



SCRUTINY BOARD (ADULT SOCIAL CARE)

Meeting to be held in Civic Hall, Leeds on
Wednesday, 15th December, 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-OPTees

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

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

Agenda compiled by:
Andy Booth
Governance Services
Civic Hall
LEEDS LS1 1UR
Tel: 24 74325

Head of Scrutiny and Member
Development:
Peter Marrington
Tel: 39 51151

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 - 10 NOVEMBER 2010</p> <p>To confirm as a correct record the minutes of the meeting held on 10 November 2010</p>	1 - 4
7			<p>ASSESSMENT OF ADULT SOCIAL CARE COMMISSIONING (PERFORMANCE RATING) FOR LEEDS CITY COUNCIL 2009/10</p> <p>To receive and consider the attached report of the Director of Adult Social Services</p>	5 - 36
8			<p>ADULT SOCIAL CARE PERFORMANCE REPORT - QUARTER 2 - 2010/11</p> <p>To receive and consider the attached report of the Head of Policy and Performance</p>	37 - 46
9			<p>LEEDS ADAPTATIONS STRATEGY 2010/13</p> <p>To receive and consider the attached report of the Adaptations Strategy Group</p>	47 - 80

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>MAJOR ADAPTATIONS FOR DISABLED ADULTS - PERFORMANCE ON COMPLETION TIME OF ADAPTATIONS SCHEMES - QUARTER 2 2010/11</p> <p>To receive and consider the attached report of the Chief Officer for Health and Environmental Action Services</p>	81 - 84
11			<p>RECOMMENDATION TRACKING - MAJOR ADAPTATIONS FOR DISABLED ADULTS</p> <p>To receive and consider the attached report of the Head of Scrutiny And Member Development</p>	85 - 106
12			<p>SCRUTINY BOARD (ADULT SOCIAL CARE) - WORK PROGRAMME</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p>	107 - 132
13			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on Wednesday, 12 January 2010 at 10.00 am with a pre meeting for Board Members at 9.30 am.</p>	

SCRUTINY BOARD (ADULT SOCIAL CARE)

WEDNESDAY, 10TH NOVEMBER, 2010

PRESENT: Councillor T Hanley in the Chair

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

39 Declarations of Interest

There were no declarations of interest.

40 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted on behalf of Councillor P Davey.
Councillor P Grahame was due to attend as substitute.

41 Minutes - 22 September and 6 October 2010

RESOLVED – That the minutes of the meetings held on 22 September and 6 October 2010 be confirmed as correct records.

42 Inquiry into the Future of Residential Care Provision for Older People in Leeds – Part 2

The report of the Director of Adult Social Services referred to the Board's Inquiry into the Future of Residential Care and outlined options for future use of the current 19 residential homes operated by the council, the criteria used to select these options and the consultation process that would be employed.

The Chair welcomed Councillor Lucinda Yeadon, Executive Member for Adult Health and Social Care and Dennis Holmes, Deputy Director – Strategic Commissioning to the meeting.

Dennis Holmes introduced the report and brought Members attention to the options as detailed in the report and the consultation methodology. It was stressed by the Chair that the Scrutiny Board had already stated that it was not an option to leave the current situation as it is and placed importance on the need to conduct the most appropriate consultation. Members were asked for their views on the options detailed in the report, the criteria used to select the options and consultation process.

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

- Processes for assessing an individuals care requirements and whether residential care is needed. This would take account of the views of all carers, family and voluntary sector workers where applicable as well as a social worker's report.
- Meeting the social needs of people who required residential care – social needs were considered alongside healthcare needs and voluntary sector organisations were commissioned by the Council and organised facilities such as lunch clubs. Social Worker assessments took account of social needs.
- There had been an increase in the number of beds available in private sector care homes during the previous 12 months.
- Issues surrounding the ability of the independent sector to provide residential care more cheaply than local authorities – these included lower staffing costs, modern buildings which were cheaper to run due to lower maintenance and repair costs and differing models of care where healthcare provision may not be required.
- One or more of the differing options as outlined in the report could be used for each of the 19 residential homes due to different determining factors and future provision requirements.
- Community Group consultation would included bodies that represented older people such as the Older People's Forum, Leeds Involvement Network (LINK) and the Neighbourhood Networks.
- Consideration of Quality Care Commission (CQC) ratings as a determining factor.
- The Council's monitoring role of independent sector providers with regards to issues such as safeguarding, equality measures and quality assurances.
- Staff consultation.
- Results of the consultation would be made available to the Board, possibly by June 2011.

The Board also considered a template for a consultation questionnaire as used by Kent County Council.

RESOLVED –

- (1) That it is the view of the Board that the range of options as presented by officers are appropriate models that can be tested for each establishment and would recommend that the Executive Board supports these options.
- (2) That it is the view of the Board that the criteria presented provides a sound framework for considering the most suitable option for an establishment and should be adopted by Executive Board. In addition the Board recommends that Care Quality Commission ratings are included within these criteria. The Board also recommends that inclusion issues are incorporated when looking at the impact on communities where facilities are located.

- (3) That the Board recommends the Executive Board agree the consultation methodology and structure and that it determines the consultation timetable appropriate having regard to statutory obligations.
- (4) That the Board also recommends that the consultation includes; ad hoc community groups specific to a local area, neighbourhood networks and advocacy groups.
- (5) That the Board recommends that the Executive Board agree the use of a template based on the consultation questionnaire used by Kent County Council, subject to the reorganising of the questions.

(Councillor R Pryke joined the meeting at 10.20 a.m. and Councillor P Grahame at 10.40 a.m. during the discussion on this item).

43 Health Service Direct Discharge into Residential Care

The report of the Director of Adult Social Services referred to the Board's request for a specific report on Direct Discharges into Residential Care which resulted from discussions of the Board's Inquiry into Residential Care Provision.

Dennis Holmes presented the report to the Board and highlighted the following issues:

- The often complex nature of these discharges – a number of different professional organisations were likely to be involved in discussion and arrangements for discharges.
- It was recognised that there had been a rise in the number of hospital admissions and there were associated problems due to this – the report outlined alternative options that could be developed including areas of joint work between the Council and Health Service providers.

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

- The possibility of joint night services between Social Services and Health Service partners – this could provide other support services to prevent some hospital admissions
- Current arrangements for hospital admissions and discharges and the roles of the various organisations that may be involved.
- The use of transition beds – this could make use of void beds within existing residential care provision to allow discharge and prevent admission to hospital.

RESOLVED –

- (1) That the report and discussion be noted
- (2) That the issue of Health Service Discharge be referred to the Scrutiny Board (Health) for further consideration/monitoring.

44 Response of the Director of Adult Social Services and Executive Board – 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 previous Inquiry into Supporting Working Age Adults with Severe and Enduring Mental Health Problems.

It was reported that the recommendations in the Inquiry report had been agreed by the Director of Social Services and subsequently submitted to Executive Board on 13 October 2010 where these had been ratified. The Board would continue to track progress of the recommendations.

RESOLVED – That the report be noted.

45 Working Group Update - The Future Provision of Domiciliary Care and Reablement Services

The report of the Head of Scrutiny and Member Development provided the Board with an update of the Working Group for the Inquiry into the Future Provision of Domiciliary and Reablement Services.

Notes of the Working Group meetings were attached to the report along with Terms of Reference for the Inquiry.

RESOLVED – That the report be noted

46 Work Programme

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

RESOLVED – That the report be noted.

47 Date and Time of Next Meeting

Wednesday, 15 December 2010 at 10.00 a.m. (Pre-meeting for all Board Members at 9.30 a.m.)

The meeting concluded at 11.35 a.m.

Originator: D Holmes

Tel: 247459



Report of the Director of Adult Social Services

Adult Social Care Scrutiny Board

Date: 15th December 2010

Subject: Assessment of Adult Social Care Commissioning (Performance Rating) for Leeds City Council 2009/10

Electoral Wards Affected:



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

The performance of each Council with Adult Social Care responsibilities has been annually assessed by the Care Quality Commission for a number of years. Each Council is awarded a rating which Directors of Adult Social Services are required to draw the attention of the Executive Board and the wider public. The Assessment of Adult Social Care Commissioning was published on the 25th November 2010 and contains the overall rating for Adult Social Care. This report offers members of the Adult Scrutiny Board a highlighted summary of the main areas of achievement and indicates areas of service identified by the Commission as requiring further development to sustain or improve performance.

Attention is drawn to the performance framework which was established in 2008 and places additional emphasis upon issues of dignity and respect (Safeguarding). An authority's overall judgment is automatically limited by performance in this area. The assessment of the Care Quality Commission is that Leeds performance in this respect has improved from 'performing poorly' in 2007/08 to 'performing well' in 2009/10. This is an acknowledgment of the considerable improvements made in this area and

recognition that safeguarding concerns identified in 2007/08 are now being effectively managed.

The judgment reached by the Care Quality Commission is that adult social care services in the city have improved in 4 of the 7 domains considered in 2009/10. Leeds is now rated as having 3 domains where it has been awarded the highest rating of 'excellent' and has been judged as 'performing well' in the remaining 4. This has resulted in an overall judgement as 'performing well'. The judgement for 2009/10 represents significant progress from last year. The letter formally advising the Council of the outcome of the review is attached at Appendix 1 and the full report at Appendix 2.

1.0 Purpose Of This Report

- 1.1 This report alerts Members of the Adult Social Care Scrutiny Board to the judgment made about social care services for adults in the city in the performance year 2009/10 and provides a brief summary of the key points raised by Care Quality Commission in making their judgment.

2.0 Background Information

- 2.1 The performance framework used by the Care Quality Commission is founded upon the outcomes-based framework established in 2007/08 for adult social care assessment. There have, however been changes in the nationally defined performance characteristics for the outcomes and the standards required have been raised. The overall performance against the Leadership and Commissioning domains for Adult Social Care were originally intended to inform the Council's Comprehensive Area Assessment judgement however this approach was abolished by the incoming national government on 24th June 2010.
- 2.2 Figure 1 sets out the 7 outcomes and offers a brief description of the areas of social care and related activity which are associated to those outcomes by the Commission

Outcome	Descriptor
Improved health and emotional well-being	The authority is assessed against its capacity to work in partnership to enable people to enjoy good physical and mental health, to access appropriate treatment and support in managing long term conditions effectively.
Improved quality of life	In this case, access to public and commercial services, leisure, social activities and life-long learning are assessed along with peoples perception of safety outside the home.
Making a positive contribution	The assessment in this area is focused on how the Authority ensures that people are involved in local decision making and involved in policy making and decision taking.
Increased choice and control	Many of the most critical indicators in relation to Adult Social Care services are assessed against this outcome which is concerned with the extent to which the Authority is able to maximise the independence of people, how their access to information about care and support is facilitated, how they are enabled to exercise choice and control over that care and support and how they are enabled to manage risk in their personal life.

Freedom from discrimination or harassment	This outcome is concerned with how the Authority ensures equality of access to services and ensures that people are not subject to abuse
Economic well-being	Here the Authority is assessed against its capacity to ensure that people are helped to access sources of income and accommodation and thereby encouraged to actively participate in the life of their community and family.
Maintaining personal dignity and respect	Here the Authority is assessed against how well it is able to ensure the prompt availability of a range of personal care and support services including adult safeguarding. This exerts a predominant influence upon the overall rating of an Authority's delivery of outcomes. Performance against this outcome must be judged as a minimum to be 'adequate' for the an overall judgement of delivery of outcomes in the Authority to be 'good'.

Fig 1

- 2.4 The Care Quality Commission derive the evidence on which they base their assessment from several sources. One of the most significant of these is the annual Self Assessment. This requires the Authority to provide an accurate and honest comprehensive report of performance against each of the outcomes including a summary of activity and evidence over the year and an overall self judgment. The self judgement of Leeds for 2009/10 has been fully accepted by the Care Quality Commission. This is important because accurate self analysis is regarded as a significant requirement for effective leadership by the Commission.
- 2.5 Evidence provided by a Local Authorities in its Self Assessment is triangulated against a range of other evidence collected by the Care Quality Commission. This includes, evidence submitted by the Council in the course of Routine Business Meetings with the Care Quality Commission; site visits by Care Quality Commission Area Manager; national performance data; information collated from regulatory inspections of services and from any relevant service inspections or reviews which have information relating to relevant Council services.
- 2.6 The information gathered by the Commission has focused on Leeds Adult Social Care's performance; evidence of its ambitions for improvement, evidence of its capacity to deliver improvements with the support of partners and evidence that its plans to deliver these improvements are robust.
- 2.7 The final assessment letter and report (Appendices 1 and 2) were received by the Authority at the beginning of October but, in line with national requirements, their content remained confidential and embargoed until the 25th November 2010. The Commission require that the report is taken to a Council meeting by the 31st January 2010 and thereby made available to the public.

