completion, the Agency levy a £300 fine on the contractor and a further £300 fine if their completion paperwork is longer than two

weeks following completion of the work. The implementation of the 'fine system' has been very positive for the clients, the Agency and the contractor. Contractors are focused on completing the works efficiently, on time and to a high quality and to ensure their paperwork is submitted within the appropriate time frame. The clients are receiving a swift and quality service and the Agency are not expending unnecessary resources repeatedly checking installation or chasing paperwork, and can consequently apply their time to progressing further adaptations.

If a fine is levied, the original approved grant is reduced by the appropriate amount (£300 for example) at the time of final payment; therefore in effect the monies remain/go back into the ring-fenced DFG budget.

In conclusion, the contractual and contractor arrangements currently operating in public and private sector adaptation work are well established and refined, representing value for money and appropriate for the volumes of work and nature of business in the two housing sectors. Whilst there may be some additional benefits in joint procurement as ALMO current contracts become due for review, the conclusion of the VFM group is that the current arrangements do represent value for money and should continue for the present time.

3.2 *Specialist Installations*

The VFM group has also considered three specific 'specialist' supplied installations to determine what if any potential there is for future provision. The items considered were :

- stair lifts;
- external temporary ramps; and
- specialist bathing units (eg closomat).

3.2.1 *Stair lifts*

Coinciding with the VFM review, the future arrangements for the supply and installation of stair lifts in private sector homes have been the subject of a competitive bidding procedure through late-2009, undertaken by the Agency with support from the Council's Procurement Unit. Through an open invitation, all such manufacturers/ installers have been invited to be considered for preferred installer status for private sector DFG schemes for the next three to five years, and an evaluation exercise of a shortlist of four specialist companies has been concluded based on a range of considerations including capacity, product quality, customer focus and price. The outcome is that the preferred manufacturer/installer recommended to provide stair lifts in private-sector homes will provide future installations which are competitively priced, of a high quality and meet exacting standards in terms of speed of delivery and customer satisfaction. These negotiations have realised an immediate cost saving of around £400 on a straight rail unit and around £900 on a curved rail installation when compared with previous quotes. As part of these negotiations, the potential for recycling and using reconditioned installations donated by, and no longer of use to, the original owners has been agreed and is to be progressed, which will also result in future VFM savings.

It is anticipated that from 1st September 2010 all stair lifts installed in private-sector properties will be 100% recycled/reconditioned lifts. The decision to move to recycled lift installation will equate to an estimated additional saving of approximately £200,000 per year (around £300-£400 saving on straight stair lifts and up to £1,000 saving on curved stair lifts, dependent on model and

condition). All reconditioned stair lifts will be no more than five years old and have five-year warranty and service cover, as the previous 'new' lifts attracted, and will all be delivered to site and packaged 'as new'. DFG grant applicants wishing to have a brand new stair lift rather than a reconditioned unit will be expected to meet the difference in cost from their own resources.

Under current contractual arrangements, the supply and fitting of stair lifts in public-sector accommodation has been carried out by Minivator, who had a contract until March 2010. As such, the opportunity of arranging for a single supplier/installer cross-tenure was not possible at the time the private-sector arrangements were being considered, and there were also some concerns over the implications for EU procurement rules and capacity to meet total demand from a single supplier.

3.2.2 *External temporary ramps*

In private-sector homes, the provision of external ramps to facilitate ease of access can be achieved by the use of pre-manufactured modular ramps which can be fitted quickly and more cheaply than a traditional construction, and be easily removed when no longer required; they are therefore more attractive to homeowners.

Following an investigation of market availability of such installations, an agreement was made between the Agency and Easi-Access, in March 2008, to quote for and carry out all standard ramp installations on behalf of Agency clients, with their agreement, for a period of three years up until the end of March 2011.

This agreement has been running very successfully. In the vast majority of cases, Easi-Access is notified of the client's address and they carry out a comprehensive inspection/survey, providing a quote giving full details which includes an isometric artist's impression of the ramp in situ and a plan with full technical information. Due to the detail given with the quote, it is only on a relatively small number of schemes that Agency surveyors deem a further site visit is necessary.

In reviewing current and future arrangements for the provision of modular external ramps, it is intended to seek expressions of interest in late-2010 for the selection of a preferred provider supplying units from April 2011, and ALMO officers have been invited to consider being part of that exercise. The cost saving on a typical installation, as compared to a traditional construction, is in the order of 50%. Whilst each ramp is somewhat unique, many are of the order of 4m-5m in length and cost approximately £3,500 for a modular installation as compared to a traditional permanent construction; they also have the added benefits of being quicker to install and easier to remove and recycle. Currently, around 80 such units are installed in private homes alone each year, representing an annual cost saving of approximately £80,000-£100,000.

3.2.3 *Standard specifications and building suppliers costs*

An analysis of adaptation work in Leeds over recent years clearly shows that the most commonly required adaptation work relates to the provision of accessible bathing facilities and that, in the majority of cases, the recommended scheme is the removal of existing bath and provision of a wet-floor shower facility which will meet the current and any future needs of disabled residents. In private sector

homes, for example, wet-floor showers are provided in approximately **80%** of all schemes, out of approximately 1,000 schemes completed in total per annum.

The VFM group therefore agreed to focus on evaluating wet-floor shower installations in terms of standard minimum specification and cost, as a real potential for achieving savings but also ensuring consistency in provision. A wet-floor shower was broken down into its component parts, and the specification for each component evaluated and costed.

The table at the end of this report gives details of the approximate number of units installed per annum, component building elements of a wet-floor shower, and the original cost of components in each of the three ALMOs, BITMO and Adaptations Agency. Using this information, each organisation has reviewed its current costs and sought to renegotiate with suppliers where they have been unable to justify any significant price differential. The table also includes any revised costs which have now been agreed and an approximate cost saving which this will realise each year, currently estimated to be in the order of £230,000.

In terms of minimum specification, the component parts are very similar in all organisations, although it is accepted that different specifications may be required in properties of different design and construction. For example, electric shower units (the preferred model) may not be suitable for installation in high-rise accommodation more commonly associated with public-sector housing, where there is the potential for overloading the electrical supply. The one aspect open to debate related to the area of tiling to be specified in a wet-floor shower, as historically some organisations have allowed for full bathroom tiling to achieve what they consider the best finish with minimal future cost implications, whereas others have restricted the area of tiling to a practical minimum within the shower area. Agreement has been reached that the minimum specification should be 8 sq meters of tiling, with organisations being free to increase the area specified based on their own business considerations, and allowing for remedial works/making good to existing finishes. For private-sector schemes funded through DFG, this has resulted in a significant reduction in unit costs. Private home owners can have additional tiling over and above the minimum specification but will have to meet any additional costs.

In terms of overall cost savings, the exercise has proved very beneficial in helping to ensure competitive prices are being secured from suppliers. Exact comparable prices are not necessarily to be expected, as the price can be influenced by volumes of trade and business relationships, but the table clearly shows that some products have been significantly reduced in price, with overall estimated annual savings of over £250,000 based on current volumes of work. In addition to these cost savings, the principal surveyor in BITMO advises that BITMO have been operating a tendering process for every wet-floor shower installation since January 2010. They request a quotation from three to four different contractors; the tendering panel at BITMO open these on a regular basis and the winning contractor is offered the job. This process has driven down the wet-floor shower cost to an average of £3K per installation, an all-encompassing price to include all the work which BITMO have specified in the invitation to tender.

The work to standardise wet-floor shower installation and drive down price has been beneficial, but the view is also held that a review is needed of referrals for works recommended to meet needs, as under current arrangements wet-floor

showers are provided almost exclusively when alternative, less costly works might equally be suitable and sufficient to meet the needs of disabled persons seeking assistance. For example, the provision of a low-level entry shower cubicle installation to replace a bath, as opposed to a wet-floor shower, could save at least £1,000.00 per installation, whilst still being fit for purpose for disabled residents retaining some mobility. Some applicants seeking adaptations in their homes have expressed the view that they would prefer a more traditional shower cubicle installation than a wet-floor shower as being more in keeping with the home environment. Whilst such requests need to be considered in terms of understanding the longer-term prognosis of disabilities and likely future needs which may best be met in one scheme of alterations, the opportunity for residents to exercise choice under the personalisation agenda must also be an important consideration.

3.2.4 Specialist equipment and installations

A number of specialist types of equipment are used to assist disabled residents, such as through-floor lifts, tracking and hoist arrangements, and also some specialist bathing/toileting facilities such as the closomat unit, a combined toileting/bathing facility. The VFM group considered if there was any potential for further work in terms of VFM and concluded that due to the specialist nature of closomat and similar specialist units, which include specific technical specifications and are identified by Occupational Therapists in their assessments, there is no further potential for reviewing this aspect of adaptation work at the present time.

3.2.5 Post-installation maintenance, durability, customer satisfaction and potential for recycling and reuse.

Current arrangements for post-installation maintenance and warranties of equipment such as stair lifts have been reviewed by the group who have concluded that the necessary arrangements are in place, including meeting the cost of extended warranty for five years as part of the DFG for private owners and periodic servicing and maintenance in public-sector accommodation.

The potential for recycling equipment is now in place for both private as well as public stair lifts, with the new arrangements agreed with Stannah, and negotiations to commence later in the year for the installation of modular external ramps will include consideration of removal and reuse cost benefits.

One remaining but important area of work which needs to be better understood is the performance of installations over the longer term and the level of customer satisfaction with the works of adaptation and products supplied, in terms of suitability and durability. Whilst the overall level of customer satisfaction on completion of works is very high (currently 98% for private-sector customers), their satisfaction over the longer term is less well understood. Work has already commenced by officers in Adult Social Care to undertake an evaluation of the appropriateness of the adaptations carried out based on the assessment of need, to determine whether the adaptations have met their needs and continue to do so. A further customer satisfaction exercise for private-sector residents is planned for later in 2010 which will seek to better understand the level of satisfaction with the works carried out, the quality and reliability of products supplied and fitted, and the extent to which the installations remain fully utilised and of benefit to the original recipients or others. It is intended to seek the views of recipients of DFGs going back one, two, three or more years, with an analysis

of the findings being shared with partners and contractors, and to be taken into account in any modifications to products or specifications.

4.0 Conclusion

- 4.1 The VFM group has usefully reviewed a range of issues and working practices for the provision of adaptations in public and private sector accommodation, in response to the recommendations of Scrutiny Board (Adult Social Care). The focus of this work has been to ensure that opportunities for cost savings can be identified and realised, and that adaptation specifications are standardised to the extent that all disabled residents in Leeds can reasonably expect to receive assistance to an agreed standard of adaptation based on their housing needs.
- 4.2 Much work was already undertaken or underway when the VFM group was established, which has seen significant savings and benefits in terms of service improvement and customer satisfaction in recent years. The recent work has assisted by reviewing some specific areas of potential for improvement and identifying further areas of work for the future.
- 4.3 Initial estimates of the cost savings from price comparison and standardisation of specification identified by the VFM Group suggest that the annual saving per annum will be in the order of **£230,156**.
- 4.4 Proposals for using reconditioned stair lifts in the private sector could realise a further saving of approximately **£200,000** per annum.
- 4.5 A joint review of bathing adaptations recommendations recently commenced could potentially realise further significant savings of several hundred thousands per annum.
- 4.6 This work has proved to be beneficial and will continue through the establishment of an ALMO Adaptations Group to share good practice across the three organisations, and through future planned work on customer evaluation and satisfaction relating to adaptation work previously carried out in their homes.
- 4.7 A number of related specific pieces of work are also identified in the Adaptations Strategy Action Plan, which will be subject to regular monitoring and review of progress.