3.0 Main Issues

- 3.1 The Care Quality Commission have completed their Annual Performance Assessment of Adult Social Care for Leeds City Council 2009/10 and have judged the service to be 'Performing Well'. This judgement is applied to a service that consistently delivers above minimum requirements for people; is cost-effective and makes contributions to wider outcomes for the community.

3.2 The judgement recognises significant improvements in the quality of Adult Social Care in Leeds in comparison to 2008/09. Adult social care services in the city have improved in 4 of the 7 domains considered in 2009/10. Leeds is now rated as having 3 areas domains where it has been awarded the highest rating of 'excellent' and has been judged as 'performing well' in the remaining 4.

4.0 The Assessment of key strengths

4.1 The Care Quality Commission have judged leadership within adult social services in Leeds to be strong and have noted improvements in partnership working. It is the CQC's judgement that Leeds has demonstrated that it places those who use services and their carers at the heart of its service development, and has taken steps to further enhance how the it engages with people.

4.2 The quality of services provided or commissioned for adults with social care needs is judged to have improved. Leeds is commended for heavily investing in its neighbourhood networks to ensure that those people who do not meet the criteria for assessed services can access appropriate support in their own locality. The CQC report positively that Leeds has continued to increase its investment in the use of Telecare, and in local Extracare capacity

4.3 The Care Quality Commission report that Leeds continued to improve its safeguarding arrangements during 2009/10, and fully completed the action plan it had agreed with the Care Quality Commission following the service inspection in 2008. In particular they report that Leeds has demonstrated much improved partnership working through the safeguarding partnership board.

4.4 Leeds is judged to be providing greater access to services for a wider range of its population. In particular the CQC has commended Leeds for its approach to specifically targeting hard to reach groups to ensure people can access the support they need .

4.5 Leeds is also commended by the CQC for developing its systems and processes to enable people to benefit from the 'Putting People First' national strategy to deliver more personalised and self directed support. Leeds is on course to meet its local and national milestones for delivering these systems by March 2011.

5.0 Key areas for improvement

5.1 As with the key strengths, the Commission has confirmed the key areas where Leeds should make further improvements through the continued implementation of established long term programmes in 20010/11. All these areas are subject to rigorous improvement plans and are closely monitored by the Directorate.

5.2 The Care Quality Commission have specified a number of areas where Leeds needs to continue to implement long term programmes of work. These include, continuing to improve the level of personalisation within adult social care provision and further develop personalised budgets for carers. The CQC have stated that Leeds should continue to develop the local delivery of adaptations and community equipment. It has also been asked to continue to implement actions from the review of local advocacy services

5.3 The Council have been asked to continue implementing improvements within social care leadership and commissioning arrangements. It has been recommended that Leeds continues to embed the local approach to partnership commissioning. The CQC also recommend that Leeds should improve its social care records management systems and to continue to develop safeguarding reporting mechanisms with partners.

6.0 Overall Assessment and Judgement.

Leeds has been judged within the following domains as performing:-

Outcome /Domain	2007/08: CSCI Rating	2008/09: CQC Rating	2009/10: CQC Rating	Direction of Improvement
Outcome 1: Improved Health and Wellbeing	Well	Well	Well	↔
Outcome 2: Improved Quality of Life	Well	Well	Excellently	↑
Outcome 3: Making a Positive Contribution	Well	Excellently	Excellently	↔
Outcome 4: Increased Choice and Control	Adequately	Adequately	Well	↑
Outcome 5: Freedom from Discrimination and Harassment	Well	Well	Excellently	↑
Outcome 6: Economic Wellbeing	Well	Well	Well	↔
Outcome 7: Maintaining Personal Dignity and Respect	Poorly	Adequately	Well	↑

Fig 2

7.0 Implications For Council Policy And Governance

7.1 In previous years the Care Quality Commission rating for Adult Social Services has contributed to the overall rating for the Leeds City Council. The government has recently abolished the Comprehensive Area Assessment (CAA) which formed the latest version of this. It is not yet clear what new arrangements, if any, will replace the CAA but it is likely that any publicly available information about the quality of local services will take into account the nationally published judgement of adult social care in Leeds.

7.2 The government and regulators are currently reviewing the future reporting requirements for adult social care services. It is likely that significant changes will be made in future years. At the time of writing a proposal for a new outcomes framework for social care has been published for public consultation. This will sit alongside frameworks published for the Health Service and Public Health. Quality and economic regulation of 'provider' health and social care services will be strengthened through the Care Quality Commission and 'Monitor' respectively. It is proposed that the commissioning functions of local authorities will be increasingly subject to self regulation and customer engagement. Further information will be provided to the Board as the future becomes clear.

8.0 Legal And Resource Implications

- 8.1 The personalisation of care services is a critical determinant in judging the performance of adult social care services. Because of the nature of current service configuration in Leeds, a significant challenge is set in ensuring that the rate of progress in accelerating the transformation of our models of care and support to such an extent that they meet not only the performance expectations of the Commission but, more significantly, that they meet the expectations of those people provided with the means to purchase them.
- 8.2 Leeds' target for this development is for 30% of all service users receiving their services through Personal Budgets/ Direct Payments by March 2011. This complies with national expectations. To achieve this target, Leeds performance will need to continue to expand from 3382 people receiving Self Directed Support at September 2010 to 5350 at March 2011. Clearly, this requires the release of significant resources from service areas where demand is expected to reduce as a consequence of people utilising their direct payments or individual budget in different ways.

9.0 Conclusions

- 9.1 The overall judgment for delivering outcomes 2009/10 reached by the Care Quality Commission is that adult social care services in the city are 'Performing Well' and they have judged Leeds to have made significant improvements in 4 of the 7 domains. The rating for safeguarding has improved from 'poor' to 'performing well' in two years. Leeds is now top rated in 3 areas. Leeds has sustained and accelerated the performance improvement trajectory reported last year.
- 9.2 Although the judgement reached by the Commission recognises the positive progress made in the year, particularly in respect of Adult Safeguarding, Adult Social Care continues to be performing at a level which has fallen short of 'excellent' overall. The details of the Care Quality Commission performance framework for 2010/11 have yet to be announced, however further improvements are likely to be required to improve the choice and control of service users; local arrangements for public health and for the safeguarding of vulnerable adults in order to achieve an overall judgement of excellence for social care services in the city.
- 9.3 Plans are in place to ensure that all the areas identified for improvement are addressed in the coming year in a continuing effort to achieve excellence in social care outcomes for adults.

10.0 Recommendations

- 10.1 The Adult Social Care Scrutiny Board is asked to note the contents of this report and the attached final assessment letter and performance review report from the Care Quality Commission for adult social care services in 2009/10.

Background Documents referred to in this report

none

Mrs Sandie Keene
Director of Adult Social Care Services
Leeds City Council
1st Floor West,
Merrion House
110 Merrion Centre
Leeds
LS2 8QB

Care Quality Commission
First Floor
St Paul's House
23 Park Square (South)
Leeds
LS1 2ND

Tel 07779 111335

www.cqc.org.uk

4th October 2010

EMBARGOED UNTIL 25 NOVEMBER 2010

Assessment of Commissioning for Leeds City Council 2009/10: Results

Dear Director

The enclosed Assessment of Performance (AP) report outlines the findings of the 2009/10 commissioner assessment process for your council. Thank you for the information you provided to support this process, and for the time made available by yourself and your colleagues to discuss relevant issues.

The grades outlined in the AP report are an overall grade for delivering outcomes and a separate grade for each of seven outcomes. There is a commentary on the two domains of *Leadership*, and *Use of resources and commissioning*.

Also attached are

- The Quality Assurance & Moderation summary for your council, which provides a record of the process of consideration by CQC.
- The form recording your council's factual accuracy comments and CQC's response.

We expect you, as The Director of Adult Social Services, to present the AP report to an open meeting of the relevant executive committee of the council by 31 January 2011 and to inform us of the date this will take place. Your council should make the AP report available to members of the public at the same time, and must copy this grading letter and report to the council's appointed auditor.

The grades we use are:

ADULT SOCIAL SERVICES ASSESSMENT OF PERFORMANCE 2009/10 :Leeds	Descriptor
Grade 4: (Performing excellently) People who use services find that services deliver well above minimum requirements	A service that overall delivers well above minimum requirements for people, is highly cost-effective and fully contributes to the achievement of wider outcomes for the community.
Grade 3: (Performing well) People who use services find that services consistently deliver above minimum requirements	A service that consistently delivers above minimum requirements for people is cost-effective and makes contributions to wider outcomes for the community.
Grade 2: (Performing adequately) People who use services find that services deliver only minimum requirements	A service that delivers only minimum requirements for people, but is not consistently cost-effective nor contributes significantly to wider outcomes for the community.
Grade 1: (Performing poorly) People who use services find that services do not deliver minimum (performing adequately) requirements	A service that does not deliver minimum requirements for people, is not cost-effective and makes little or no contribution to wider outcomes for the community.

ADULT SOCIAL CARE PERFORMANCE JUDGMENTS FOR 2009/10

Overall Grade Awarded for Delivery of Outcomes	Well
---	-------------

Delivering Outcomes	Grade Awarded
Improved health and emotional well-being	Well
Improved quality of life	Excellent
Making a positive contribution	Excellent
Increased choice and control	Well
Freedom from discrimination or harassment	Excellent
Economic well-being	Well
Maintaining personal dignity and respect	Well

The AP report sets out progress on areas of good performance, areas of improvement over the last year and areas, which are priorities for improvement. Where appropriate it also identified any follow up action CQC will take.

CQC will publish your council grading and AP report at <http://www.cqc.org.uk/findcareservices.cfm> on Thursday 25 November 2010.

Yours sincerely



Regional Director, Care Quality Commission
c.c. Tom Riordan, Chief Executive

Assessment of Performance Report 2009/10

Record of analysis

ADULT SOCIAL SERVICES ASSESSMENT OF PERFORMANCE 2009/10 : Leeds Council

Contact Name	Job Title
Adam Brown	Compliance Manager

The report will produce a summary of the performance of how the council promotes adult social care outcomes for people in the council area.

The overall grade for performance is combined from the grades given for the individual outcomes. There is a brief description below – see Grading for Adult Social Care Outcomes 2009/10 in the Performance Assessment Guide web address below, for more detail.

Performing Poorly - not delivering the minimum requirements for people.

Performing Adequately - only delivering the minimum requirements for people.

Performing Well - consistently delivering above the minimum requirements for people.

Performing Excellently - overall delivering well above the minimum requirements for people.

We also make a written assessment about

Leadership and

Commissioning and use of resources

Information on these additional areas can be found in the outcomes framework

To see the outcomes framework please go to our web site: [Outcomes framework](#)

You will also find an explanation of terms used in the report in the glossary on the web site.

2009/10 Council APA Performance

Delivering outcomes assessment Overall council is:	Well
Outcome 1: Improved health and well-being	Well
Outcome 2: Improved quality of life	Excellent
Outcome 3: Making a positive contribution	Excellent
Outcome 4: Increased choice and control	Well
Outcome 5: Freedom from discrimination and harassment	Excellent
Outcome 6: Economic well-being	Well
Outcome 7: Maintaining personal dignity and respect	Well

Council overall summary of 2009/10 performance

Leadership within adult social services remains strong, and capacity has been further enhanced during the assessment year. The impact of this has seen improvements in partnership working, improvements in the quality of services for people, greater access to services by a wider range of the population across the council's boundaries, and continuing improvements to safeguarding arrangements.

The council has continued with the development of its safeguarding arrangements, and this has seen the completion of the action plan following the service inspection in 2008. The safeguarding team has been expanded greatly with support and expertise placed at an operational level, and much improved partnership working across the safeguarding partnership board. Information is available to the council to allow it to identify patterns and trends with safeguarding concerns so that it can better prioritise resources.

The council continues to place those who use services and their carers at the heart of how it develops services, and further enhancements to how the council engages with people have been noted during the year. In particular the council has embedded its work to ensure people are free from discrimination and harassment and that access is universal by specifically targeting hard to reach groups to ensure people can access the support they need. The quality of services continues to improve, and the council continues to invest heavily in its neighbourhood networks to ensure those who do not meet the criteria for assessed services can access support in their own locality.

The council continues to provide a wide range of services. During the assessment year this has seen further increases in the use of Telecare, with further plans to utilise this technology further. Additional extracare capacity has been provided, and improvements have been made in access to community services for those not able to directly access assessed services.

The council has been developing its systems and processes to enable people to benefit from the 'Putting People First' national strategy; they report that they have hit the majority of their internal milestones, and are on course to hit the national milestones by March 2011.

Leadership

"People from all communities are engaged in planning with councilors and senior managers. Councilors and senior managers have a clear vision for social care. They lead people in transforming services to achieve better outcomes for people. They agree priorities with their partners, secure resources, and develop the capabilities of people in the workforce".

Conclusion of 2009/10 performance

The council has continued to invest in its leadership during the assessment year. A revised management structure is now in place with the majority of posts filled. The council recognises that change capacity is still a big challenge, especially with regard to the council's in house providers. However, the council report that there is support across the council, including the cabinet and executive member, to enable this modernisation programme to take place.

During the assessment year, the council has developed locality 'health' partnerships within the health and wellbeing partnership. These are a key mechanism for delivering and driving forward the health and wellbeing theme of the Leeds Strategic Plan by ensuring that the work reflects and includes the needs of specific communities and localities. The council is currently involved in supporting NHS Leeds as the lead commissioner in reviewing intermediate tier services.

The council have developed a variety of partnership approaches to strategic development during the year. For example working with Leeds Partnership NHS Foundation Trust, the council have established a range of joint work across the city. This includes; work to extend good practice in employment support across the city in providing a more consistent service, the independent living project which is providing community based supported tenancies for mental health service users, and the project in day services to increase partnership work across agencies and choice and control for service users and carers.

In addition to this a range of new strategies have been agreed to improve the quality and reach of services, including a joint protocol for the transfer of care, self directed care communications and marketing strategy, and a three year workforce development strategy. The three-year workforce development strategy was agreed in June 2009, and workforce development budgets have been reviewed and realigned to ensure that available resources are being correctly targeted. The council have retained their Investors in People award, with the review noting that there was a "*culture of continuous improvement found in all areas, and reflecting the commitment to providing the Leeds community with the best possible service*". Priorities during the

assessment year have included training in relation to safeguarding, personalisation and investing in training for the independent sector. The council report that there was real success in engaging with the independent sector in developing the strategy.

The council's rates of staff turnover, vacancies and sickness/ absence levels are all in line with comparator organisations. With regard to equality at work, the council exceeded its targets for the proportion of staff from a black or minority ethnic group, the proportion of staff with a disability and the number of women within the top 5% of earners.

The council has continued to improve its internal performance monitoring and reporting during the assessment year. An independent review of the electronic social care system (ESCR) system was commissioned, and its recommendations are currently being acted upon by the council. The council reported that cross departmental communications continue to improve with greater sharing of information as other council departments understand the impact that adult social care services has across the council as a whole.

Key strengths

- Leadership across adult social care
- Engagement with staff and partners

Areas for improvement

- Implement improvements to records management systems
- Continue on the journey to implement Putting People First

Commissioning and use of resources

"People who use services and their carers are able to commission the support they need. Commissioners engage with people who use services, carers, partners and service providers, and shape the market to improve outcomes and good value".

Conclusion of 2009/10 performance

The council has continued to develop its commissioning strategies during the assessment year. The Joint Strategic Needs Assessment (JSNA) has been utilised to help the council understand current and future needs of people using services across the city. Baseline information from the JSNA has been used to inform developments in services for older people, including the development of extra care housing and the commissioning of homecare with health. The council have noted that whilst the initial work provided an important start it recognises that this needs to be built upon to reflect the complex needs of a large and diverse area, and a range of work is underway. For example a needs analysis of people with learning disabilities has been undertaken and is being used to inform commissioning and strategic planning, and an analysis of the needs of mental health service users is being undertaken with York University.

The council published its first commissioning prospectus in January 2010. The prospectus summarises the commissioning strategies that are in place and being pursued, between adult social services and its partners. It is principally aimed at providers and other key stakeholders to ensure that they clearly understand the prospective commissioning intentions of the council. In addition to this the council also ran a number of commissioning events for providers including information on changes to registration with the Care Quality Commission. The council reports that it jointly commissions a number of services with NHS Leeds, including learning disability services, equipment services, drug and alcohol services, and continuing care services. There is a joint strategic commissioning board, and the council report that during the assessment year it has established itself as an effective forum for the joint governance of commissioning activity and developments across adult social services and NHS Leeds. A review of the board's role and governance arrangements was conducted after its first year of operation and recommendations made to strengthen and clarify the board's role and purpose.

The council have identified a number of areas where there was an overspend during the assessment year as well as efficiencies made in year. For example, the council identified overspends with direct payments and personal budgets, as well as increases in the number of people who are approaching the council for services having depleted their own resources. Efficiencies identified

included management restructuring, and a review of agency staffing, overtime and improved work attendance.

In addition to this the council are working with an external company on an efficiency programme focussing on business processes on a council-wide basis. The adult social care budget for 2009-2010 and 2010-2011 includes efficiency savings predominantly in three areas: contracting and procurement; staffing; and directly provided services. In all of these cases, the emphasis is on reducing unit costs without impacting on the level of service delivery.

Analysis of data from regulatory inspections of services indicates that the council commissions services predominantly in good and excellent rated services, both within and out with the council area. The council monitor residential care information on a monthly basis, using the Care Quality Commissions star ratings. The council report that this has shown that among all providers of older people's residential care, there have been a rise in the number of good homes and a fall in the number of adequate homes. There have been improvements in homes for people with physical and learning disabilities, 71.4% of these homes are rated excellent and 28% are rated as good.

The council has also developed a governance framework between themselves and partners in the voluntary, community and faith sector (VCFS). This will enable the council to prioritise resources to support the sector in delivering key priorities for the city. The framework applies to all relationships between the council and VCFS organisations, including grants and contracts as well as funding administered by the council on behalf of a third-party organisation.

Key strengths

- Progress made with city wide commissioning arrangements
- Quality of purchased placements

Areas for improvement

- Embed approach to partnership commissioning

Outcome 1: Improving health and emotional well-being

“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.

Conclusion of 2009/10 performance

“The Care Quality Commission has agreed to carry forward the judgement awarded for outcome 1 from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform at a good level in 2009/10 for this outcome. CQC will continue to monitor this performance. “

Key strengths

Areas for improvement

Outcome 2: Improved quality of life

“People who use services and their carers enjoy the best possible quality of life. Support is given at an early stage, and helps people to stay independent. Families are supported so that children do not have to take on inappropriate caring roles. Carers are able to balance caring with a life of their own. People feel safe when they are supported at home, in care homes, and in the neighborhood. They are able to have a social life and to use leisure, learning and other local services.”

Conclusion of 2009/10 performance

People have access to information and advice as they require. Managers placed at a central contact point ensure 24 hour continuity for all services. The staff at the contact centre have access to a wide range of information and the ability to more accurately direct individuals to suitable services from adult social care, the third and private sectors. Information from the caller is captured electronically and transferred to the appropriate care management team. Specialist staff are on site to support the contact centre staff with complex issues. There is a range of information available for people to be able to access leisure and social activities.

The council's independent living project has continued to deliver tenancies for people with learning disabilities during the assessment year and the council were highly commended for their scheme at the Local Government awards in 2009. The project completed in June 2010 and delivered over 300 new tenancies for people. The council had systems in place to ensure that people who use services were involved in the process from conception through to moving into the properties, and case studies indicate the positive impact this has had upon people.

The council continue to provide a wide range of services to assist people to live independently, and this is reflected in the council's performance data. Examples include increased investment in Neighbourhood Network schemes to provide services for people who do not qualify for assessed services; the Leeds Keeping House Service which helps people to live independently by helping with domestic chores. This scheme continues to expand and has seen a 200% increase in referrals during the assessment year.

The council has further invested in assistive technology, and has enabled a further 2400 new users during the year. The council has established a multi-agency assistive technology hub which provides an integrated equipment and Telecare service on behalf of local health and social care partners. The council has extended its mobile response service to cover community alarms as well as Telecare during 2009-2010. In addition, over 4,500 people living in their own homes and around 6,000 people living in sheltered housing settings are using pendant alarm systems. The total number of Telecare users in Leeds is now over 14,000.

The Telecare service received an award in the patient safety category at the Health and Social Care Awards 2009.

Further enhancement has been made to improve access to adaptations. For minor adaptations, following screening by the initial response teams, they can be provided through a self assessment. Disability Services can recommend wet floor showers under direct access for customers who have been previously known, using a screening tool, which has triggers within it to indicate where this is not appropriate and a visit is required. There have been improvements in the timeliness of delivery for minor adaptations. There are waiting times for community equipment, but currently the council reports that this is not problematic. The council have plans in place to begin the implementation of a cross-organisational strategic framework for assessing and supplying adaptations with local partners.

Following a review, a revised carer's strategy was launched in 2009. The new 'Caring in Leeds' advice website was re-launched in August 2009, supported by a marketing campaign; 6,000 postcards were sent directly to carers about the new website and demonstrations of the website were given to groups of carers and staff. The council has commissioned a carer's emergency plan scheme from an external provider. The service responds to emergency call outs within 1 hour and provide up to 48 hours of alternative care when necessary; there are nearly 1000 carers registered for this service. In addition there has been a large increase in the number of carers who receive services through direct payments, and the results of the council's carer's survey were positive with regard to access to information and involvement in care planning.

The council continues to develop extra care housing across the city with a further 17% rise in availability during 2009-2010. The council has plans in place to further enhance this with plans for a further 300 units in the future, in a scheme which is currently at the planning stage.

During the assessment year, the council improved access to bus services for wheelchair users and improved facilities for crossing roads safely and easily at signalled junctions. The council upgraded approximately 1,800 bus stops with raised kerbs, clearways and new shelters where required on all the busiest stops in Leeds and ensured that all core route buses were low floor adapted. The council has established a disability outreach and travel trainer support service which helps disabled people gain independent access to leisure, travel and education through travel training support. In 2009-2010 the service established a new scooter training service and employed a specialist trainer for people with mental health concerns. Over the year, the service successfully enabled over 100 people to better use local transport. The council has worked with library services to improve access to library services for people in residential and sheltered accommodation, including access to mobile library services. In addition to this the council report continued increases in the uptake of leisure activities and this has coincided with the appointment of an older people's sports development officer within the leisure services department.

With regard to services for people with complex needs, the council has indicated that its planning assumptions have been

informed by their JSNA which has indicated the current and future profile of people with autistic spectrum disorder. The council are in the process of developing a framework contract for support services for this client group with the intention of having specialised support available in the city. People with autistic spectrum disorder and their family carers have been involved in developing the specification and interviewing potential providers. In addition to this, under the independent living project the council have commissioned a housing related support and social care service for 8 adults with profound and multiple disabilities/sensory impairments. The council have and continue to review those people with complex needs that reside outside of the council's boundaries and ensure they are appropriately placed. In addition the council's independent living project has provided specialist provision for people with complex needs.

Key strengths

- Range of service available to people.
- Continued investment in non assessed services.

Areas for improvement

- Continue to develop the delivery of adaptations and community equipment

Outcome 3: Making a positive contribution

“People who use services and carers are supported to take part in community life. They contribute their views on services and this helps to shape improvements. Voluntary organisations are thriving and accessible. Organisations for people who use services and carers are well supported”.

Conclusion of 2009/10 performance

“The Care Quality Commission has agreed to carry forward the judgement awarded for outcome 3 from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform at an excellent level in 2009/10 for this outcome. CQC will continue to monitor this performance. “

Key strengths

Areas for improvement

Outcome 4: Increased choice and control

“People who use services and their carers are supported in exercising control of personal support. People can choose from a wide range of local support”.

Conclusion of 2009/10 performance

Information continues to be available in a range of formats and media, which can be accessed 24 hours a day. Information has been updated during the assessment year to ensure that it meets the needs of the population, and to include information relating to self directed support and the personalisation of services and for people who are self funding their services.

There is a peer support service helpline for people considering using a personal budget. Membership is currently being expanded to ensure it is representative of all service user groups. Volunteer advisers have been successful in advising all callers, or signposting them to the information they requested; the companion support website is fully developed and went live in October 2009. Surveys carried out by the council suggest that around 80% of people who use services feel that they are in day to day control of their services.

During the assessment year the council carried out a review of advocacy services. The outcome of this review indicated that while there is a broad range of city wide services provided by third sector organisations and an advocacy umbrella organisation funded to support and promote advocacy across the city; there is also a need to strengthen support to advocacy services and ensure consistency across the range of services regarding contracted advocacy, standards, training, and communications.

The council has identified that the move towards a personalised service and self directed support will result in the need for increased support for people to make informed decisions about, and manage their personal budgets. The council has developed its brokerage service during the assessment year for those users who request independent support, and the Actively Seeking Independence Support Team (ASIST) service supports people employing personal assistants through direct payments.