	Shower	Tray / Deck	Shower Seat	Grab Rails	Curtain & rail	Ventilation	Lighting	Pump	WC	Cistern	WC Seat	WHB	Taps	Tiling	Flooring
Adaptations Agency															
Supplier	MIRA	IMPEY	EASIBATHE	NYMAS	IMPEY	VENTAXIA	THORN	WHALE	ARMTAGE	ARMTAGE	N/A	ARMTAGE	PEGLER	BCT	POLYFLOR
Units installed per Anum	700	700	600	700	700	600	700	450	500	500		500	300	18,000 msq	5,000 msq
Original Cost	£ 286.00	£ 127.00	£ 180.00	£ 12.00	£ 20.00	£ 92.89	£ 49.95	£ 160.00	£ 28.00	£ 27.00		£ 64.00	£ 25.00	£ 9.50	£ 20.49
Revised Cost	£ 286.00	£ 127.00	£ 73.40	£ 2.55	£ 20.00	£ 92.89	£ 49.95	£ 160.00	£ 28.00	£ 27.00		£ 64.00	£ 25.00	£ 4.50	£ 20.49
	No Saving	No Saving	Saving	Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	Saving	No Saving
2010 / 2011 Savings	£ -	£ -	£ 106.60	£ 9.45	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 5.00 msq	£ - msq
Annual Saving	£ -	£ -	£ 63,960.00	£ 6,615.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 90,000.00	£ -
Total Annual Savings	£ 160,575.00														

East North East Homes															
Supplier	TRITON	IMPEY	NYMAS	NYMAS	IMPEY	ENVIROVENT	THORN	WHALE	TWYFORDS	TWYFORDS		ARMTAGE	PEGLER	JOHNSONS	POLYFLOR
Units installed per Anum	500	370	370	700	500	370	500	100	200	200		500	250	5,000 msq	3,000 msq
Original Cost	£ 170.00	£ 142.00	£ 82.00	£ 10.85	£ 29.00	£ 81.00	£ 24.10	£ 175.00	£ 26.10	£ 26.10		£ 31.47	£ 23.15	£ 10.20	£ 8.99
Revised Cost	£ 156.00	£ 134.00	£ 70.27	£ 2.60	£ 20.89	£ 49.88	£ 24.10	£ 154.00	£ 25.00	£ 26.10		£ 31.47	£ 23.15	£ 10.20	£ 8.99
	Saving	Saving	Saving	Saving	Saving	Saving	No Saving	Saving	Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving
2010 / 2011 Savings	£ 14.00	£ 8.00	£ 11.73	£ 8.25	£ 8.11	£ 31.12	£ -	£ 21.00	£ 1.10	£ -	£ -	£ -	£ -	£ - msq	£ - msq
Annual Saving	£ 7,000.00	£ 2,960.00	£ 4,340.10	£ 5,775.00	£ 4,055.00	£ 11,514.40	£ -	£ 2,100.00	£ 220.00	£ -	£ -	£ -	£ -	£ -	£ -
Total Annual Savings	£ 37,964.50														

West North west Homes															
Supplier	REDRING	VARIOUS	LDS		LDS	VENTAXIA	THORN	WHALE	ARMTAGE	N/A	N/A	ARMTAGE	PEGLER	JOHNSONS	POLYFLOR
Units installed per Anum	500	400	400	1,200	500	500	400	140	350			350	600	8,000 msq	2,000 msq
Original Cost	£ 209.00	£ 142.00	£ 76.50	£ 2.60	£ 19.85	£ 88.23	£ 49.95	£ 165.00	£ 92.55			£ 26.37	£ 23.95	£ 7.28	£ 9.99
Revised Cost	£ 200.00	£ 125.50	£ 75.00	£ 2.60	£ 19.85	£ 88.23	£ 32.94	£ 165.00	£ 68.00			£ 26.37	£ 19.75	£ 7.28	£ 8.99
	Saving	Saving	Saving	No Saving	No Saving	No Saving	Saving	No Saving	Saving	No Saving	No Saving	No Saving	Saving	No Saving	Saving
2010 / 2011 Savings	£ 9.00	£ 16.50	£ 1.50	£ -	£ -	£ -	£ 17.01	£ -	£ 24.55	£ -	£ -	£ -	£ 4.20	£ - msq	£ 1.00 msq
Annual Saving	£ 4,500.00	£ 6,600.00	£ 600.00	£ -	£ -	£ -	£ 6,804.00	£ -	£ 8,592.50	£ -	£ -	£ -	£ 2,520.00	£ -	£ 2,000.00
Total Annual Savings	£ 31,616.50														

Aire Valley Homes															
Supplier	REDRING	IMPEY	LDS	LDS	LDS	VENTAXIA	THORN	WHALE	LDS	LDS	LDS	LDS	PEGLER	JOHNSONS	POLYFLOR
Units installed per Anum	500	500	400	1,000	500	500	400	300	400	400	400	400	400	17,000 msq	4,000 msq
Original Cost	£ 200.00	£ 152.00	£ 75.00	£ 2.60		£ 49.95	£ 28.75	£ 165.00	£ 33.65	£ 33.26	£ 75.00	£ 22.20	£ 19.75	£ 5.60	£ 25.00
Revised Cost	£ 200.00	£ 152.00	£ 75.00	£ 2.60		£ 49.95	£ 28.75	£ 165.00	£ 33.65	£ 33.26	£ 75.00	£ 22.20	£ 19.75	£ 5.60	£ 25.00
	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving
2010 / 2011 Savings	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ - msq	£ - msq
Annual Saving	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total Annual Savings	£ -														

B.I.T.M.O															
Supplier	MIRA	IMPEY	DUFTONS	DUFTONS	DUFTONS	C.E.F		WHALE	DUFTONS			SANDRINGHAM		DUFTONS	FMBIRCH
Units installed per Anum	40	No info		No info		No info	msq								
Original Cost	£ 255.92	£ 163.50	£ 135.01	£ 7.50	£ 13.15	£ 85.74		£ 218.02	£ 120.00	No info		£ 83.50		£ 0.35	£ 19.00
Revised Cost	£ 255.92	£ 163.50	£ 135.01	£ 7.50	£ 13.15	£ 85.74		£ 218.02	£ 120.00	No info		£ 83.50		£ 0.35	£ 19.00
	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving	No Saving
2010 / 2011 Savings	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	#VALUE!	£ -	£ -	£ -	£ - msq	£ - msq
Annual Saving	£ -	#VALUE!	£ -	#VALUE!	£ -	#VALUE!	£ -	#VALUE!	£ -	#VALUE!	£ -	#VALUE!	£ -	#VALUE!	£ -
Total Annual Savings	#VALUE!														

Total Cross Tenure Savings £230,156.00

Report of the Chief Officer for Health and Environmental Action Services

Scrutiny Board (Adult Social Care)

Date: 22 Sept 2010

**Subject: Major Adaptations for Disabled Adults.
Performance on completion time of adaptations schemes, Quarter 1 2010/11.**

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

1.1 In June 2009, Adult Social Care Scrutiny Board reported on a number of recommendations following an inquiry into the delivery of major adaptations. One of the recommendations was the presentation of quarterly performance information on the speed of delivery of adaptations for tenants and owner occupiers and information on concluded Ombudsman Inquiry into adaptations. This report provides the performance for Quarter 1, April 2010 to June 2010.

1.2 The performance for adaptations delivered in Q1, 2010/11 is provided at appendix 1.

Explanation of the performance information:

The information provided is principally the percentage of adaptations schemes that were delivered within the target time in the private and public housing sectors and the number of schemes delivered. The target times for the 'front end' of the process of providing an adaptations (by Social Care) is shown, together the target for the housing providers to install the products. The targets times differ for the public sector providers and Adaptation Agency in that the latter have to undertake a means test to assess the level of customer contribution. The information shown is for major adaptations only, ie those costing over £1,000. Typically, these include wet floor showers and lifts, but also include complex schemes such as building an extension to the house.

Graph 1 shows the percentage of adaptations schemes that were delivered within target. This is shown by housing provider, ie the ALMOs, BITMO and the Adaptations Agency (the latter delivering adaptations through the Disabled Facilities Grant

process in owner occupied homes, private rented sector and housing associations). These figures show the time taken from the customers first contact with the Council to completion of the adaptation and therefore include the Social care assessment stage.

Graph 2 shows the number of adaptation schemes completed in Q1 of 2010/11. A reduction in schemes completed in any quarter does not necessarily indicate a reduced demand in the period as completion times are managed according to capital resource provision in the year.

Table 1 shows the longest and shortest cases that have been completed. Within Q1 2010/11.

- 1.3 No adaptations cases were investigated and reported upon by the Local Government Ombudsman in Q1 2010/11.

2.0 Recommendations

- 2.1 Members are asked to note the performance reported for Q1, 2010/11 in appendix 1.

Appendix 1 - Adaptations Performance Report 2010/2011 Quarter 1

Target information:
Social Care targets:
installation:

Housing provider target for

	Social Care Targets for assessment
Adult	56 Days
Child	70 Days

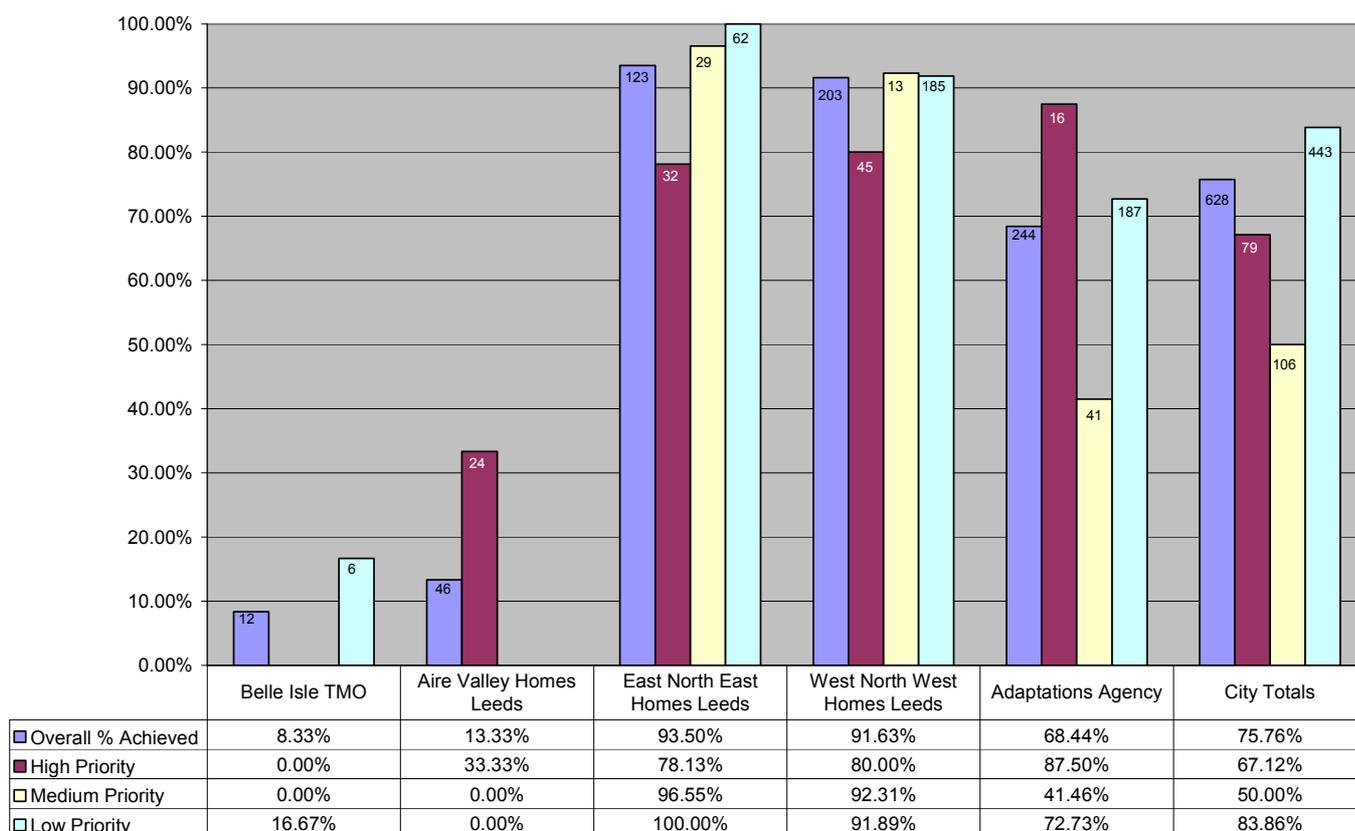
Risk category	Targets: ALMO/ BITMO (calander days)	Targets (Adapt Agency (calander days)
Low	269 Days	305
Medium	160 Days	186
High	80 Days	114

Target times are based on the recommended Communities and Local Government (CLG) and Dept of Health timescales in calendar days. The Adaptations Agency targets differ from that of ALMOs/ BITMO as they have to undertake a means test of the applicants resources, which is allowed for the target timescales. Social Care (Adults and Children) when undertaking an Occupational Therapy assessment of need and in making a referral of recommended adaptations risk assess each case and determine the priority (high, medium or low) that they feel the housing provider should have regard to in providing the adaptation.

Graph 1

The Percentage of Major Adaptations completed within Target Qtr 1 2010/11

NB: The figures at the top of the bars are the number of completed cases

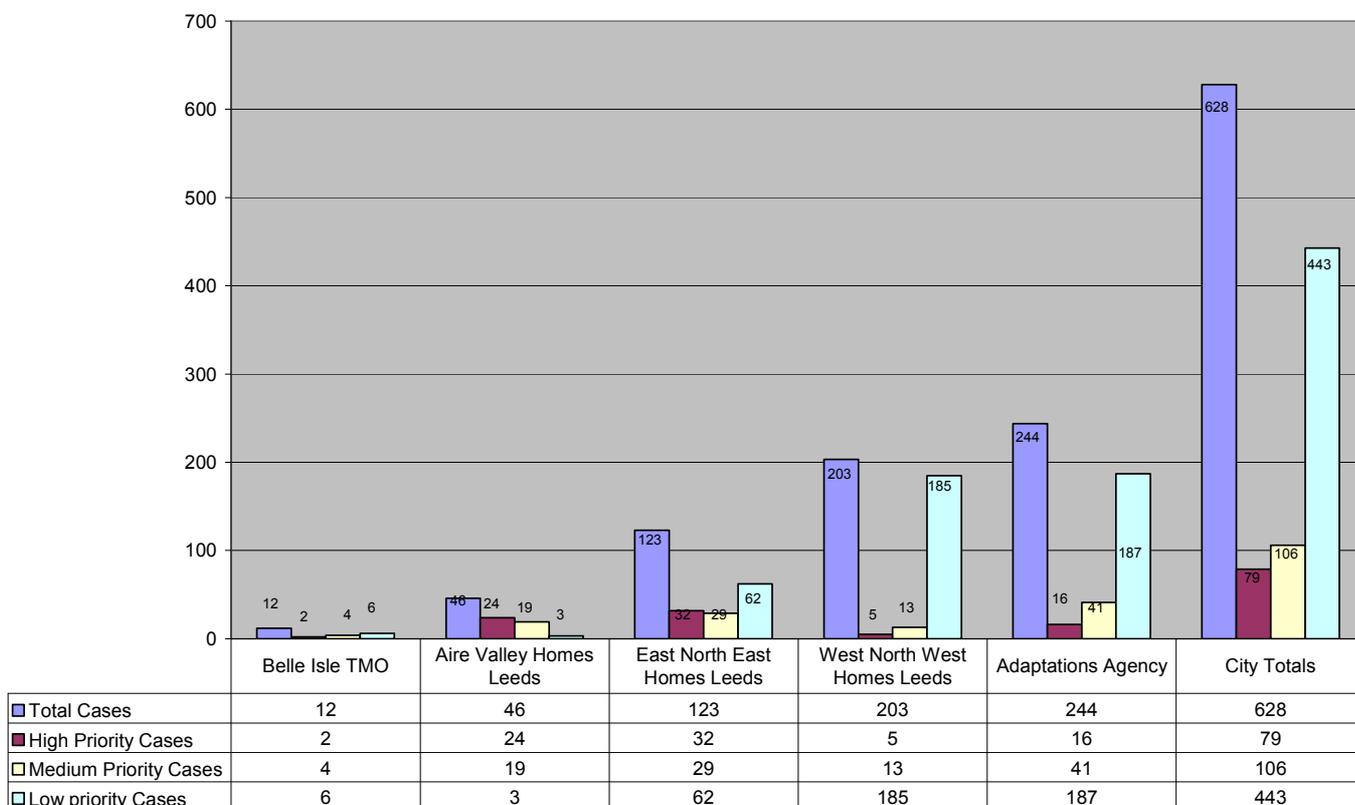


This graphs presents the performance against both Dept of Health and CLG targets. This graph measures the time taken from a customers first contract with the Council to request an adaptation to the adaptation being completed in their home. Therefore where performance may not have met the target, it may be due to delays in either Social Care or the housing provider. In quarter 1 2010/11 628 major adaptations were completed with 75.76% completed within CLG/ Dept of Health timescales.

Differences in the performance by each provider relate to budget management issues for housing providers or delays in social care assessment.

Graph 2

Number of Major Adaptations Completed Qtr 1 2010/11



This graph shows information that is provided in graph 1, but in a different graphical format. It illustrates the differences between the number of adaptations undertaken by each provider.

Table 1: The longest and shortest time taken for cases by housing provider

WNW	Longest	984 Days	Parkstone Avenue
	Shortest	27 Days	Albert Square
ENE	Longest	282 Days	Pigeon Cote Road
	Shortest	27Days	Foundry Mill Terrace
AVH	Longest	726 Days	Town Street
	Shortest	25 Days	Church Gardens
BITMO	Longest	589 Days	Winrose Garth
	shortest	105 Days	Middleton Ring Road
Adaptations Agency	Longests	894 Days	VICTORIA WALK
	Shortest	51 days	LINGWELL MEWS

Report of Leeds Initiative

Scrutiny Board Adult Social Care

Date: 22nd September 2010

Subject: Vision for Leeds 2011 to 2030 – progress with development and next steps

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

Members will be aware that this will be the third Vision for Leeds. The Leeds Initiative Executive agreed that a new Vision should be commissioned at their meeting of 25 March 2009. It was agreed a new Vision would look ahead to Leeds in 2030, and that the Leeds Strategic Plan from 2011 to 2014 would be the first three-year delivery plan for the Vision.

2.0 Progress to date

The 'Where are we now?' report developed at the end of 2009 formed the basis of discussions held during the stakeholder engagement phase with almost 40 different groups of people, third sector events, business events, Leeds Initiative strategy and development groups, specific interest groups, all the Leeds City Council political groups, and scrutiny boards.

A joint meeting of the Narrowing the Gap and Going up a League Boards took place on 8 February to consider and discuss the conclusions drawn from the discussions around the 'Where are we now?' report to firm up a proposition which formed the basis of the consultation draft.

The project team, comprising officers from across the full Leeds Initiative and Partnerships team, meets on a monthly basis, to drive the project forward and ensure the process is fully coordinated with other strategies and plans.

The team has:

- developed the consultation document;

- identified the impact assessments that need to be undertaken on risk, sustainability and equality;
- drawn up communications and consultation plans; and
- commissioned an agency to develop a campaign brand and consultation website – ‘What if Leeds ...? Talk today. Shape tomorrow’.
- The Vision Steering group, comprising senior members of the Leeds Initiative’s partners, has met three times since January to give their views on progress and inform the consultation process and the thinking behind the consultation document.

3.0 Next steps

The **public consultation phase** on the new Vision for Leeds runs from September to December 2010. The consultation approach will allow the public to respond on both shorter term priorities and the long term. The exercise will therefore create evidence for the Vision and the Leeds Strategic Plan. A full list of consultation activity both planned and already undertaken is attached at appendix III, but includes:

- a printed consultation document available across the city in public buildings, including libraries, community centres and one stop centres;
- a double-page spread and survey in the council’s ‘About Leeds’ September edition;
- a week-long series of articles and features in the Yorkshire Evening Post;
- joint activities and blogs with www.guardian.co.uk/leeds ;
- a bespoke, time-limited website – www.whatifleeds.org - inviting people to get involved in a debate about the kind of city they want Leeds to be and their ideas for how to make it happen;
- ‘Whatifleeds’ Facebook, LinkedIn and Twitter accounts; and
- consultation with specific interest groups at events across the city;

The consultation timetable is constantly being added to as we continue to look for more community groups to engage with.

Timetable:

- Close consultation 31 December 2010
- Drafting of final Vision for Leeds document from December 2010 to February 2011
- CLT- LMT- Executive Board approval process
- Partnership approval processes
- Full Council – April 2011
- Formal public launch July 2011

4.0 Recommendations

That members of the Scrutiny Board are invited to:

- note and comment on the work carried out to date to develop a new Vision for Leeds 2011 to 2030
- note and comment on the consultation document, 'What if Leeds ...'; and
- give support to the process of consultation

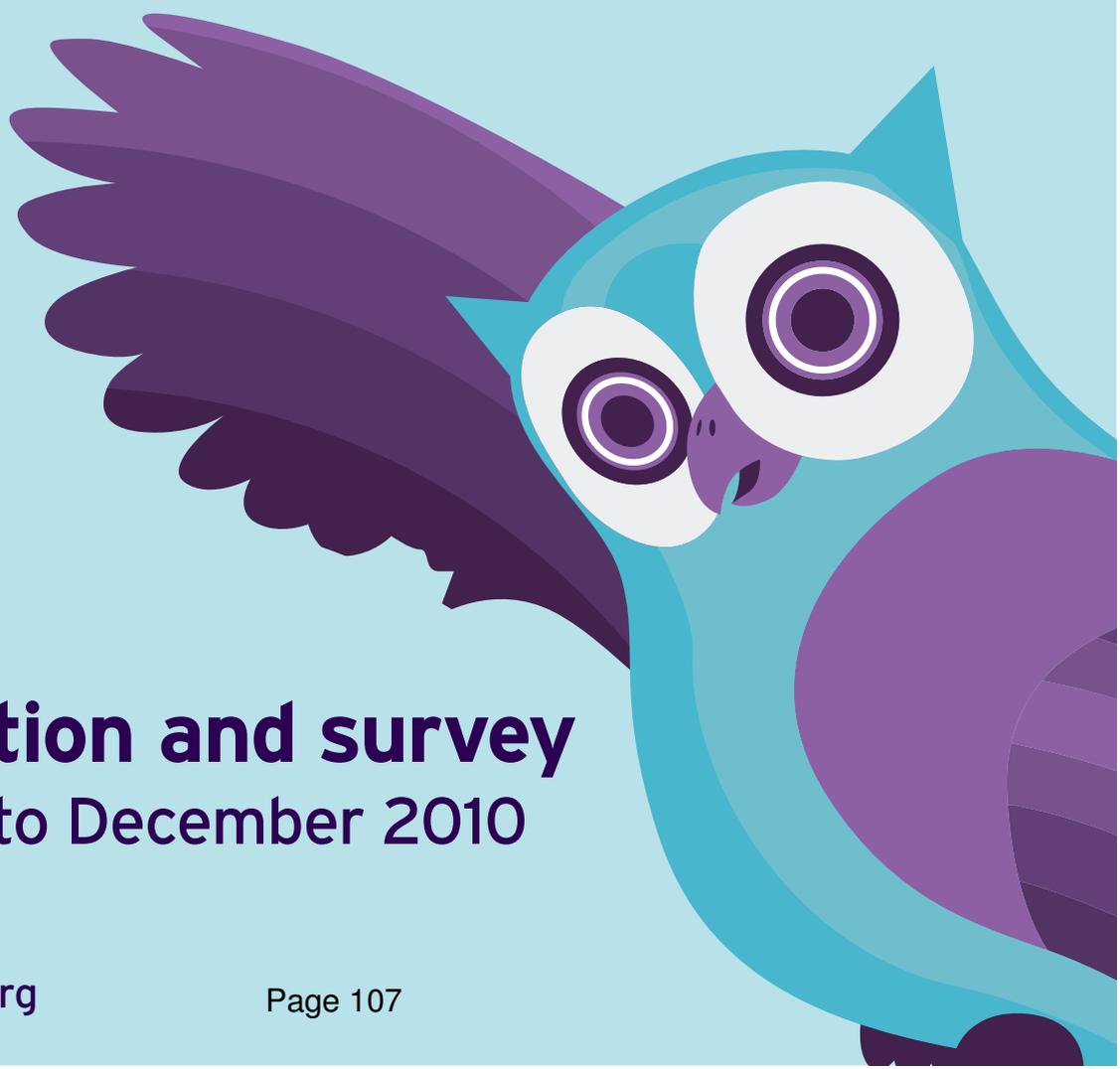
Background papers

None



What if **Leeds...**

Talk today. Shape tomorrow



Consultation and survey
September to December 2010

Want to have your say? Visit **whatifleeds.org**

If you want to have your say on the future of your city then our website offers you the chance to do so, right now.