The council continues to improve its delivery of assessments and services following assessment. Data indicates that the council is in line with its comparator organisations for the assessment and delivery of care services. The council has also made improvements to the number of people receiving a review of their care needs within year. This has improved from 69% to 80%

during the year.

The council has undertaken a range of work to introduce personal budgets and self directed support. A self directed assessment questionnaire (SAQ) and a resource allocation system (RAS) have been developed. There has been a number of internal and external quality checks carried out to ensure that the systems function effectively. Risk management processes have been developed during the year to ensure a more holistic approach to risk across the different facets of social care provision. One of the challenges regarding the introduction of personal budgets has been the increase in budgetary expenditure, and to counter this, the council has put an additional £2.4m into this budget stream. Progress has been made with regard to carers, with the employment of a lead for carer's services, and while carers receive direct payments further work to implement personal budgets for carers is required. Data from the council indicates that progress continues to be made to ensure that all people have access to personal budgets and self directed support.

The number of people in long stay residential care is either in line with comparators or in the case of adults under the age of 65 statistically better than the council comparators. All other data with regard to the type of service available from the council is in line with its comparator organisations.

The council received 455 complaints during the year, and surveys indicate that around 75% of people were aware of how to make a complaint. Information regarding complaints is available in a variety of different formats, and a number of training and briefing events have been provided for all staff including staff from the independent sector.

Key strengths

- Range and breadth of services offered
- The Neighbourhood Network scheme

Areas for improvement

- Implement that actions from the review of advocacy services
- Further implementation of personal budgets for carers

Outcome 5: Freedom from discrimination and harassment

“People who use services and their carers have fair access to services. Their entitlements to health and care services are upheld. They are free from discrimination or harassment in their living environments and neighborhoods”.

Conclusion of 2009/10 performance

The council has re-engineered its first point of contact to all services. When people contact the council their call is dealt with centrally where staff have access to information regarding fair access to services criteria, and can make direct referrals to care management teams or signpost people to non assessed services. Specialist staff are available to provide advice and guidance to manage any specific concerns for example concerns regarding the safeguarding of individuals. The council reports that this is having a positive impact to ensuring that all people have equal access to services, for example a number of direct referrals were resolved by routing the referral to direct access provision, e.g. requests for minor equipment.

The council’s fair access to care criteria remains at substantial or critical and the council has seen an 18% rise in referrals to over 27,000 during 2009-2010. The council received 74 complaints regarding access to care the majority of which were not upheld.

The council achieved level 4 of the Local Government Equality Scheme, and plans are in place to achieve ‘excellence’ under the new scheme during 2010-2011. The council has reviewed its equality impact assessment processes, and as well as identifying a number of strengths, have also been able to make specific changes to current change programmes for example the modernisation of day services.

People can access information regarding access to services from a variety of access points, electronically and in paper format, and this continues from the previous assessment year. The council continues to invest heavily in its neighbourhood network schemes, which continue to provide a wide range of services across the whole of the council’s boundaries.

The council has evidenced a variety of systems to monitor that access to services is fairly and appropriately applied across all groups of people. For example the council is able to identify that funding for neighbourhood networks for people from black and minority ethnic group’s runs at around 12.5% of the total funding, and that 18% of schemes are specifically for people from BME groups. The council is also able to monitor rates and take up of services from a variety of other minority groups.

As reported in 2008-2009 the council embarked on a project to specifically identify and target people from BME groups to ensure that people who require services could access them. This has been having a positive effect, and for example there are greater numbers of older people from BME groups who now access services compared with all older people across Leeds, and greater numbers of older people from BME groups receive services following assessment than when compared to the general population.

The council has in place a variety of engagement and consultation processes to ensure that people who use services and citizens in general have opportunity to engage with the council and contribute to service development and community safety. These have been complemented during the assessment year with the introduction of consultation hubs to ensure that all opportunities for involvement and consultation are coordinated.

As an employer the council is viewed by the majority of staff as one that believes in equality and diversity, and over 75% of staff agreed that they are encouraged to challenge inappropriate behaviour from colleagues, alongside a reduction in those experiencing discrimination, harassment or bullying. In addition to this the majority of respondents to the residents survey feel safe in their homes, and walking in their local area during the day; and although just under two thirds of people feel safe walking in their local area after dark, this represents further improvement from the previous assessment year. More than three quarters of the respondents to resident's survey 2009 agree that 'people from different backgrounds get on well together in their area'. This represents an improvement on the level recorded in 2007 (67%).

The council has strong links with partners across the city under the banner of 'Safer Leeds', and there is representation by all appropriate partners on the safeguarding adults board. The council is working with the fire service high risk team to put interventions in place to keep people safe in their own homes and reduce the risk of fire. The council has provided a range of examples of the impact it is having working as part of the Safer Leeds initiative, including 'Think Family', a programme that ensures that agencies work effectively together to improve outcomes for children and young people living in families with parents with substance misuse, mental health or dual diagnosis problems.

Key strengths

- Commitment and action to reduce discrimination and harassment.
- Strength of partnership working.

Areas for improvement

- Continue to embed improvements identified in the EIA audits

Outcome 6: Economic well-being

“People who use services and their carers have income to meet living and support costs. They are supported in finding or maintaining employment”.

Conclusion of 2009/10 performance

“The Care Quality Commission has agreed to carry forward the judgement awarded for outcome 6 from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform at a good level in 2009/10 for this outcome. CQC will continue to monitor this performance. “

Key strengths

Areas for improvement

Outcome 7: Maintaining personal dignity and respect

“People who use services and their carers are safeguarded from all forms of abuse. Personal care maintains their human rights, preserving dignity and respect, helps them to be comfortable in their environment, and supports family and social life”.

Conclusion of 2009/10 performance

The council has continued to strengthen its safeguarding arrangements during the assessment year. There have been further increases in the number of referrals made, and there has been an increase in the number of referrals made from multi agency partners. The council continues to close nearly 100% of cases received within year.

The safeguarding partnership board launched a new safeguarding policy during the assessment year, and the multi-agency safeguarding procedures were published in August 2009. The council reported that this has provided a single framework across all agencies, supporting a structured approach to raising alerts, handling safeguarding referrals, protecting individuals, investigating allegations and concluding investigations. They also reported that all partners have then been able to review their internal guidelines to align them with the multi-agency procedures. Attendance at the safeguarding board by partners is at an appropriate decision making level to move the safeguarding agenda forward.

During the assessment year, the safeguarding adult’s partnership board established its sub-group structure, with four principal sub-groups focusing on; training and workforce development, serious case reviews and professional practice, policies, procedures and protocols; and performance and quality assurance. Each of these sub-groups has its own work-plan and reports to the board on a regular basis. The sub-group chairs are working together to coordinate work where they overlap and to recommend priorities for the board’s overall work-plan. The chairs of the sub-groups are full members of the board.

The council has undertaken a range of information sharing exercises with the public and partners, and in October 2009 the council hosted a national conference on safeguarding, sponsored jointly by the NHS and the Leeds Safeguarding Partnership Board. The conference discussed challenging issues for adult safeguarding and gave participants nationally and locally an opportunity to hear about best practice plus share experiences and ideas.

The council has completed its recruitment of staff to its safeguarding team. Ten senior practitioners (safeguarding and risk), have

been appointed, to provide specialist skills, support, training and capacity to improve safeguarding practice in front-line assessment and care management services. Three independent specialist chairs of adult safeguarding case conferences have been recruited to enable independent oversight of the outcomes at the conclusion of complex investigations.

A range of training has been provided both for front line staff, and managers as well as those who work in the independent sector. Data indicates that the council has provided training for more staff from the independent sector than it has its own staff.

The council has continued to develop its electronic information systems. The requirement to collect data in a format consistent with the National Information Centre's abuse of vulnerable adult's national data set has led to the modification of the council's electronic social care record, with a new safeguarding adult's activity plan being launched in December 2009. These changes enable the safeguarding adults board to have a better understanding of the complexity of cases, such as the categorising of investigation types; however further work is required regarding data collection from other partners. The council has set up systems for external audit to ensure that the quality of its assessment is maintained. The council have also undertaken a number of serious case reviews, and have reviewed these to ensure that learning is taken to improve the service further.

The council have appropriate deprivation of liberty arrangements in place with partners across the city, with appropriate external involvement and governance arrangements. A multi agency communications strategy has been agreed and the council has distributed a variety of publicity materials across the city to raise the profile of deprivation of liberty.

The council have implemented a range of schemes to improve and develop dignity in care. For example, the council is supporting the dignity in care challenge, and the care homes pilot included the development of a dignity audit tool and the recruitment, training and support of experts by experience to go into homes and quality assure against the dignity standards. The evaluation of the pilot indicated that both the people who use services, and the staff within care homes, found it useful. This is being mainstreamed through the older people's champion and contracting teams.

A partnership between Leeds Relatives and Residents Association, Age Concern, Leeds Older People's Forum, Leeds Metropolitan University and Care Homes has established a pilot 'Befriending in Care Homes' project. This aims to contribute to the maintenance of older people's health and well being and to alleviate the social isolation felt by older people living in care homes. 26 volunteers were recruited who visited residents, matched to the volunteers, in 9 care homes. Comments from residents and volunteers have been very positive and the visits continue.

Key strengths

- The councils commitment and investment to safeguarding
- The engagement and involvement of partners in safeguarding

Areas for improvement

- Ensure that all staff receive training appropriate to their role requirement.
- Continue to develop safeguarding reporting mechanisms with partners.

This page is intentionally left blank



Report of the Head of Policy and Performance

Meeting: Adult Social Care Scrutiny Board

Date: 15th Dec 2010

Subject: Adult Social Care Performance Report Quarter 2 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 Quarter 2 action trackers summarising our progress against the Leeds Strategic Plan improvement priorities relevant to the Adult Social Care Scrutiny Board. The action trackers are provided by exception only ie all trackers with an overall progress rating of red regardless of the direction of travel arrow are provided along with amber trackers with a static or deteriorating direction of travel. A complete set of action trackers are published on the intranet for information. There is no separate performance indicator report as all relevant key performance indicators are now provided on the action trackers. Overall, Members should note that for the improvement priorities relevant to the Adult Social Care Scrutiny Board 75% (3 out of 4) of **improvement priorities** are currently assessed as green and on track.

2 Purpose of the Report

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

3 Background Information

- 3.1 A number of appendices of information are provided with this report and these are summarised below:

- **Appendix 1** – summary sheet showing the overall progress rating against all improvement priorities relevant to the Adult Social Care Scrutiny Board.
- **Appendix 2** – selected amber and red rated action trackers from the Leeds Strategic Plan priorities relevant to the Adult Social Care Scrutiny Board. These trackers include a contextual update as well as key performance indicator results.

This information is supported by a guidance document to aid the reader in interpreting the actions trackers.

4 Main Issues

- 4.1 As part of the performance management process each strategic improvement priority is given a overall traffic light rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This 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.
- 4.2 The action trackers provided in this report (see appendix 2) are by exception only in order to focus attention on those areas where the overall progress is not currently on track ie:
- **Red Trackers** – these are defined as having significant delays or issues to address and unlikely to meet targets for key performance indicators. For this reason, all red trackers are provided with this report.
 - **Amber Trackers** – these are defined as minor delays/issues which are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target. In this case the direction of travel arrow is crucial and therefore in this report the amber trackers with a **deteriorating** or **static** direction of travel have been provided.
- 4.3 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results. Therefore a full performance indicator report is **not** provided on this occasion. A performance indicator report will be produced at Q3.

Analysis of Overall Performance Improvement Priorities

- 4.4 There are 4 improvement priorities from the Leeds Strategic Plan which are relevant to the Adult Social Care Board and of these 3 are assessed as green, 1 as amber, and none are assessed as red. This represents a slight deterioration in the overall position compared to Q4 2009/10 as shown in the table below. This is due to some concerns about the timeliness of assessments and care packages compared to last year; albeit that performance is likely to remain above the national and comparator authority averages.

Improvement Priorities	Q4 2008/9	Q2 2009/10	Q4 2009/10	Q2 2010/11
Red	0	0	0	0
Amber	1	0	0	1
Green	3	4	4	3

5 Implications for Council Policy and Governance

- 5.1 The Leeds Strategic Plan and Council Business 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 statutory requirement to have a local area agreement which was previously fulfilled by the Leeds Strategic Plan has been withdrawn. Any resource or funding issues are picked up in the individual trackers.