Visit whatifleeds.org to submit your answers to the survey quickly and easily. You can also search for and join the debates that are of interest to you. And, if you have something you want to talk about, you can bring up a topic that has yet to be discussed.

Join in the debate at **whatifleeds.org**

What if **Leeds...**
...becomes the most child-friendly city in the UK?

What if **Leeds...**
... becomes a city where people have a chance to get out of poverty?

What if **Leeds...**
...continues with its growing population - can we cope?

What if **Leeds...**
...fails to adapt to climate change?

What if **Leeds...**
...fails to plan for the future?

What if **Leeds...**
...becomes easier to get around without using a car?



What if **Leeds...**
...becomes the greenest city in the UK?

What if **Leeds...**
...has the best quality of life in the UK?

What if **Leeds...**
...sees a widening of the gap between rich and poor?

What if Leeds... is your chance to shape the long-term future of the city through our public consultation to develop a Vision for Leeds 2011 to 2030.

The Leeds Initiative is the city's local strategic partnership. Founded in 1990, we bring together a wide range of people and organisations from the public, private, community, voluntary and faith sectors to work together to improve the city and overcome problems for the benefit for everyone. We work with over 500 organisations throughout the city. Our formal partners include:

Leeds City Council
Leeds, York and North Yorkshire Chamber of Commerce and Industry
Third Sector Leeds
Arts Council
Education Leeds
English Heritage
Environment Agency
Government Office Yorkshire and The Humber
Highways Agency
Jobcentre Plus
Leeds City College
Leeds Civic Trust
Leeds Faiths Forum
Leeds Metropolitan University
Leeds Partnership Foundation Trust

Leeds Teaching Hospitals Trust
Leeds Voice
Museums Libraries & Archives Yorkshire
NHS Leeds
Natural England
Skills Funding Agency
Sport England
University of Leeds
West Yorkshire Fire and Rescue Service
West Yorkshire Metro
West Yorkshire Police
West Yorkshire Police Authority
West Yorkshire Probation Service
Yorkshire Forward
Youth Offending Service

All our documents, and the notes of all our meetings, are on our website at www.leedsinitiative.org
We can make this document available in Braille, large print and audio format on request.



A new Vision for Leeds

The Leeds Initiative, the partnership organisation for the city led by Leeds City Council, is developing a new, long-term plan for the future of the city. It is called Vision for Leeds 2011 to 2030, which is also the sustainable community strategy for the Leeds area. This Vision will also help to decide the shorter term priorities that need to be delivered for the city over the next three years.

This document is a consultation and sets out principles and broad aims. It provides an opportunity to debate, raise issues and challenges as we seek to gain agreement. The Leeds Initiative will engage with the people of Leeds to develop this Vision. Each place and community can and will benefit from thinking through how the Vision will be made real for them, for example, in individual neighbourhoods or places of business, in the city centre or our market towns.

A Vision for all of Leeds

This Vision is for everyone who lives and works in the Leeds Metropolitan District, an area covering 217 square miles. Leeds is the second largest metropolitan authority in the country and the largest in the north of England. It is a rich and varied place, including a vibrant city centre - well known for its shopping and nightlife - with built-up areas surrounding it, some more rural areas, and several towns and villages. These stretch from Otley in the north-west, Wetherby in the north-east, the rural areas of Bramham and Aberford to the east, Rothwell, Allerton Bywater and Methley to the south and south-east, and Pudsey and Morley to the west and south-west. A unique and distinctive place, two-thirds of the district is green belt and is in easy reach of two national parks.

Leeds is a city of 750,200 people¹. In general, people are living longer and Leeds has as many people over 60 as under 16. There is a higher proportion of young people than the national average, including a large student population. Leeds is also a city with many cultures, languages, races and faiths. 11% of our population is made up of people from black and ethnic-minority communities².

Leeds is the regional capital and the main economic driver for Yorkshire with major road, rail and air connections to neighbouring towns and cities and to national and international networks. The city is home to some of the largest financial institutions in the country and is known as the leading financial and legal centre in the UK outside London. It has a varied economy, excellent universities and world-class culture and sport. Despite becoming wealthier as a city over the last 20 years, Leeds still has too many deprived areas, where there is a poor quality of life, low educational performance, too much crime and anti-social behaviour, poor housing, and families where no-one has worked for generations. We need to continue to tackle the multiple problems of poverty and to improve all parts of Leeds.

1 Office of National Statistics, 2006

2 Census of Population 2001

A changing environment

We last published a long-term plan for the city in 2004. This set out a plan to 2020, much of which has been achieved or is underway. But since then much has changed both globally and locally, which is why we are now revising this plan. We are facing a series of major challenges following the global recession, which has led to a significant fall in the public money available to spend. Nevertheless, we still have to think ahead and plan for future success. We have set out some of the other main changes below.

Tackling climate change

In 2004 there was little public information on how climate change would affect our city. Regardless of the reasons for our changing weather patterns, it is generally accepted that climate change is a fact. In Leeds we have already seen how small changes can have a dramatic impact on our daily lives – such as the flooding which caused havoc to our communities and businesses. We are also using up the planet's natural resources at an alarming speed – as early as 2020 our demand for oil could exceed supply. We need to plan for this and look at alternatives.

Responding to the global recession

Over the last ten years, Leeds has gained a national reputation as a city of economic growth, creating jobs in a range of industries and sectors. But the recession has posed a number of serious questions about the future of our local economy. There has been a real impact on some of Leeds' key sectors, including construction, and business and financial services. Combined with the challenge of tackling climate change, we will also need to find new ways to remain competitive.

Anticipating changes to our population

Leeds' population is forecast to grow. This growth will include:

- greater numbers of children and young people;
- more people aged 75 years and over; and
- more people from black, ethnic-minority and mixed race backgrounds.

Like other successful big cities, it is also likely we will attract a larger number of people from elsewhere in the UK and EU. We need to start planning now to make sure that the city can manage these predicted changes to our population.

We are facing a series of major challenges following the global recession, nevertheless we still have to think ahead and plan for future success.



What we have achieved since 2004

In 2004 we set the direction for the future of Leeds.

“Our Vision for Leeds is an internationally competitive European city at the heart of a prosperous region where everyone can enjoy a high quality of life.”

The three aims of the current Vision are:

1 **“Going up a league as a city - making Leeds an internationally competitive city - the best place in the country to live, work and learn, with a high quality of life for everyone.”**

This aimed to capture the magical mixture of economic development, quality of life and competitiveness that makes cities great, and makes them recognised in the world. We are now firmly established as an international city and are named as one of the top 30 European cities in which to do business¹. But there is still more to do, and the current economic situation has given us new challenges.

2 **“Narrowing the gap between the most disadvantaged people and communities and the rest of the city.”**

We have ‘narrowed the gap’ – but not enough and not always with lasting results. We have made good progress in achieving some targets – our young people are getting better exam results, the number of people smoking has fallen, and fewer of our neighbourhoods are in the 3% most deprived in the country.

But progress remains slow in other areas such as the health gap between our richer and poorer areas. Despite all our efforts, one in five people in Leeds still lives in poverty. Many people are unable to afford to heat their homes adequately, live in poor quality housing, and lose out further because they cannot access basic financial services that many of us take for granted.

3 **“Developing Leeds’ role as the regional capital, contributing to the national economy as a competitive European city, supporting and supported by a region that is becoming increasingly prosperous.”**

Leeds is now firmly established as the regional capital. We are working closely together with ten other local authorities to develop a regional approach, which recognises the impact of Leeds’ economic strength on the wider Leeds area, and have created ways of planning more effectively at that level.

The Vision for Leeds 2004 to 2020 also set out twelve priority projects, based on what the people of Leeds told us was important, to improve the quality of life in the city and the region. You can read more about our progress on these projects on our website - www.leedsinitiative.org

Our challenge for the future

Our challenge now in 2010 is to look to the future beyond the plans we have set to think through the big issues affecting Leeds and how we tackle them.

We need to look again at where the city is going and ask ourselves where we want to be in 2030.

For example:

- What if Leeds has the best quality of life in the UK?
- What if Leeds is the UK’s most family friendly city?
- What if Leeds has the strongest and most sustainable economy in the country?
- What if Leeds ...? You tell us!

¹ Cushman & Wakefield’s European Cities Monitor

Developing our new Vision

The Leeds Initiative's partners regularly listen to people's views on how we can improve. We have used these day-to-day insights to help us make a start on developing some new aims for the city. In addition, over the last year, we have held events and workshops with many of Leeds' organisations and people, who have also told us how they think Leeds should develop in the future. All of this has resulted in the following proposals about where we should aim to be as a city by 2030. We now want your views on these.

Our Vision

By 2030, Leeds will be internationally recognised as the best city in Britain - a city that is fair, open and welcoming with a prosperous and sustainable economy, a place where everyone can lead safe, healthy and successful lives.

Our aims

By 2030, Leeds will be fair, open and welcoming.

Leeds will be a place where everyone has an equal chance to live their life successfully and realise their potential. Leeds will embrace new ideas, involve local people, and welcome visitors and those who come here to live, work and learn.

To do this Leeds will be a city where:

- people from different backgrounds and ages feel comfortable living together in communities;
- people are treated with dignity and respect at all stages of their lives;
- we all behave responsibly;
- people have a shared sense of belonging;
- there are good relations within and between communities;
- the causes of unfairness are understood and addressed;
- people feel confident about doing things for themselves and others;
- our services meet the diverse needs of our changing population;
- people can access support where and when it is needed;
- local people have the power to make decisions that affect us;
- people are active and involved in their local communities; and
- everyone is proud to live and work.



Developing our new Vision (Continued)

By 2030, Leeds' economy will be prosperous and sustainable.

We will create a prosperous and sustainable economy, using our resources effectively. Leeds will be successful and well-connected offering a good standard of living. Our culture of being excellent at everything we do will create a great quality of life for all.

Leeds will be a city that has:

- a strong local economy driving sustainable economic growth;
- a skilled workforce to meet the needs of the local economy;
- a world-class cultural offer;
- built on its strengths in financial and business services, and manufacturing, and continued to grow its strong retail, leisure and tourism sectors;
- world-class, cultural, digital and creative industries;
- developed new opportunities for green manufacturing and for growing other new industries;
- improved levels of enterprise through creativity and innovation;
- work for everyone with secure, flexible employment and good wages;
- high-quality, accessible, affordable and reliable public transport;
- successfully achieved a 40% reduction in carbon emissions (by 2020);
- adapted to changing weather patterns;
- increased use of alternative energy supplies and locally produced food; and
- buildings that meet high sustainability standards in the way they are built and run.

By 2030, Leeds' communities will be safe, healthy and successful.

Everyone has the opportunity to be safe, successful and secure, and lead happy, healthy and fulfilling lives. Leeds' communities will thrive and people will be confident, skilled, enterprising, active and involved.

To do this Leeds will be a city where:

- people have the opportunity to get out of poverty;
- education and training helps more people to achieve their potential;
- communities are safe and people feel safe;
- all Leeds' homes are of a decent standard and everyone can afford to stay warm;
- healthy life choices are easier to make;
- community-led businesses meet local needs;
- local services, including shops and healthcare, are easy to access and meet our needs;
- local cultural and sporting activities are available to all;
- there are high quality buildings, places and green spaces, and
- happiness forms the basis of a good quality of life.

How will our Vision affect different places?

Our Vision needs to be relevant to all our local communities and neighbourhoods, as well as the city centre, Yorkshire region, nationally and internationally.

We have outlined below a few examples of how some of the ideas in this Vision will affect these different places.

Leeds neighbourhoods

Each community will be unique, but they can all be safe and inclusive, well planned, built and run, offering prosperity, good services and opportunities for all. We will work hard to release the potential of everyone in Leeds to make sure the Vision aims are achieved in every neighbourhood. To do this we will work with residents as equal partners who can determine their own and their communities' future. Services will be developed and delivered with local people, including older and younger people, and people of all abilities to be active and involved citizens.

Leeds city centre

Our city centre will be a key economic driver not just for the Yorkshire region, but for the country as a whole. It will remain one of the UK's leading retail destinations and a major draw for businesses and visitors alike, welcoming and well connected. It will be a place that is sustainable with a high quality environment and cultural offer, and a city that is safe, family-friendly and attractive to people of all ages and backgrounds.

Leeds Metropolitan District

Leeds is already committed to a 40% reduction in the carbon put into the atmosphere by 2020. This is a stretching target for the whole district, which requires Leeds' residents and organisations to work together to

make it happen. The Leeds Climate Change Strategy has set the direction for the city. Now the partners are planning the actions in transport, and managing buildings, including homes, and business operations. We will need to challenge and support each other to develop the new ideas needed to achieve such a challenging target. We will also need to engage with the imagination and creativity of the people of Leeds so that they can contribute.

Leeds City Region

By working with the Leeds City Region¹, we will create a sustainable and prosperous economy by engaging with business and our partners across the wider Leeds area. Working together we will achieve better results for our local economy, skills, housing, transport and innovation.

Leeds' role nationally and internationally

Leeds will punch its weight as a leading city nationally, making sure that decision makers and opinion formers understand the city and what it offers and the needs of its communities. We will make sure that Leeds gets its fair share of investment and funding. We will work to improve the reputation of the city nationally and internationally as the natural alternative to London, for investment, employment and a great quality of life.

¹ The Leeds City Region brings together the eleven local authorities of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield, York and North Yorkshire County Council to work together on areas such as transport, skills, housing, planning and innovation.



What if Leeds works together?

The success of our city depends on all of us working together to make sure that our Vision and all our plans and strategies are robust and have been tested and challenged. We will make sure that we continue to work in partnership and with local communities to achieve the best for the people of Leeds.

We will listen to different points of view, we will be honest, open and straightforward – saying what we mean, and meaning what we say. We will use evaluation and evidence to make sure we make progress with our priorities.

You can join the debate by:

Visiting whatifleeds.org

Sending us a tweet [@whatifleeds](https://twitter.com/whatifleeds)

Visiting us at facebook.com/whatifleeds

Visiting us at whatifleeds.org/linkedin

What if you had your say?

Before we finalise the Vision for Leeds 2011 to 2030, we would like the views of as many people as possible that live or work in all parts of Leeds. We would also like your thoughts on the priorities for the next three years.

This survey is one way of telling us your views. Please take a few minutes to answer the questions on the following pages and return this survey (together with any extra comments) to the address shown (you do not need a stamp).

Why not have a conversation about the ideas in this draft Vision with friends, at work, or in your clubs and associations and tell us what you think?

Survey

What if Leeds ... becomes the best city in the UK?

What does this mean to you? How would you make this happen?

What if Leeds ... becomes fair, open and welcoming?

What does this mean to you? How would you make this happen?

What if Leeds ... has a prosperous and sustainable economy?

What does this mean to you? How would you make this happen?

What if Leeds' communities are safe, healthy and successful?

What does this mean to you? How would you make this happen?

Thinking about the next three years, what if you could choose ...?

What would the top priorities for the city be in the next few years? What are the big issues you think we need to tackle as a city?



We want to make sure that the final version of the Vision for Leeds 2011 to 2030 is accessible to people.

Please tell us your favourite options.

- A printed document
 An online document
 An online film or podcast
 A DVD
 Other (please specify)

About you

To help us make sure that we reach as wide a range of people as possible, it would help us if you could answer the questions below. The information you provide will be kept confidential.

Male Female Year of birth First part of postcode (e.g. LS10)

Ethnic origin: Please choose one section from A to E and then tick the appropriate box to indicate your ethnic background.

A. White	B. Mixed Race	C. Asian or Asian British	D. Black or Black British	E. Other ethnic groups
<input type="checkbox"/> British <input type="checkbox"/> Irish <input type="checkbox"/> Any other White background please write below <input type="text"/>	<input type="checkbox"/> White and Black Caribbean <input type="checkbox"/> White and Black African <input type="checkbox"/> White and Asian <input type="checkbox"/> Any other Mixed background please write below <input type="text"/>	<input type="checkbox"/> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Kashmiri <input type="checkbox"/> Any other Asian background please write below <input type="text"/>	<input type="checkbox"/> Caribbean <input type="checkbox"/> African <input type="checkbox"/> Any other Black background please write below <input type="text"/>	<input type="checkbox"/> Chinese <input type="checkbox"/> Gypsy/Traveller <input type="checkbox"/> Any other background please write below <input type="text"/>

Do you consider yourself to be disabled? Yes No

Type of disability:

- Physical – such as using a wheelchair to get around or difficulty using your arms
 Sight or hearing problems – such as being blind or partially blind, or deaf or partially deaf
 Mental health condition – such as depression or schizophrenia
 Learning disability – such as Down's syndrome or dyslexia – or difficulties in thinking, planning, and memory – such as autism or brain injury
 Long-standing illness or health condition – such as cancer, HIV, diabetes, chronic heart disease, or epilepsy

Sexual orientation: Heterosexual/straight Lesbian/gay woman Gay man Bisexual

Religion or belief: Please tick the appropriate box to describe your religion or belief

- Buddhist Christian Hindu Jewish
 Muslim Sikh No religion Other (please specify)

2



FREEPOST PLUS RSCS-ZTJU-CLXH
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Leeds
LS2 8ET



What if **Leeds...**
Talk today, *Shape tomorrow*



 **Mixed Sources**
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the Leeds Initiative

HA/TP/SC/08.10/8K

Published by The Leeds Initiative, August 2010

Appendix II

Consultation and communications plans for the Vision for Leeds 2011 to 2030

The sustainable community strategy, the Vision for Leeds 2011 to 2030, is the overarching plan for other local and regional plans and will take into account how they inform one another.

The Government says that it should be:

- based on local needs;
- underpinned by a shared evidence base;
- informed by community aspirations; and
- lead to improvements in the social, environmental and economic wellbeing of the area.
- the starting point for producing a sustainable community strategy is consultation.

Aims of the consultation and communications for the Vision for Leeds 2011 to 2030

The consultation and communications plans will aim to:

- increase public awareness of the Vision and engage meaningfully with local people;
- make sure the links between the Vision and other relevant strategies and plans are clear; and
- enable a wide and diverse range of people to take part and thereby influence the Vision.

Objectives

The consultation and communications plans will enable us to:

- work with partners to avoid duplication, maximise resources and participation and increase opportunities for joint consultation;
- understand the views of members of the public and other stakeholders about the future of Leeds;
- develop an understanding of alternative, innovative methods of consultation as a basis for service improvement;
- develop accessible consultation materials that will appeal to and engage with more Leeds' citizens;
- involve under-represented groups and groups at risk of exclusion;
- share intelligence and information with respect to the consultation outcomes for all partners and key consultees;

- work with partners to make sure that other key strategies are consistent with the Vision document; and
- provide staged feedback to all consultees.

Challenges

Challenges in putting into practice the consultation and communications plans to achieve effective results include:

- persuading a broader range of people to actively engage in the consultation process; and
- working with reduced capacity and limited budget to form a large-scale consultation.

Rationale for the consultation and communications approach

In order to address the issues outlined above an invitation to tender exercise was carried out to appoint an agency to develop a public-facing look and feel to the Vision for Leeds consultation and communications. Evidence has shown that successful consultation exercises that seek to engage with the general public have adopted a campaign approach creating a separate identity rather than using the brand of the commissioning organisation.

A Leeds-based agency, Home, has been appointed to develop a public-facing campaign identity and website for the 'Vision for Leeds' consultation project – 'What if Leeds ...? Talk today. Shape tomorrow'.

The aim is to:

- create an inclusive approach to the consultation;
- create an identity which is used on all communications media (website, consultation document, questionnaire) associated with the consultation,
- be instantly recognisable to the public, and
- build up momentum throughout the campaign.

Home has had previous success with this approach for several other public-sector organisations, including 'the Great Drink Debate' campaign for the COI from an original working title of 'Attitudes and behaviour towards alcohol in the Yorkshire & Humber region – a public consultation'. For this they developed a colour palette, imagery, a typography style and a strapline of "Views on booze. What's yours?". The campaign elicited 13,000 responses in three months.

The design proposition – What if Leeds ...? Talk today. Shape tomorrow.

The invitation to engage is at the heart of the proposition - the main objective being to get a response and to get people to join in to tell us where they see Leeds by 2030.

In replacement of the working title 'Vision for Leeds', the agency has developed the concept 'What if Leeds...'. And the website www.whatifleeds.org

'What if Leeds...' aims to:

- inspire people who live and work in Leeds to think to the long term;
- provoke interest by suggesting there's more to come;
- pose a question, thus opening up the subject to debate;
- use everyday language that will appeal to a broad demographic; and
- immediately make the campaign ownable to Leeds;

The concept name of 'What if Leeds...' is then substantiated with the strapline 'Talk today. Shape tomorrow'.

'What if Leeds...' acts as a stage in the development of the new Vision for Leeds by suggesting points of view that will spark debate, for example:

- what if Leeds has the best quality of life in the UK?
- what if Leeds is the UK's most family friendly city?
- what if Leeds has the strongest and most sustainable economy in the country?
- what if Leeds ...? You tell us!

The owl design device serves as a visual representation of the campaign and gives an alternative to using images of people, which is difficult when representing a broad demographic.

A stand-alone website – whatifleeds.org – has been developed to support our consultation. The website will use social media (Facebook, Twitter, YouTube, LinkedIn, Flickr, blogs, etc) to engage a wide demographic. Since the last Vision for Leeds was published, social media has become the most natural and conventional means of communication for a large majority of the population, and, in particular, young people. Recent research carried out by Nielsen showed that more people now communicate using social media than through email and 24 million people actively use Facebook in the UK (50% of these log on to Facebook in any given day) . Three million people are members of social networks associated with Leeds.