7 Conclusions

- 7.1 This report provides the Board with a high level overview of the city's performance against the key priorities relevant to the Board from the Leeds Strategic Plan as at quarter 2 2010/11. This report highlights those 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

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

This page is intentionally left blank

Health and Well Being			
Code	Improvement Priority		Accountable Director
HW-1e	Improve the assessment and care management of families and vulnerable adults		Sandie Keene
HW-2a	Increase the number of vulnerable people helped to live at home		Sandie Keene
HW-2b	Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives		Sandie Keene
HW-3a	Improve safeguarding arrangements for vulnerable adults through better information, recognition and response to risk		Sandie Keene

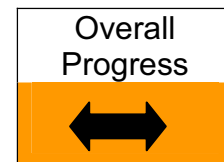
Key

	Significant delays or issues to address
	Minor delays or issues to address
	Progressing as expected – on schedule to complete actions & targets

This page is intentionally left blank

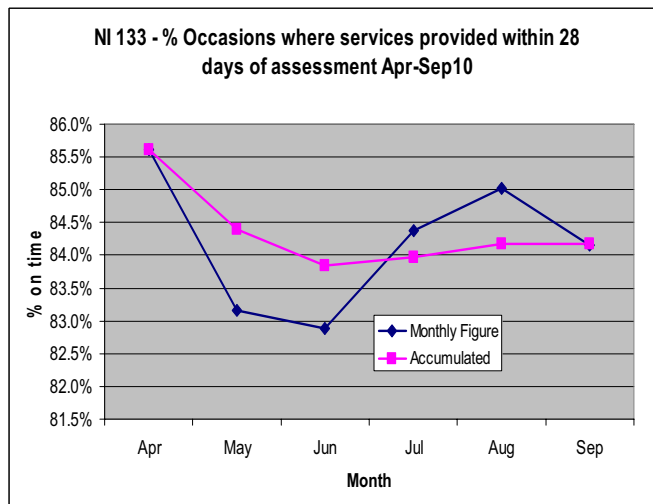
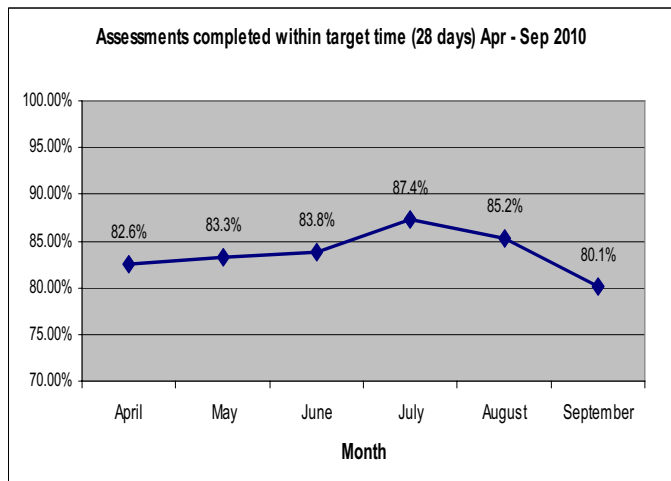
Improvement Priority – HW-1e. Improve the assessment and care management of children, families and vulnerable adults

Accountable Officer – John Lennon / Michele Tynan



Why is this a priority

To ensure that children, families and adults who are in need of social care receive the right service(s), in a timely manner and efficient manner. Assessments and support plans focuses on the whole person's needs, those of their carers and the family. Support plans should enable them to meet individual needs



Overall Progress to date and outcomes achieved April 2010 to September 2010

Overall Summary

Leeds has been working to improve the timeliness and quality of community care assessments through introducing revised business processes within Adult Social Services. These will enable people with social care needs to choose and control services which are tailored to meet their individual needs and circumstances. These processes were introduced at the start of the current financial year and became fully operational in August 2010. This has, however, impacted negatively upon the timeliness of assessments during the first half of the financial year. This is thought to result from staff adjusting to the adoption of new working practices and the impact of this is expected to diminish over the remainder of the year. However, the impact of the introduction of the new processes has reduced the forecasted outturn for timeliness of assessments to a level 3% below last years performance. Leeds performance is however likely to remain well above the national and comparator authority averages for this indicator.

Similarly, there has been a 2.7% reduction in the timeliness of care packages delivered during 2010/ 11 in comparison to last year. Although a detailed review of the causes of this has yet to be completed, recording issues have been identified as a significant contributor to this apparent fall in performance. An exercise to clean up the data and improve recording has commenced.

An increasing number of people are receiving personalised social care services in Leeds. At the end of September, a total of 3382 people received a self directed support care package. This is an increase from last year when at the end of September 2009 Leeds had 1435 receiving Self Directed Care. Leeds currently provides self directed support to 19.6% of service users and carers and is forecasting achieving its 30% target by the end of the financial year.

Surveys of service users during the year show increasing levels of satisfaction in the quality of their care package. 85% of service users surveyed reported that they felt they had control over there daily life in a survey undertaken during 2010/11, an increase of 8% over similar surveys undertaken in 2009/10.

Achievements since the last report

The independent Living Project (ILP), Private Finance Initiative (PFI Scheme) is now operational and the 2009/10 revenue budget includes investment of £0.8m for support to people who live in their own homes during 2009/10. Strategies to reinvest funding have resulted in a £60 million PFI to develop supported living services for people with learning disability and mental health needs. As part of the overall project some people are being supported to move into mainstream pre-existing housing. Individuals with learning disabilities are also being supported to take up Shared

Improvement Priority – HW-1e. Improve the assessment and care management of children, families and vulnerable adults

Accountable Officer – John Lennon / Michele Tynan

Ownership which has enabled them to own their home rather than to be tenants.

- At the end of Phase 8 of the 12 phased programme
 - 48 people with learning disability moved from hostel accommodation to their own tenancy, in the last six months which bring the total to over 198 in the project to date.
 - 20 people were supported to access mainstream ALMO property.
 - Assisted 3 people in buying their own home under shared ownership scheme.
- Work on Developing the 14 to 25 Transitions team continued through the established 5 work streams and continued to be overseen by the Transitions Project Board. On 1st April 2010 the newly created Transitions Team transferred to be line managed under the LD service within Adult services. Using funding from adult services the team has now doubled in size. The whole team underwent a two week induction starting 1st April 2010
- Work continues to be undertaken to promote and publicise the new Transitions team :
 - 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.
 - 3 leaflets explaining the Transition Team and transition process have been produced.
 - An official launch of the team occurred at Pudsey Civic on 5th October 2010.
 - 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.
- The operational policy of the team is up and running including the development of a Transitions panel which meets monthly.
- Following closedown of the project the Transition Board has changed into a multi agency Operation Group. The first meeting of this group was 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.
- In August a successful bid was made to the National Transition Support Team and £10k were awarded, to aid in developing the following projects:
 - Develop Person Centred Planning as a tool to be used in year 9 transition reviews.
 - Develop a Transition Peer Support Group.
- Support Planning using Self- Directed Support has commenced within (Joint Care Management Team, Learning Disability) JCMT LD, with good support for staff from the (Personalisation Implementation Support Group) PISG . An SDS champion has been identified from within the Teams.

Challenges/Risks

- The challenging economic situation and impending Comprehensive Spending Review require all services to be able to demonstrate they are value for money in its broadest sense of economy, effectiveness and efficiency. The challenge is to ensure that joint working across the health and social care sector, including the 3rd sector, becomes embedded to enable services to be provided in the most streamlined, cost effective and efficient manner to meet the needs of the population of Leeds without duplication. This will be explored in discussions about the future of daytime activities for those who need these Services .
- The development in 2011 of a new LD Initial Response function, to ensure timeliness of social care assessments and packages

Council / Partnership Groups			
Approved by <i>(Accountable Officer)</i>		Date	
Approved by <i>(Accountable Director)</i>		Date	

U:\PERFORMANCE REPORTING\2010-11 Quarterly Reporting\Quarter 2\Action Tracker Returned\Final Versions\LSP\HW-1e Adult

Final.doc

Improvement Priority – HW-1e. Improve the assessment and care management of children, families and vulnerable adults
Accountable Officer – John Lennon / Michele Tynan

Key actions for the next 6 months October 2010 to March 2011			
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions
	Improve access to services from the first point of contact. This will extend access hours from 8am to 8pm over 7 days, and align the out of hours and emergency services to ensure a high quality and consistent response. A more efficient customer relationship is being developed by moving our screening by social care professionals closer to the first point of contact. This will reduce unnecessary referrals and assessments and allow time and resources to be redirected to those who need it most.	Vincent Kelly/Julia Suddick Customer Services/ Children and Young People's Social Care	The proposal to second DST staff to the Contact Centre will be the first stage of this process and allow DST staff who are not seconded to focus on improving the timescales for assessments and delivery of more complex services including re-ablement
	Continue the implementation of the Review Action Plan to ensure timeliness of reviews improved.	Vincent Kelly	Action plan completed and timeliness of review improved.
	Further embedding of Single Assessment Process across health organisations and specialist health pathways.		
	Adult Social Care will improve the percentage of assessments and care packages completed within national timescales by investing £300K in additional front line social work posts in order to ensure that the available resource size reflects that of best practice authorities and so that officers can respond to the additional activity generated by the significant increase in safeguarding referrals.	John Lennon	The investment proposal is currently being worked through to establish the secondments described above and to improve the business support function supporting delivery of the improvement in PI's. There has been improvement during the first quarter and early part of the second quarter. Some areas of more recently declining performance are under review.
	Continue to roll out the use of the SDAQ for new assessments and commence using a version at review	Michele Tynan	

Improvement Priority – HW-1e. Improve the assessment and care management of children, families and vulnerable adults
Accountable Officer – John Lennon / Michele Tynan

	Embed person centred thinking in each stage of process and further develop outcome focussed approach.	Michele Tynan												
	Review the role and function of Assessment and Care Management services for people with learning disability.	Head of Service, Assessment and Care Management												Nov 2010
	To develop a model for all Learning disability, Assessment and Care Management Service that links with citywide access to services and care management pathways.	Head of Service, Assessment and Care Management												Oct 2010

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	2010/11 Quarter 2	Current Predicted Full Year Result	Data Quality
NI 132	Timeliness of social care assessment (all adults)	Access & Inclusion	Quarterly %	Rise	76.0% (2006/07)	91.0%	90.0%	83.8%	88.0%	No concerns with data quality
NI 133	Timeliness of social care packages following assessment (all adults)	Social Services for Older People	Quarterly %	Rise	85.0% (2006/07)	86.9%	92.0%	84.2%	86.9%	No concerns with data quality
2PDO14.0	Average length of waiting times form major adaptations from assessment to work beginning	Access & Inclusion	Quarterly Weeks	Fall	13.3 (2006/07)	19.6	Not set	17.4	17.4	Not completed
2PDO15.0	Average length of waiting times for minor adaptations from assessment to work beginning	Access & Inclusion	Quarterly Weeks	Fall	6.3 (2006/07)	1.7	Not set	1.87	1.87	Not completed



Originator: John Lennon

Tel:

Report of the Adaptations Strategy Group

Scrutiny Board (Adult Social Care)

Date: 15 December 2010

Subject: Leeds Adaptations Strategy 2010 - 2013

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of Report

The purpose of this report is to:

- Update members of progress of the development of an Adaptations Strategy 2010 – 2013
- Recommend endorsement of the Adaptations Strategy 2010 - 2013

2.0 Introduction

- 2.1 A Scrutiny Inquiry report “Major Adaptations for Disabled Adults” was published on 17 June 2009. Included in the recommendations were that within 12 months the Directors of all adaptation providers and the Director of Adult Social Services should 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 the other recommendations made by the scrutiny board as a result of the enquiry. This recommendation was accepted by Directors and approved by Executive Board on 26 August 2009.
- 2.2 The development of the Strategy was led by Helen Freeman, Chief Officer, Housing and Environmental Action Service with a core group of officers from within Environment and Neighbourhoods and Adult Social Care.

- 2.3 The Adaptation Strategy Group ,chaired by John Lennon Chief Officer Adult Social Care with senior managers from Children and Young People’s Services, the Strategic Landlord Group of Environment and Neighbourhoods, Housing and Environmental Action Service and Chief Executives from the ALMOs/ and BITMO have overseen the development of the strategy
- 2.4 The strategy was due to be presented to Adult Social Care Scrutiny Board in September, as part of the action tracker progress update. In August the Executive Member for Neighbourhoods and Housing was briefed on the strategy. After consultation with the Executive member for ASC it was decided to recommend this report be deferred until a working group of members was established to ensure appropriate oversight of the actions recommended within the report before returning to Scrutiny with the final report. The Executive Member for Neighbourhoods and Housing consulted with the Chair of ASC Scrutiny Board and this recommendation was accepted.
- 2.5 Environment & Neighbourhoods Senior Leadership Team and Adult Social Care Directorate Management Team both approved the Adaptations Strategy on 2nd September 2010. The Adaptations Strategy has also been considered and agreed by Children and Young People’s Services and ALMO/BITMO Boards.
- 2.6 The final draft of the strategy (v16, 10 September 2010 attached) has been circulated to all partners involved in the development of the strategy for consent, prior to recommendation for approval. This contains only minor amendments from the version agreed early September.