Online consultation has a number of other benefits:

- quick and easy responses;
- effective for large-scale consultation – able to reach a wider audience cost-effectively;
- information can be quickly updated;
- environmentally-friendly;
- 'viral marketing' can drive traffic to the site (using existing website databases, such as Breeze);
- participants can ask for more information, seek clarification and receive more immediate feedback than from traditional consultation methods;
- it encourages a two-way, more active process – people can pose their own questions rather than being the passive recipients of questions provided by ourselves;

- it gives people the opportunity to debate – something which has found a new voice in popular culture following the televised political debates for the general election;
- online tools allow for effective analysis and evaluation; and
- the website could provide a sustainable consultation platform subsequently.

Other groups e.g. Silver Surfers, and learning groups in libraries, have been approached in order to broaden participation. Guardian.co.uk/leeds is also engaged with the project.

A variety of other methods will be used in order to engage a broad range of audiences and yield both quantitative and qualitative results.

They will include:

- face-to-face (focus groups), particularly targeted at under-represented groups;
- print (newspaper, newsletters etc.) including one week of articles in the Yorkshire Evening Post with real-life case studies, and articles in a range of local newspapers;
- the communications networks of partner organisations;
- online newsletters;
- hard copies of the consultation document to be distributed to a wide range of organisations with public receptions;
- questionnaires;
- attendance at existing local community events and festivals;
- workshops for special interest groups;
- joint consultation with key strategic partners to avoid duplication;
- in-house consultation for schools, FE and HE sectors (young people and adults);
- employee engagement through staff networks (e.g. LCC, NHS); and
- presentations to a range of audiences.

Feedback will be provided to all consultees at staged intervals during the consultation process.

Key consultees will be approached to provide evaluation at the end of the consultation exercise.

Appendix III

Consultation timetable

Month	Activity
May 2010	<p>21 May - Open Space (cross-sector event with 20 workshops)</p> <p>22 May - TINWOLF (Transition Inner North West Of Leeds Forum) event – Reinventing our City – creating community solutions for a sustainable Leeds</p>
June 2010	<p>18 June - LSP challenge event</p> <p>Four-week project in Holy Rosary and St Anne's, Chapeltown for all key stage 2 students</p> <p>Robin Hood Primary pupils and parents event</p>
July 2010	<p>1 July - physical and sensory impairment event – Headingley</p> <p>6 July - LGB young people</p> <p>22 July - Hamwattan Elderly Group</p> <p>22 July - Jewish Older People</p> <p>26 July - Armley Helping Hands – older people</p> <p>27 July - Seacroft Older people</p> <p>Launch of e-consultation – email to Breezecard database</p> <p>Breeze on Tour events</p>
August 2010	<p>3 August - Leeds Black Elders</p> <p>4 August - PACTS (Police and Communities Together) meeting Hunslet</p> <p>6 August - Leeds Irish older people, Harehills</p> <p>8 August – Community Interfaith Event - Beeston</p> <p>10 August – Meeting with disabled adults (Leeds Involving People)</p> <p>11 August - Together for Peace – DIY Vision event for businesses</p> <p>18 August - Morley Elderly Action</p>

<p>September 2010</p>	<p>2 September – Otley community groups (Otley Town Council)</p> <p>3 September – Culture Vultures ‘Tales of the City’</p> <p>21 September - BettaKultcha (social media networking)</p> <p>Business event with Leeds Ahead</p> <p>Scrutiny Board meetings</p> <p>Schools</p> <ul style="list-style-type: none"> - Whitecote Primary, Bramley - Garforth Comprehensive - New Bewerley Primary, Beeston - Cookridge Primary - Rodillian School(disabled young people) <p>Institute of Directors - email to contact list 1500+ plus events</p> <p>Youth Council</p> <p>Women’s Group (Hamara Centre)</p> <p>Area management events</p>
<p>October 2010</p>	<p>Leeds Metropolitan University University of Leeds Leeds City College</p> <p>October 21 LINK</p> <p>Focus group GATE (Leeds Gypsy and Traveller Exchange)</p> <p>Focus group ROMA community</p> <p>Disabled young people</p> <p>Leeds Chinese Community including businesses</p> <p>Leeds Chamber Business Forum event</p> <p>LINK event</p>
<p>November 2010</p>	<p>Focus group MESMAC (LGB)</p> <p>PACTS meeting Wetherby</p> <p>18 November – Equalities Assembly Conference</p>



Originator: Sandra Newbould

Tel: 247 4792

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 22nd September 2010

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

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 Attached at Appendix 1 is the current work programme for the Scrutiny Board (Adult Social Care) for the remainder of the current municipal year.
- 1.2 Also attached for Members consideration is an extract from the Forward Plan of Key Decisions for the period 1 September 2010 to 31st December 2010 as Appendix 2.
- 1.3 The Executive Board Minutes for the meeting held on the 25th August 2010 are presented at Appendix 3.

2.0 WORK PROGRAMME MATTERS

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

3.0 RECOMMENDATIONS

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

4.0 BACKGROUND PAPERS

None.

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 23rd June 2010			
Legislation and Constitutional Changes	To receive and consider a report of the Head of Scrutiny and Member Development on proposed changes to the Council's Constitution in relation to Scrutiny.		B
Co-opted Members	To receive and consider a report of the Head of Scrutiny and Member Development on Co-opted Members.		B
2010/11 Work Programme	Input to the Boards Work Programme 2010/11 - Sources of Work and Establishing the Boards Priorities and Determining the Work Programme 2010/11.		B
Inquiry into Personal Budgets and Self Directed Support – Response from Director and Executive Board	To receive and update on the formal response to the inquiry by the Director(s) identified in the recommendations and the views of the Executive Board	This report submitted to Executive Board in May 2010	PM

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

Draft Scrutiny Board (Adult Social Care) Work Programme 2010/11

Item	Description	Notes	Type of item
Meeting date – 19th July 2010			
Performance Management	<ul style="list-style-type: none"> Quarter 4 information for 2009/10 (Jan-March) Adaptations Performance Information 	All Scrutiny Boards receive performance information on a quarterly basis	PM
Draft Mental Health Inquiry	Supporting Working Age Adults with severe and Enduring Mental Health Problems - The draft report is brought before the board for consideration and where the content is agreed, its approval.		PM/D
Commissioning in Adult Social Care	To consider an update report on commissioning within Adult Social Services. Including the Independent Review of Leeds Neighbourhood Networks. (NNS report to be in circulation 13 th July 2010)	6-monthly report. – Previous March 10 Lead Officer – Dennis Holmes/ Tim O'Shea	PM
LINK Annual Report			
Co-opted Members	To receive and consider a further report of the Head of Scrutiny and Member Development on Co-opted Members.		

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Safeguarding Board – Annual Report	The board is requested to consider the Annual report and make recommendation as necessary.	The report is scheduled to be presented at the xxx Executive Board.	PM
Meeting date – 22nd September 2010			
Inquiry into Adaptations – Performance Updates and Recommendation Tracking	To receive a performance update and consider progress made from recommendations made by ASC Board June 2009		PM MSR
Performance Management	<ul style="list-style-type: none"> • Quarter 1 information for 2010/11 (April -June) • Recommendation 2+5+7 – SDS inquiry Report • Adaptations Performance Information 	All Scrutiny Boards receive performance information on a quarterly basis	PM
Homecare Provision and Domiciliary Care Strategy	<p>Performance Report on homecare provision across the city, including independent sector providers.</p> <p>Domiciliary Care Strategy due to be presented to Executive Board Oct 2010</p>	Last update November 2009	PM

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Inquiry into Transitional Arrangements and Independence Wellbeing and Choice Statement – Response from Director and Executive Board	To receive and update on the formal response to the inquiry by the Director(s) identified in the recommendations and the views of the Executive Board	Scheduled for Exec Board July 2010	PM
Inquiry into Transitional Arrangements Recommendation Tracking	To receive a performance update and consider progress made from recommendations made by ASC Board 11 May 2010	Scheduled for Exec Board July 2010	PM MSR
Leeds Vision	To receive a formal consultation report. This will provide details of proposed Vision aims.	Lead Officer – Jane Stageman	DP
Care Quality Commission – self assessment report	To receive an update on the self assessment report due to be submitted to the Care Quality Commission which will determine the annual rating for the service.	Lead Officer – Sandie Keene	PM
2010/11 Inquires Terms of Reference	To receive and agree drafted terms of reference for the 2010/11 Scrutiny Board Inquires	Provisionally: Domicilliary Care and Reablement Residential Care for Older People	

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 6th October 2010			
Inquiry - Residential Care for Older People (part 1)	Single Item Agenda	Site Visits to be conducted by Board prior to this meeting.	
Leeds Strategic Plan	To receive a formal consultation report. This will provide details of proposed Strategic Plan aims.	Lead Officer – Jane Stageman	DP
Meeting date – 10th November 2010			
Inquiry – Residential Care For Older People (part 2)		Continuation of inquiry from October	

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Inquiry into Supporting Working Age Adults With Severe and Enduring Mental Health Problems – Response from Director and Executive Board	To receive and update on the formal response to the inquiry by the Director(s) identified in the recommendations and the views of the Executive Board	Scheduled for Exec Board October 2010	
Meeting date – 15th December 2010			
Adult Social Services- Annual Review Report (2009/10)	To consider the outcome of the annual rating review undertaken by the Care Quality Commission for 2009/10	Scheduled to be presented to Executive Board xx/xx/xx This may be moved to January 2011, to include additional information regarding the revised CQC assessment procedures.	PM
Recommendation tracking for Mental Health Inquiry.	To receive a performance update and consider progress made from recommendations made by ASC Board July 2010. Report to include update on MHNA and three year commissioning plan.		

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Performance Management	<ul style="list-style-type: none"> Quarter 2 information for 2010/11 (July - Sept) 	All Scrutiny Boards receive performance information on a quarterly basis	PM
Adaptations Strategy and Quarterly Performance Information	<ul style="list-style-type: none"> Adaptations Strategy in accordance with Recommendation 7 of the inquiry report. Quarter 2 Adaptations Performance Information 	Lead Officers Strategy - John Lennon Performance – Helen Freeman	DP/PM
Leeds Strategic Plan and Vision	Scrutiny Board involvement in target setting process, linked to the Leeds Strategic Plan and Business Plan priorities	Lead officer – Jane Stageman	DP
Inquiry into Personal Budgets and Self Directed Support Recommendation Tracking	To receive a performance update and consider progress made from recommendations made by ASC Board March 2010		PM MSR

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 12th January 2011			
Leeds Strategic Plan and Vision	Composite report to be submitted to Scrutiny Board for agreement prior to submission to Executive Board as part of the Budget and Policy Framework	Lead Officer – Jane Stageman	DP
Commissioning in Adult Social Care	To consider an update report on commissioning within Adult Social Services. Including Rec 6 – Mental Health Inquiry if not resolved by Dec 2010	6-monthly report. – Previous July 2010. Lead Officer – Dennis Holmes/ Tim O’Shea	PM

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Meeting date – 16th February 2011			
Safeguarding Update	To consider an update report since the implementation of performance measures to improve Adult Safeguarding.	Six monthly update since the presentation of the Annual Report . Lead Officer – Dennis Holmes or Independent Chair	
Statement IWC Action Plan Recommendation Tracking	To receive a performance update and consider progress made from recommendations made by ASC Board 11 May 2010	At Exec Board July 2010	PM MSR
Meeting date – 16th March 2011			
Homecare Provision	Performance Report on homecare provision across the city, including independent sector providers.	Last update September 2010	PM