3.0 Adaptations Strategy Delivery Plan

- 3.1 A Project Manager has been appointed on 8th November 2010 to lead on the delivery of the Adaptations Strategy on behalf of all partners. The Project will be line managed by the Head of Service – Housing and Pollution Control, within Environment and Neighbourhoods.
- 3.2 The Project Manager will further develop the Action Plan appended to the Adaptation Strategy and put in place workstreams to ensure the plan is delivered in a timely and coordinated way
- 3.3 The Tracker Report to ASC Scrutiny Board on the 15th December 2010 includes details of progress in relation to all the recommendations including ones that are now within the scope of the Adaptations Strategy Action Plan.

4.0 Recommendations

- 4.1 Scrutiny Board Members are asked to:
- Note progress on the Adaptations Strategy
 - Endorse the Leeds Adaptations Strategy 2010 - 2013

Background Papers - None.



**Environment and Neighbourhoods
Children and Young People and Adult Social Care**

Housing Adaptations Strategy

2010 - 2013

Introduction

Housing adaptations provide solutions to housing needs that can lead to improvements in well-being, reduced risk, increased independence and prevention of need of higher levels of support or of admission to residential care for older and disabled people. However, demand for the service is greater than that able to be satisfied by current available resources and the gap between demand and resource is set to increase.

The Council has a statutory responsibility to provide adaptations services which it currently delivers from three Directorates: Children & Young People, Adult Social Care and Environment and Neighbourhoods. It is essential that a joint approach to delivery is achieved across these Directorates, where customer experience is the prime focus, irrespective of the particular delivery arm of the Council.

This Strategy describes the strategic vision and actions to enable an improved housing adaptations service to be delivered for all people living in Leeds to enable them to live with independence and safety. The Strategy and Action Plan contain objectives identified during a workshop held in April 2010 at which customers and delivery organisations discussed how to improve the current service and how to meet some of the challenges facing the city. It supports the key strategic priority of promoting independent living contained within the Leeds Housing Strategy and priorities within other strategies, including the Leeds Disabled People's Housing Strategy.

This strategy will;

- 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-ordinated 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.

Section 1 . An Overview of the Adaptations Service in Leeds

There are many services and teams involved in the provision of adaptations in the city. In the Council alone there are two Social Care Directorates and 5 major adaptations providers. There are also 24 Registered Social Landlords in Leeds involved in delivering adaptations and the Supporting People team within the Council commission services that provide housing related support and some minor adaptations.

Adaptations are classified as either minor or major. Minor adaptations are generally works costing less than £1,000 and are legally required to be provided without charge. Major adaptations are those involving works costing in excess of £1,000.

Assessments to identify the adaptations needed are carried out by Occupational Therapy services in Children and Young People Social Care and Adult Social Care. The ALMOs also employ Occupational Therapists to undertake this role. Leeds has in place arrangements for “trusted assessors” across the Council and in the NHS who can make recommendations for some adaptations. Recommendations from NHS staff include work needed to facilitate hospital discharge. Self assessment and mediated assessments are also used to ensure the Council provides a responsive service to people with non-complex needs.

Delivery of adaptations is arranged in relation to tenure. Tenants of Leeds City Council have both minor and major adaptations arranged by the three Arms Length Management Organisations and the Belle Isle Tenant Management Organisation, funded from the capital programme. There is no means testing or charging for this service. Adaptations for tenants of housing associations, those in privately rented housing and owner-occupiers are arranged by the Council’s Adaptations Agency, located in the Environmental & Neighbourhoods Directorate. The Adaptations Agency delivers adaptations through the Disabled Facilities Grant mechanism. Minor adaptations in this sector are funded by the Registered Social Landlords for their tenants and by Adult/Children’s Social Care for owner occupiers and private rented sector tenants.

1.1 The Legal Framework

The Council has a legal duty under the NHS and Community Care Act 1990 to assess the needs of people who may be in need of community care services. The Council is required to set a threshold, using Fair Access to Care Services guidance about the level of need it will undertake to meet. However, it also has responsibilities to consider the needs of people who are below the line of eligibility through signposting or providing lower level interventions. Under the Children’s Act 1989, there is also a duty for the Council to promote the welfare of children and provide accommodation for disabled children living in unsuitable housing.

The Chronically Sick and Disabled Person’s Act 1970 also gives Council’s a duty to “provide assistance for people in the carrying out of works of adaptation”. This applies to disabled adults and disabled children.

The Local Government and Housing Act 1989 (subsequently amended by the Housing Grants, Construction and Regeneration Act 1996) introduced mandatory disabled facilities grants (DFGs) for any disabled person who could not access or use the ordinary facilities

of their home. Grant entitlement is subject to a test of resources and limited to a maximum grant level and is available to owner occupiers and tenants of private landlords and Registered Social Landlords (Housing Associations) for works specified in the HGC&R Act and subsequent Orders.

Financial assistance was initially extended by the Regulatory Reform Order 2002, and more recently by Order in 2008 providing greater flexibility for DFG to be used for associated purposes, such as moving home where this is a more appropriate solution.

The good practice guide issued by the Department for Communities and Local Government in 2006 allows a local authority to determine that it will fund adaptations in property within its own ownership by ways other than through the DFG mechanism and in Leeds, the capital programme is used for this purpose. However, the guidance is clear that this approach should not result in a worse service to the Council's tenants than that received by applicants who live in other tenures. This applies both to the level of support received and the time taken to provide a service.

1.2 Challenges Facing the Adaptations Service

The current adaptations service faces future challenges from three sources

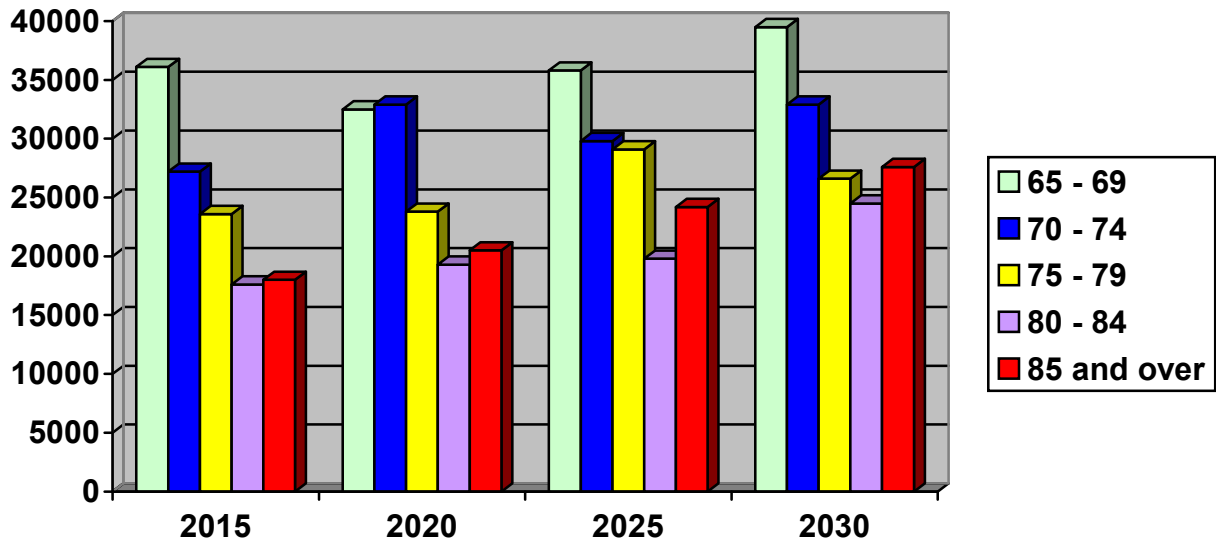
- 1) The increasing demand for adaptations
- 2) Funding challenges
- 3) Delivering services in a personalised way

1) The increasing demand for adaptations

According to the ONS (Office for National Statistics), the number of people nation-wide aged 65yrs or over will increase by 23% by 2019 and by 56% by 2031. The number of people aged 75yrs and over will increase by 70% by 2031.

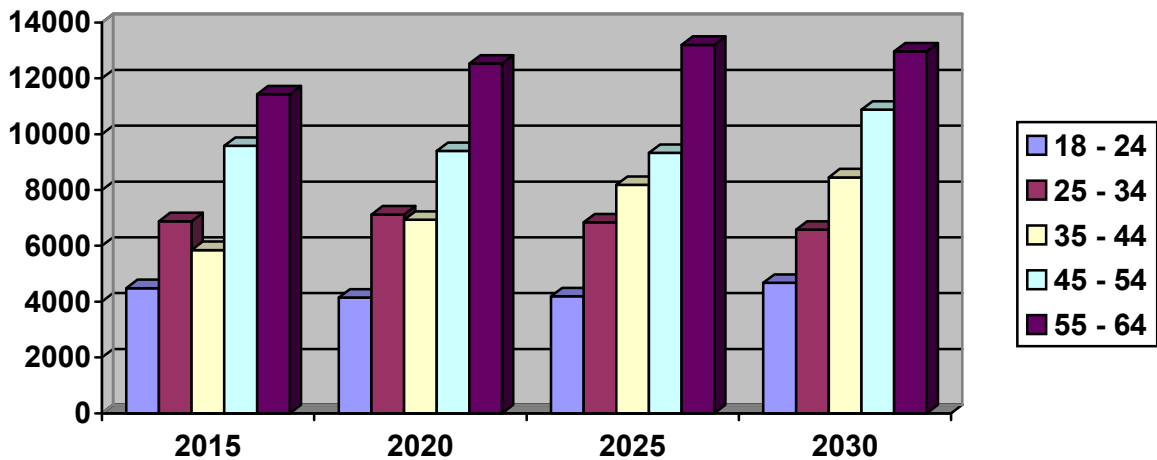
In Leeds the number of over 65's unable to manage at least one self care activity is predicted to increase by 9% by 2015, and by 17% by 2020. Many of these people will have needs that require adaptations to enable them to achieve independent living and to remain in their own homes. Approximately 70% - 80% of the current adaptations work within the city is provided for older people so this represents a significant projected increase in demand for services.

Figure 1 Local projected population for people aged 65 and over



Increasingly, disabled people, including disabled children with high support needs or complex medical conditions are enjoying longer life expectancy and this will also impact on the future demand for adaptations as well as other support services.

Figure 2 Local projected numbers aged 18 – 64 with moderate physical disabilities

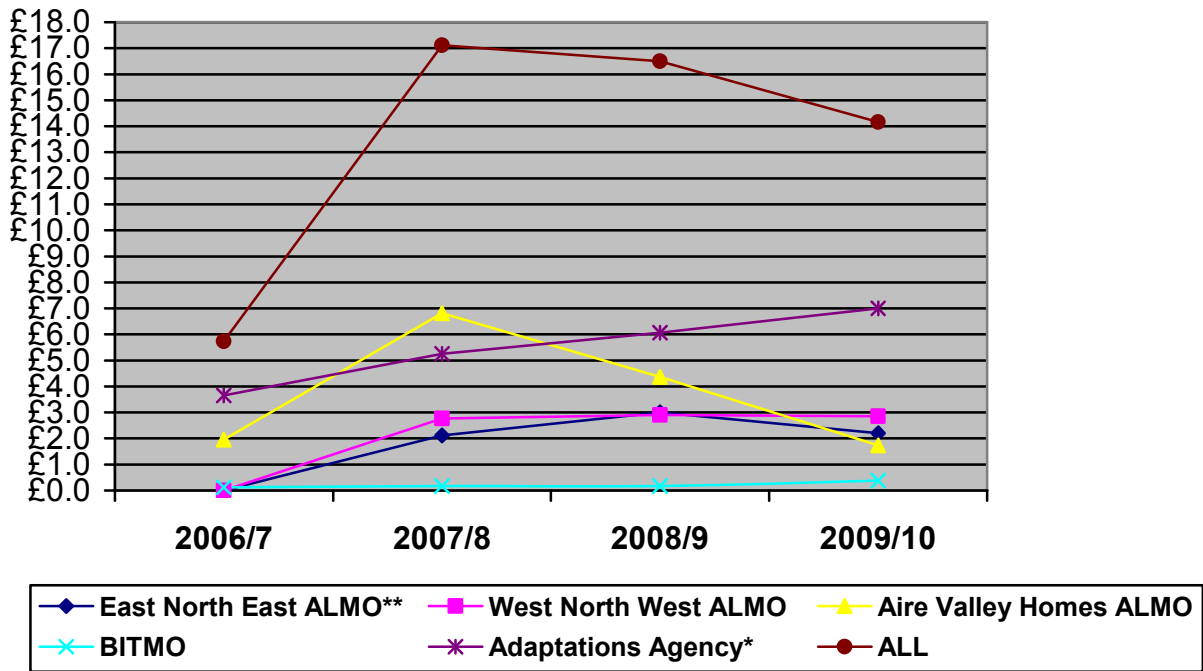


2) Funding challenges

In 2009/10 in Leeds, there was a gap in demand for adaptations and available resources of £4m. Within the current policies and delivery arrangements, this is set to increase to an in-year pressure of £6m by 2013. This will be in addition to the unmet cost of adaptations not delivered in 2010/11 and 2011/12.