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item
Performance Management	<ul style="list-style-type: none"> • Quarter 3 information for 2010/11 (Oct - Dec) • Adaptations Performance Information 	All Scrutiny Boards receive performance information on a quarterly basis	PM
Inquiry into Personal Budgets and Self Directed Support Recommendation Tracking	To receive a performance update and consider progress made from recommendations made by ASC Board March 2010		PM MSR
Meeting date – 13th April 2011			
Inquiry Reports and Statements	Board to agree inquiry reports and statements.		
Annual Report	To agree the Board's contribution to the annual scrutiny report		
Inquiry into Transitional Arrangements Recommendation Tracking	To receive a performance update and consider progress made from recommendations made by ASC Board 11 May 2010		PM MSR

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Item	Description	Notes	Type of item

Key:			
RFS	Request for scrutiny	MSR	Monitoring scrutiny recommendations
PM	Performance management	B	Briefings (Including potential areas for scrutiny)
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**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Working Groups			
Working group	Membership	Progress update	Dates
<i>Proposals working group</i>	<i>Vacancies</i>		<i>Suggested Dates</i>
<i>Domiciliary Care and Reablement</i>	<i>Cllr Ted Hanley Cllr Valerie Kendall Cllr Judith Chapman Cllr Sharon Hamilton Sally Morgan Joy Fisher</i>	<i>Terms of Reference to be agreed 22nd September 2010.</i>	<i>Provisional Dates 28th September 2010 (2 – 4pm) 7th October 2010 (1:30 – 3:30) 21st October 2010 (2pm – 4pm) 10th November 2010 (2pm – 4pm)</i>
<i>Visit to Residential Care Homes for Older People</i>	<i>Cllr Ted Hanley Cllr Karen Renshaw Cllr Shirley Varley Joy Fisher Cllr Sharon Hamilton</i>		<i>1st October 2010 - provisionally</i>

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

**Draft Scrutiny Board (Adult Social Care)
Work Programme 2010/11**

Unscheduled / Potential Items		
Item	Description	Notes
Day Centre Review	Further to the special meeting in August 2009. The board may wish to consider the impact of the changes implemented and if further investigation needs to be made into this area.	Lead Officer -
Mental Health Crisis Support	It was stipulated in the Supporting Working Age Adults with Severe and Enduring Mental Health Problems inquiry report agreed on the 19 th of July 2010 that the area of crisis should be investigated in more detail.	Lead Officer -

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

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Adult Social Care)

For the period 1st September 2010 to 31st December 2010.

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
12 month extension period for Independent Sector Home Care Contracts and the Independent Living Options contracts Request to invoke Contract Procedure Rule 25.5 to extend existing contracts for the independent sector home care services within their terms	Director of Adult Social Services	16/9/10	Home Care Programme Board	Report to the Director	Director of Adult Social Services mark.phillott@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Community Home Care Framework Agreement November 2010 - October 2013 (Option to renew for 2 years)</p> <p>To Approve the Award of the Framework Agreement to Independent Sector Home Care providers</p>	<p>Director of Adult Social Services</p>	<p>30/9/10</p>	<p>Lead member briefings, monthly, Consultation with service users undertaken. Consultation with providers undertaken. Consultation with partner agencies undertaken.</p>	<p>Invitation to tender documentation</p>	<p>Director of Adult Social Services mick.ward@leeds.gov.uk</p>
<p>Domiciliary Care Reablement Strategy to approve the implementation of a local authority reablement service</p> <p>To approve proposed changes including the development of a reablement service</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>13/10/10</p>	<p>Area Committees and Ward Councillors</p>	<p>The report is to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services lynda.bowen@leeds.gov.uk</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Adaptation Strategy Endorsing results of detailed bid solution phase. To agree the Adaptation Strategy for implementation	Executive Board (Portfolio: Neighbourhoods and Housing)	3/11/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Environmental Services helen.freeman@leeds.gov.uk
Residential Care Strategy for Older People in Leeds Approval to consult on options for future provision of long term residential care services	Executive Board (Portfolio: Adult Health and Social Care)	8/12/10	All stakeholders	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services dennis.holmes@leeds.gov.uk

EXECUTIVE BOARD

WEDNESDAY, 25TH AUGUST, 2010

PRESENT: Councillor K Wakefield in the Chair

Councillors A Blackburn, J Blake, A Carter,
S Golton, P Gruen, R Lewis, T Murray and
L Yeadon

Councillor J Dowson – Non-Voting Advisory Member

57 Substitute Member

Under the terms of Executive Procedure Rule 2.3, Councillor Mulherin was invited to attend the meeting on behalf of Councillor Ogilvie.

58 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) Appendix 1 to the report referred to in Minute No. 62, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained therein relates to the commercial position of the City Council in respect of the proposed procurement. Therefore, the public interest in maintaining the confidentiality outweighs the public interest in disclosing such information.

Appendix 4 to the report referred to in Minute No. 62, which has been placed in the Members' Library for inspection, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information about the commercial position of the City Council. Therefore the public interest in maintaining confidentiality outweighs the public interest in disclosing such information.

- (b) Appendix 2 to the report referred to in Minute No. 71(b), under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of third parties and also contains information which is subject to ongoing negotiations. As such, the release of this information would be likely to prejudice the interest of all the parties concerned. Whilst there may be a public interest in disclosure, in all the circumstances of the case maintaining the exemption is considered to outweigh the public interest in disclosing this information at this time.

- (c) Appendix 2 to the report referred to in Minute No. 74, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption in relation to this information outweighs the public interest in disclosure, by reason of the fact that it contains information and financial details which, if disclosed, would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.

59 Late Items

There were no late items as such, however it was noted that supplementary information had been circulated to Board Members prior to the meeting which provided details of the equality impact assessment undertaken in respect of the proposals within the report on grant reductions (Minute No. 71(b) refers).

60 Declaration of Interests

Councillor Yeadon declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a former employee of an organisation referred to in exempt appendix 2 of the submitted report and having close personal connections with employees of that organisation.

Councillor Murray declared a personal interest in the item relating to the lease of the St. Aidan's Trust Land to the RSPB (Minute No. 76 refers), as a Council representative on the St. Aidan's Trust Fund and Trust Land Advisory Committee. Councillor Murray also declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a Director of an organisation referred to in exempt appendix 2 of the submitted report and a personal and prejudicial interest in this item as the Chief Executive of a separate organisation detailed within the same appendix.

Councillor Blake declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being vice chair of the trustees of an organisation referred to in exempt appendix 2 of the submitted report.

Councillor Wakefield declared a personal and prejudicial interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a member of and having close personal connections with an organisation referred to in exempt appendix 2 of the submitted report.

Councillor Golton declared a personal interest in the item relating to the Primary Capital Programme (Minute No. 66 refers), due to his position of governor of Oulton Primary School.

A further declaration of interest was made at a later point in the meeting. (Minute No. 66 refers).

61 Minutes

Having taken in to consideration comments made in respect of Minute No. 34, entitled, 'Neighbourhood Network Services', it was

RESOLVED – That the minutes of the meeting held on 21st July 2010 be approved as a correct record, subject to the addition of the following words at the end of resolution (c) to Minute No. 34 for the purposes of clarification: “failing which, a further report be brought back to this Board.”

62 Introduction of the New Chief Executive

On behalf of the Board, the Chair introduced Tom Riordan, as this marked the first ordinary meeting of Executive Board since he began his tenure as Chief Executive.

NEIGHBOURHOODS AND HOUSING

63 Round 6 PFI Outline Business Case: Lifetime Neighbourhoods for Leeds

Further to Minute No. 188, 12th February 2010, the Director of Environment and Neighbourhoods submitted a report proposing the submission of the Lifetime Neighbourhoods for Leeds Outline Business Case (OBC) to the Homes and Communities Agency under the national Round 6 PFI Housing programme. In addition, the report also sought approval of the proposed revisions to the project’s scope, sites and affordability position.

Following consideration of appendix 1 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, and appendix 4 to the report, which was also designated as exempt under Access to Information Procedure Rule 10.4(3) and made available for Board Members’ inspection via the Members’ Library, it was

RESOLVED –

- (a) That the submission of the Lifetime Neighbourhoods for Leeds Outline Business Case under the national Round 6 PFI Housing programme, as detailed at exempt Appendix 4 to the submitted report, which had been placed within the Members’ Library for Board Members’ inspection, be approved.
- (b) That the revised scope of the project, as set out in paragraph 4.3 of the submitted report, be approved.
- (c) That the inclusion of seven of the sites in the project, as approved by Executive Board on 12th February 2010 be confirmed as follows:
 - (1) Brooklands Avenue, Central Seacroft, (part of) Killingbeck & Seacroft Ward
 - (2) Primrose High School, Burmantofts, (part of) Burmantofts & Richmond Hill Ward
 - (3) Beckhill Approach/Garth, Meanwood, Chapel Allerton Ward
 - (4) Farrar Lane, Holt Park – sheltered housing, Adel & Wharfedale Ward
 - (5) Haworth Court, Yeadon, Otley & Yeadon Ward
 - (6) Mistress Lane, Armley, Armley Ward
 - (7) Acre Mount, Middleton, Middleton Park Ward

- (d) That the inclusion of the four additional sites in the OBC, as set out below and as detailed in appendix 2 to the submitted report be approved subject to consultation:
- (1) Cranmer Gardens, Moor Allerton, Alwoodley Ward
 - (2) Rocheford Court, Hunslet, City & Hunslet Ward
 - (3) Parkway Close, South Parkway, Seacroft, Killingbeck & Seacroft Ward
 - (4) Wykebeck Mount, Osmondthorpe, Temple Newsam Ward
- (e) That the affordability position, as set out in the financial appraisal in exempt Appendix 1 to the submitted report, be approved.
- (f) That the service charge assumptions for the extra care accommodation, as included in paragraph 9.2 of the submitted report, be approved.
- (g) That the City Council's anticipated financial contribution to the project, as agreed by Executive Board on 12th February 2010, be noted.

64 Regional Housing Board Programme 2008-2011: Acquisition and Demolition Schemes Update

The Regional Housing Programme Board submitted a report outlining proposals to rescind approvals previously approved in respect of the Holbeck Phase 4 acquisition and demolition scheme for the purposes of transferring funding to other acquisition and demolition schemes as detailed within the submitted report, in order to enable the remaining demolitions to take place before March 2011.

RESOLVED -

- (a) That £580,000 be rescinded from the Holbeck Phase 4 acquisition and demolition scheme and that the revised cash flow position be agreed.
- (b) That scheme expenditure, as set out in appendix B to the submitted report be authorised in order to complete the demolitions and clearance of the 5 sites in the Beverleys, Holbeck Phases 1, 2 and 3 and Cross Green Phase 2.

CHILDREN'S SERVICES

65 Children's Services Improvement Update Report

The Interim Director of Children's Services submitted a report providing an update on the implementation of Leeds' Improvement Plan for Children's Services and the work of the Improvement Board, the transformation programme aimed at providing an integrated delivery model for children's services and the development of a new Children and Young People's Plan for the city.

On behalf of the Board, the Chair paid tribute to and thanked the Interim Director of Children's Services, Eleanor Brazil, as this was potentially the final Board meeting in which she would be in attendance.

Following the high levels of attainment achieved in the recent GCSE and Alevel results, in addition to the positive fostering inspection report which had been received, the Board paid tribute to and thanked all of those involved.

RESOLVED -

- (a) That the progress made against the Improvement Plan for Children's Services in Leeds and the work of the Improvement Board undertaken to support this be noted.
- (b) That the intention to consult on, and then develop a new Children and Young People's Plan for Leeds, intended to be ready by spring 2011, be noted.
- (c) That the progress made to date on the transformation programme and the next steps designed to develop and propose a revised leadership structure and model for integrated service delivery and integrated business support functions, which will be brought back to Executive Board in autumn 2010, be noted and endorsed.

66 Primary Capital Programme: Works at Richmond Hill, Swillington, Saints Peter and Paul, Gildersome, Greenhill and Oulton Primary Schools

The Chief Executive of Education Leeds submitted a report on the proposed building of three new school buildings for Richmond Hill Primary School, Swillington Primary School and Saints Peter and Paul Catholic Primary School, Yeadon, and on the extension and refurbishment of buildings at Gildersome Primary School, Greenhill Primary School and Oulton Primary School.

RESOLVED –

- (a) That the design proposals in respect of the schemes to new build schools at Richmond Hill, Swillington and Saints Peter and Paul, and extension and refurbishment works at Gildersome, Greenhill and Oulton be approved.
- (b) That the injection of Governors' contribution to scheme number 15178/PET of £393,700 be approved.
- (c) That authority be given to incur expenditure of £33,125,500 from capital scheme numbers 15178/RIC, SWI, PET, GIL, GRE and OUL.

(Councillor Golton declared a personal interest in this item, having attended Richmond Hill Primary School)

67 Design and Cost Report and Final Business Case: Building Schools for the Future Phase 3: Corpus Christi Catholic College

The Chief Executive of Education Leeds submitted a report which sought approval of the Final Business Case in respect of the Corpus Christi Catholic College project for submission to the Partnerships for Schools organisation. The Final Business Case had been placed within the Members' Library for inspection.

RESOLVED – That the Final Business Case for the Corpus Christi Catholic College project be approved, and the submission of the Final Business Case to Partnerships for Schools be authorised.

LEISURE

68 Crematoria Mercury Abatement

The Acting Director of City Development submitted a report outlining proposals on how the Council intended to meet Government legislation targets in respect of mercury emissions abatement during the cremation process and providing details of how the Council proposed to renew its cremation facilities on a phased basis.

Members received assurances that cremations would be undertaken at a specified crematorium, that bodies would not be transferred between crematoria for the purposes of cremation and that such matters would be dealt with as sensitively as possible when accommodating service users' preferences.

RESOLVED –

- (a) That the legislative requirements relating to mercury abatement and the need to implement a solution by 2012 be noted.
- (b) That the preferred approach to replace cremators and abate mercury at Rawdon by December 2012, as detailed within the submitted report, be approved.
- (c) That the longer-term strategy to replace cremators at Cottingley in 2016 and to replace cremators and consider future abatement for mercury at Lawnswood in 2018 be agreed, subject to further detailed business cases and funding plans being brought forward.
- (d) That in order to ensure this strategy meets the target of 50% mercury abatement by the end of 2012, the Board notes that it will be necessary to increase the proportion of cremations at Rawdon until abatement is fitted at Lawnswood.
- (e) That the initiation of the design and development of the specification for Rawdon, which will be funded from Prudential Borrowing and a continuing surcharge on cremations, be approved.

- (f) That a fully funded injection of £2,900,000 into the Capital Programme be agreed in order to finance Mercury Abatement works, financed through the Council exercising its prudential borrowing powers using the fees generated by the environmental surcharge introduced for this purpose in 2008.
- (g) That a Design and Cost Report be submitted to Executive Board once a more detailed cost estimate for the Rawdon works has been developed, and that further information on the proposals relating to the future provision of the service be submitted to the Board for consideration at that time.

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

69 Design and Cost Report: The Development of Middleton Park through a Heritage Lottery Fund Parks for People Grant

Further to Minute No. 132, 9th December 2009, the Acting Director of City Development submitted a report detailing proposals to spend the £1,797,929 which had previously been injected into the capital programme, outlining the proposed capital development works and cost profile of the scheme, and regarding the processes for the acceptance of the £1,465,000 Heritage Lottery Fund grant and the delegation of relevant approvals.

RESOLVED -

- (a) That expenditure against the injection of £1,797,929 made into the 2010/11 Capital Programme by Executive Board in December 2009 be approved.
- (b) That the proposed capital development works and the cost profile of the scheme be noted.
- (c) That acceptance of the £1,465,000 grant be authorised and related approvals be delegated to the Chief Recreation Officer.

ADULT HEALTH AND SOCIAL CARE

70 Response to the Deputation to Council - The Access Committee for Leeds Regarding "Please Help us to Save Woodlands Respite Care Centre, York"

The Director of Adult Social Services submitted a report in response to the deputation to Council, entitled, 'Please help us to save Woodlands Respite Care Centre, York', from members of the Access Committee for Leeds on 14th July 2010.

It was suggested that further work was undertaken with other local authorities in a bid to identify an alternative service provider.

RESOLVED –

- (a) That the response to the deputation and the proposed actions of Adult Social Services officers, as outlined within the submitted report, be noted.
- (b) That should an alternative service provider not be found, a report be submitted to a future meeting of the Board providing an update on the work undertaken to support the affected service users.

RESOURCES AND CORPORATE FUNCTIONS

71 Financial Health Monitoring 2010/2011

(a) Financial Health Monitoring 2010/2011: First Quarter Report

The Director of Resources submitted a report providing an update on the financial health of the authority for 2010/2011 after three months of the financial year. The report provided details of the revenue budget, the housing revenue account and Council Tax collection rates. The report also identified a number of pressures, particularly in relation to income and demand led budgets and the actions being taken by directorates to address such pressures.

RESOLVED –

- (a) That the projected financial position of the authority after three months of the new financial year be noted, and that directorates be requested to continue to develop and implement action plans which are robust and which will deliver a balanced budget by the year end.
 - (b) That a virement of £500,000 from the training budget into the domiciliary care budget, as detailed within the submitted Adult Social Care report, be approved.
 - (c) That the reallocation of budgets within Adult Social Care to reflect revised management arrangements, as detailed within the submitted Adult Social Care report, be noted.
- (b) Reductions In Grants: Implications for Services
Further to Minute No. 16, 22nd June 2010, the Director of Resources submitted a report providing details of the implications for Leeds arising from the grant reductions to Local Authorities announced by Government as part of its accelerated deficit reduction plan and outlining proposals to deal with such reductions.

Supplementary information had been circulated to Board Members prior to the meeting which provided details of the equality impact assessment undertaken in respect of the proposals detailed within this report.

Officers undertook to provide the relevant Board Members with information in response to issues raised during the consideration of this item in respect of specific organisations detailed in exempt appendix 2.

The Chief Executive invited Members to submit any views they had in respect of how potential impacts could be effectively assessed as part of the overall budgetary process.

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

RESOLVED –

- (a) That the following virements in respect of the in year reductions in grants, as detailed at paragraph 2.1 of the submitted report be approved:
- a virement from the Strategic budget to services to reflect the reductions in Area Based Grant and the LPSA2 Reward grant which are held centrally;
 - a virement within City Development directorate to reflect the loss of Housing and Planning Delivery Grant and Free Swimming grant;
 - a virement within Children's Services in respect of Nursery Education Pathfinder Grant, Buddying, Playbuilder, Training and Development Agency, Contact Point, Harnessing technology and Local Delivery Support grants.
- (b) That the reductions in expenditure/additional income, as detailed in Appendix 1 to the submitted report, be approved.
- (c) That the proposed reductions in payments to external providers, as detailed at exempt appendix 2 to the submitted report be noted, with the relevant decisions being taken by officers under delegated powers in consultation with the appropriate Executive Members when negotiations have been concluded.

(Having declared a personal and prejudicial interest in relation to the matter considered at Minute No. 71(b), due to being a member of and having close personal connections with an organisation referred to in exempt appendix 2 of the submitted report, Councillor Wakefield vacated the Chair in favour of Councillor R Lewis and withdrew from the meeting room for the duration of this item)

(Having declared a personal and prejudicial interest in relation to the matter considered at Minute No. 71(b), as the Chief Executive of an organisation referred to in exempt appendix 2 of the submitted report, Councillor Murray withdrew from the meeting room for the duration of this item)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had abstained

from voting on the matters referred to within Minute Nos. 71(a) and 71(b))

72 Capital Programme Update 2010-2014

The Director of Resources submitted a report providing an updated financial position on the 2010-2014 Capital Programme, detailing the implications of the recent reductions in capital grants announced by Government, reporting on a review of uncommitted schemes which had taken place and detailing a small number of capital projects for which specific approvals were sought.

RESOLVED –

- (a) That approval to spend of £3,051,000 on the vehicle replacement programme be confirmed.
- (b) That authority be given to spend £3,138,000 on the equipment replacement programme.
- (c) That the capital review process currently underway, which will be reported back to Executive Board at a later date, be noted.
- (d) That an injection of £300,000 to the capital programme, funded through unsupported borrowing be approved, and authority to spend be given in respect of the relocation of services from Blenheim and Elmete to Adams Court.
- (e) That the removal of the remaining funding of £1,300,000 for the City Card scheme be approved.
- (f) That an injection into the capital programme of £1,300,000 be approved in order to implement the first phase of the Home Insulation scheme, with all relevant details being presented to a future meeting of Executive Board for approval.
- (g) That approval be given to the use of the balance of Adult Social Care fire safety funding to address identified fire safety risks across all operational buildings within the Corporate Property Management portfolio.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had abstained from voting on this matter)

73 Shared Business Rates Service

The Director of Resources submitted a report on the proposed establishment of a shared service for the billing and collection of Business Rates for Leeds and Calderdale businesses which would be delivered by Leeds City Council. The report provided information on the work undertaken to date and detailed the timescales in which a shared service could be delivered.

RESOLVED –

- (a) That authority be delegated to the Director of Resources to enable him to make the necessary decisions and approvals to allow the scheme to proceed.
- (b) That the Board be provided with updates regarding the development of further partnership arrangements being established with other local authorities as and when appropriate.

74 Transforming Leeds: Phase 1 Changing the Workplace

The Director of Resources submitted a report which provided an update on the Changing the Workplace programme, particularly focussing upon proposals to rationalise and modernise the Council's city centre office portfolio, in order to support the delivery of further long term efficiencies. The report sought approval to move forward with negotiations and related work on a preferred accommodation option in the city centre and highlighted areas where the programme could deliver short term benefits within the context of the wider business transformation programme.

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

RESOLVED –

- (a) That the overarching business transformation context, as outlined within the submitted report, be noted.
- (b) That the recommendations for progressing phase 1 of the Changing the Workplace programme, as detailed at paragraph 7 of exempt appendix 2 to the submitted report, be approved.

75 Regulation of Investigatory Powers Act 2000 - Adoption of a New Council Policy

The Chief Officer (Legal, Licensing and Registration Services) and the Director of Environment and Neighbourhoods submitted a joint report outlining the Council's proposed policy on covert surveillance conducted under the Regulation of Investigatory Powers Act (RIPA) 2000.

RESOLVED – That the proposed policy in respect of the Regulation of Investigatory Powers Act 2000, as set out in Appendix 1 to the submitted report, be approved.

DEVELOPMENT AND REGENERATION

76 Lease of the St. Aidan's Trust Land to the Royal Society for the protection of Birds

Further to Minute No. 38, 6th July 2005, the Acting Director of City Development submitted a report regarding the proposed completion of a lease to the Royal Society for the Protection of Birds (RSPB) in respect of former opencast coal and coal mining land between Methley and Swillington.

Officers undertook to provide the relevant Board Members with briefings on matters which were raised during the consideration of this item, specifically in relation to visitor numbers and access issues.

The Board gave particular thanks to Max Rathmell for his efforts throughout the development of this long running project.

RESOLVED –

- (a) That the completion of the lease to the RSPB, based on the Heads of Terms outlined within Appendix 1 to the submitted report, be agreed as soon as practically possible after the transfer of the Trust Land to the St. Aidan's Trust, and that this matter be delegated to the Acting Director of City Development on completion of any outstanding documentation.
- (b) That officers continue to explore the opportunities for the wider involvement of the RSPB in the development of the Lower Aire Valley as a major recreational and wildlife resource.

DATE OF PUBLICATION: 27th August 2010
LAST DATE FOR CALL IN: 6th September 2010 (5.00 p.m.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 7th September 2010)