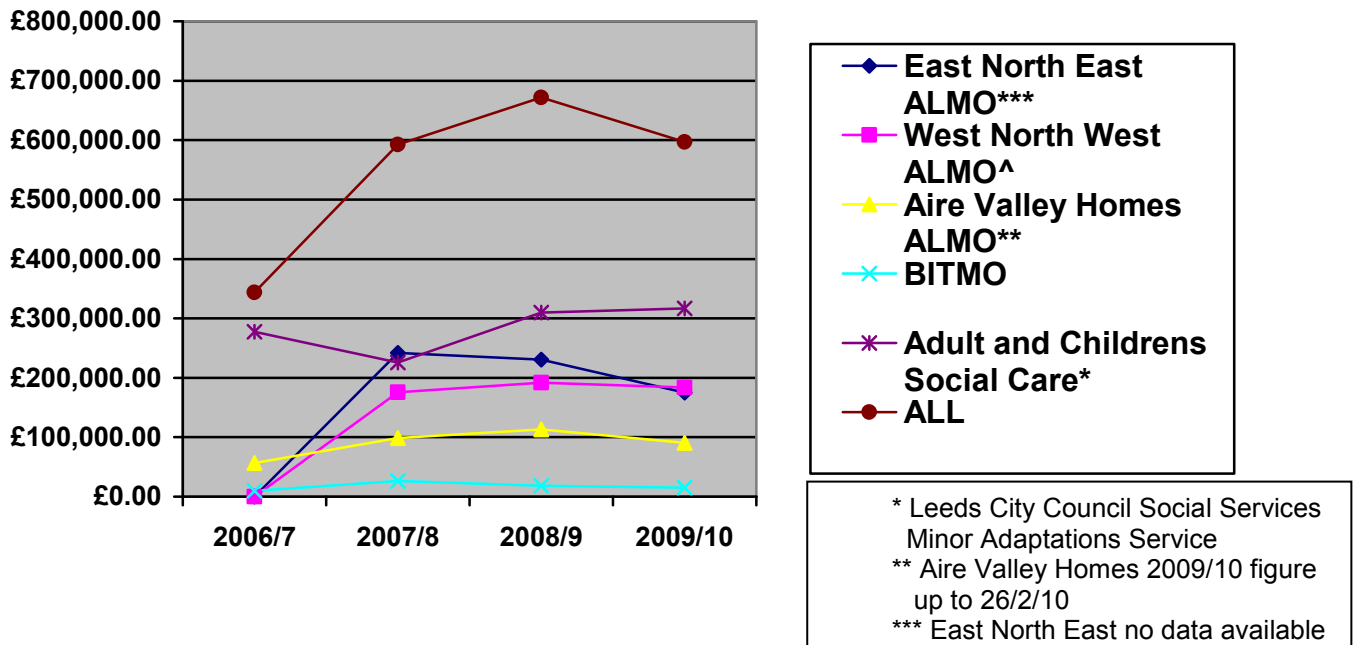
The following graphs show the past and current spend on major and minor adaptations provision.

Figure 3 Spend on major adaptations in Leeds 2006/7 to 2009/10 (£million)



*Leeds City Council Adaptations Agency DFG spend
 ** East North East ALMO no data available for 2006/7

Figure 4 Spend on minor adaptations in Leeds 2006/7 to 2009/10



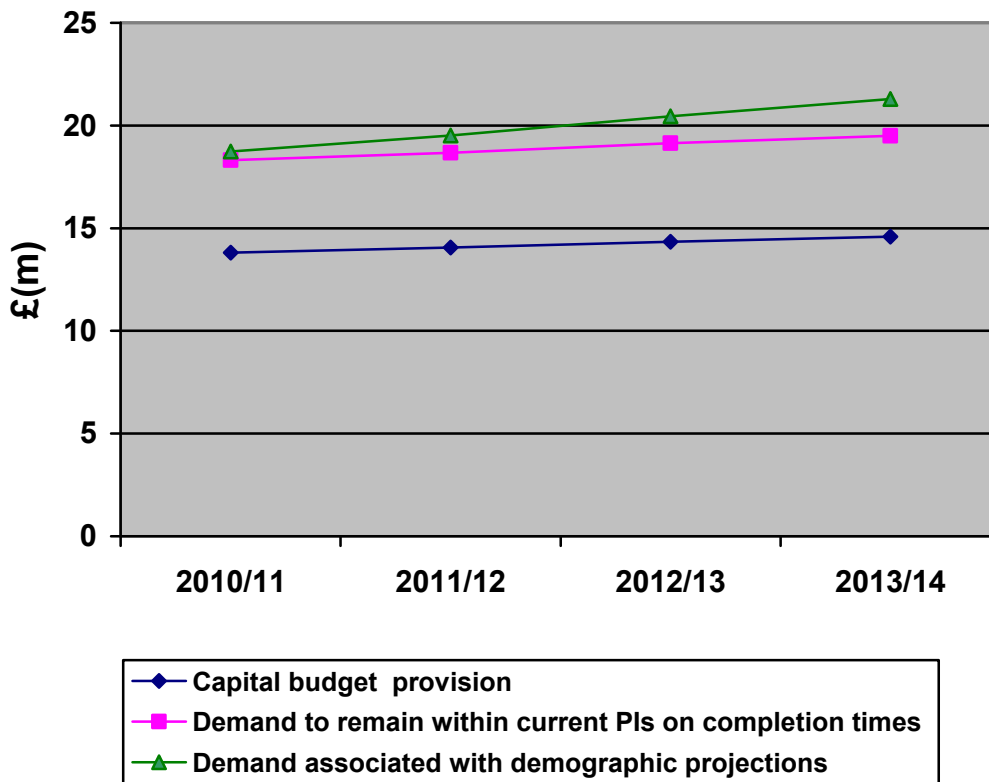
* Leeds City Council Social Services Minor Adaptations Service
 ** Aire Valley Homes 2009/10 figure up to 26/2/10
 *** East North East no data available

Although the historic spending on major and minor adaptations shows some variation between the provider agencies, the overall trend is upwards. There is an increasing pressure on the capital resources to meet the projected future demands for adaptations. There is the capacity for greater number of adaptations to be delivered if the capital resource for this work was increased. There is a gap between the budget provision and required spend to satisfy all demand. Some organisations are currently meeting demand from within their budget, whilst others are not. It is known that there will be an increased

demand for services up to the next 20 years. Reducing demand and encouraging better use of resources could be achieved by a personal housing plan model to explore available options with customers and by recycling of equipment. Additionally, there is the potential for greater efficiency savings to be generated by pooling of budgets and by partners combining resources to achieve maximum value and effective procurement of equipment.

The following graph contrasts the current capital provision compared to the projected amount needed to satisfy likely demands at current performance levels, and takes into account the projected increases in the number of older people.

Figure 5 Current capital provision and projected demand, to 2013/14



3) Delivering Service in a Personalised Way.

The Government wishes generally to see greater personalisation in the delivery of care and support services rather than a top-down delivery of standardised services. The challenge for Leeds adaptations providers is to identify a model that allows services to be designed around the individual following an assessment process, providing enough support for people to commission a provider and make complex or technical decisions about how best to meet their need, while still maintaining the financial advantages of standard designs which reduce unit costs.

There is scope to improve the overall adaptations service to bring a more responsive and flexible service and drive up efficiency and better use of resources. There is concern that delays for adaptations to be fitted following assessment may reduce the effectiveness of the final installation. One proposal is to use a personal housing plan approach, which will

offer scope to identify options that are more appropriate than a major adaptation to meet need in potentially in a shorter time frame for the customer.

The challenge in delivering a customer focused service includes the need to ensure that all customers experience at least a minimum agreed standard of service, that there is consistency in the assessment process and that all have the same opportunity to tailor the specification of any work to suit their own needs. It is acknowledged that the service delivered to the customers in Leeds varies according to the tenure and that this needs to be addressed. While standardised service delivery benefits efficiency, it can work against the ethos of personalisation and individual choice and this is an area where balance needs to be achieved.

1.3 Benchmarking Leeds' Adaptations Service

SUMMARY

The following benchmarking information shows that Leeds are high performers in terms of the numbers of major adaptations provided per 100,000 of the adult /over 65 population. This position has been consistent in 2007/8 and 2008/9.

Leeds are average in the numbers of minor adaptations provided and unusual in providing almost equal numbers of minor and major adaptations.

Regionally there is variation in the threshold applied to access major adaptations and clearly some LAs are more restrictive than Leeds in the way adaptations are provided.

Leeds also performs well in relation to Core Cities (based on 2008/9 data; Figures 12 and 13). Leeds shows as having the 2nd highest performance in terms of time to start on site after recommendation and 3rd in the numbers of major adaptations provided per 100,000 adults.

If Leeds were to provide the same number of major adaptations as the regional average, then annual spend, based on 08/9 data, would reduce by £7.5m. If the Core City average number of adaptations were delivered spend would reduce by £ 3.3m (Table 2)

Benchmarking from the Adult Social Care Self Assessment Statement

Each LA with adult social care responsibilities reports performance on adaptations services each year as part of the Self Assessment Statement (SAS).

For the Adaptations Strategy Workshop, April 2010, the most recent available information for the whole region was from 2007/8 and this is used in Figure 6 to show number of major adaptations provider per 100,000 adults and the time in weeks to start after recommendation by Social Care. Data for 2008/9 is now available and this is used in Figures 7 and 8 .

Information has been obtained from 2 LAs in the region, who are also in the national "Comparator Group" with Leeds Adult Social Care, on their SAS returns for 2009/10. This data is used in Figures 9, 10 and 11.

Data for Core City performance in 2008/9 is shown at Figure 12.

Performance Reported

The SAS report includes the numbers of major and minor adaptations that have been started on site during the financial year and the average time in weeks between receipt of the recommendation by the housing provider and the start on site. For minor adaptations only the works carried out by the housing provider are included. Minor works paid for by Adult/Children's Social Care are included in the performance report for delivery of community equipment within 7 days of decision to supply.

For major adaptations delivered by a Disabled Facilities Grant, the "date work started" is assumed to be the same as the grant approval date. For major adaptations carried out by the council to its own properties, it is the actual date of work starting on site.

Regional Performance

KEY LAs in Yorkshire and the Humber Benchmarked

A	Hull
*	LEEDS
B	Calderdale
C	Rotherham
D	Sheffield
E	Barnsley
F	East Lincolnshire
G	NE Lincolnshire
H	Doncaster
I	East Riding
J	Kirkless
K	Bradford
L	North Yorks

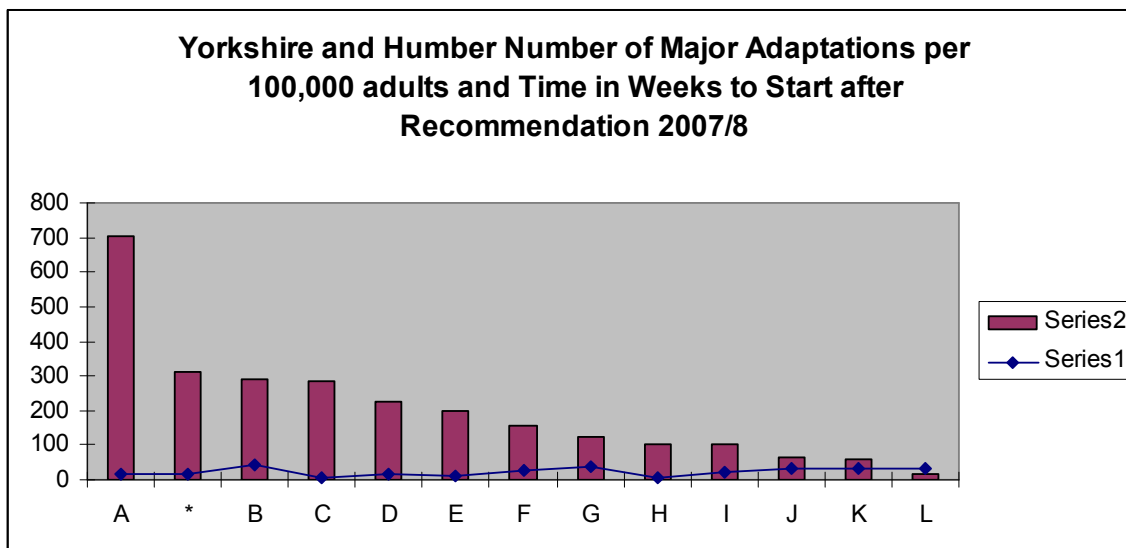
2007/8

Figure 6 below shows that there was a range from 704 to 15 major adaptations per 100,000 adults started. Leeds was the second highest, with 314 per 100,000 adults.

In terms of weeks between recommendation and start on site, the reported range was from 3.3 weeks to 45 weeks. Leeds, at 14.3 weeks, was below the average of 21.8 weeks.

In relation to its neighbouring LAs, Leeds performed well in 2007/8 on the number of people receiving adaptations and also in the time to start on site.

Figure 6



2008/9

Regional data for 2008/9, in Figure 7 below, shows that for major adaptations Leeds are providing more major adaptations per 100,000 adults than all but one other LA in the region. Four LAs start work on site more quickly but Leeds performance at 14.3 weeks is still above the average of 21.8 weeks. (Figure 9)

Figure 7

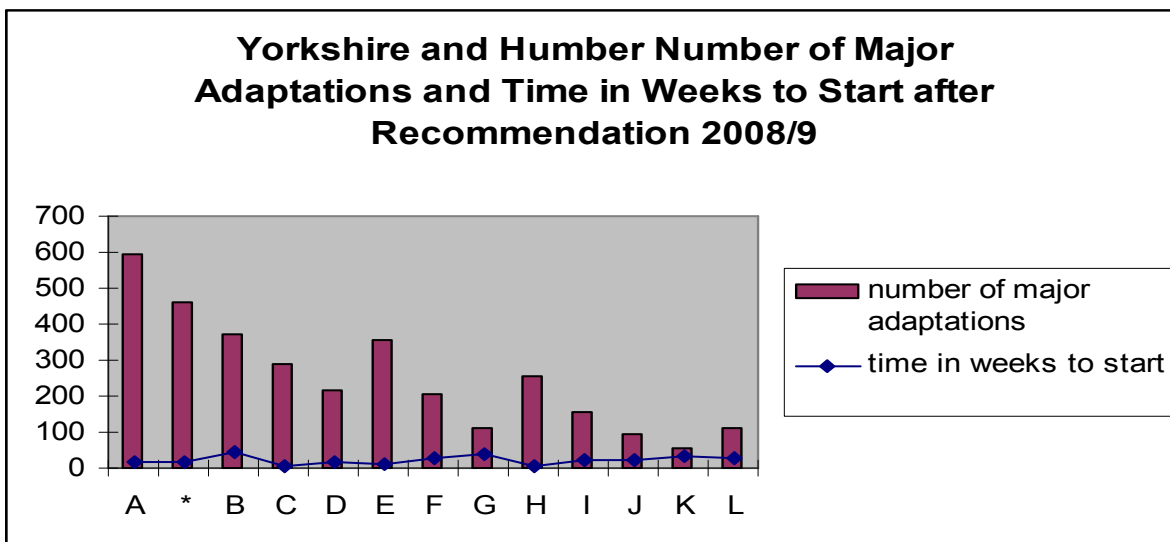
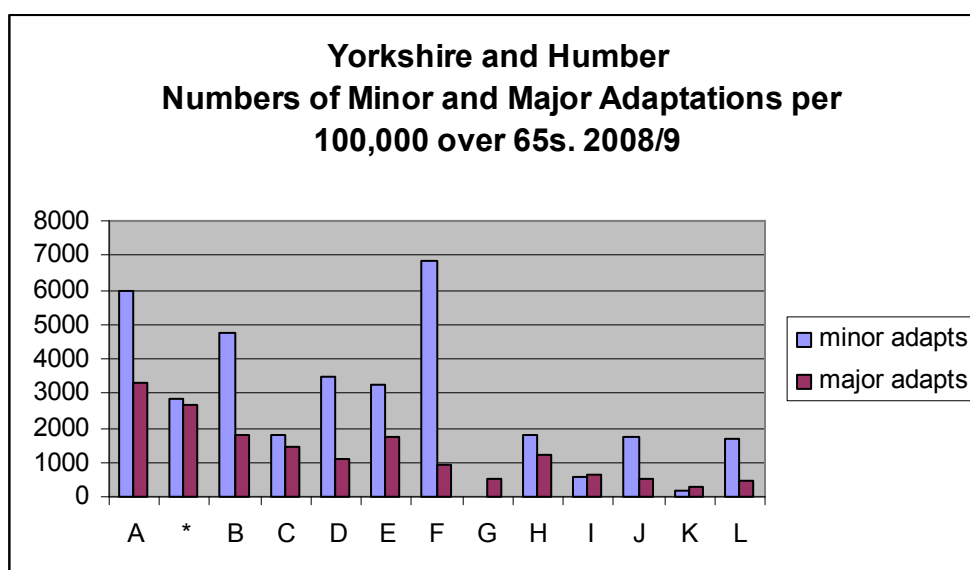


Figure 8 shows the numbers of major and minor adaptations provided across the region in 2008/9 per 100,000 over 65 population. Leeds is the 2nd highest provider for major adaptations but close to the average (Leeds 2,821, regional average 2,687) for minor adaptations.

Figure 8



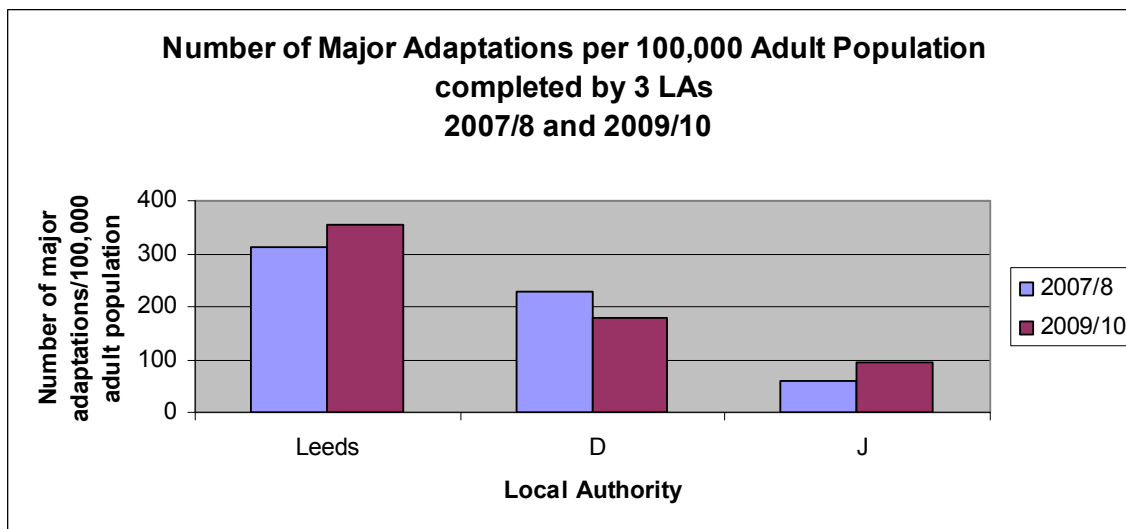
Leeds Performance Compared with Two LAs from its “Comparator Group”.

Figures 9 10 and 11 compare Leeds with two LAs from Yorkshire and Humber ,who are also in its national “comparator group”. The data for 2007/8 and 2009/10 is shown for each.

Leeds is delivering a higher number of major adaptations per 100,000 of adult population, (figure 9) with 5 times more adaptations per 100,000 of the adult population in 2007/8 than

LA “J”, and though “J” increased the number in 2009/10, Leeds still provides 3.8 times more.

Figure 9

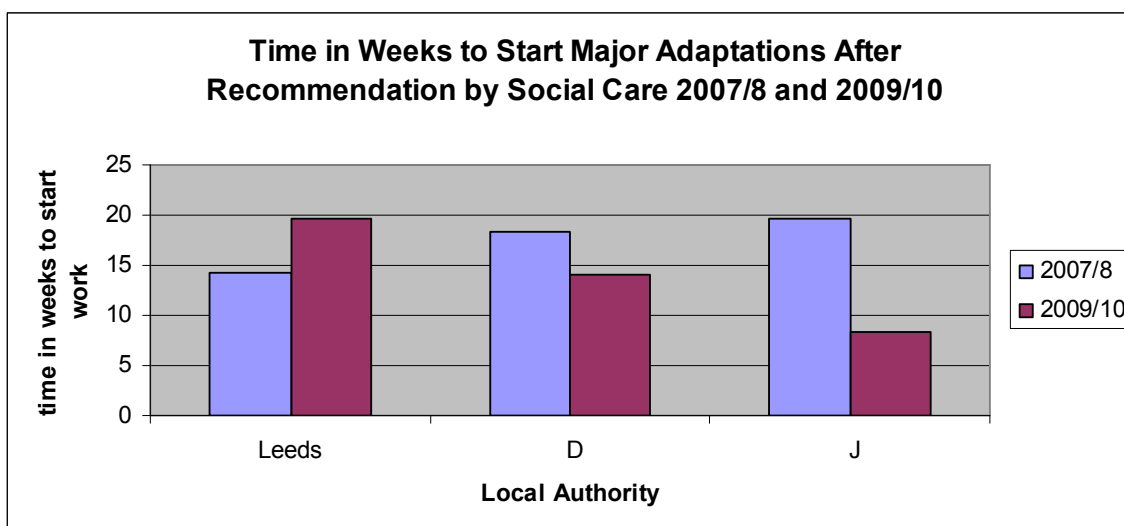


Leeds’ performance in average time to start work on major adaptations has been declining over the last 4 years as shown in Table 1 below.

Table 1 – Leeds delivery time 6/7 to 9/10 as reported in SAS

	06/07	07/08	08/09	09/10
Avg time, in weeks, from assessment ending to work beginning/DFG approval	13.3	14.3	16.9	19.6

Figure 10



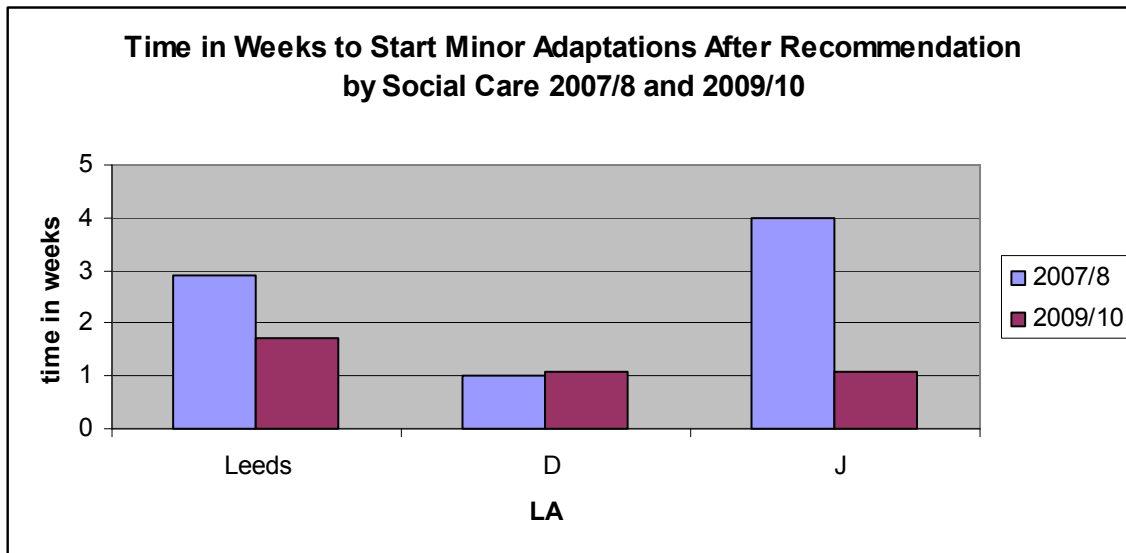
The other 2 LAs have improved their performance in time taken to start work, (figure 9). LA J achieved a 58% reduction alongside a 50% increase in the number of adaptations delivered. As described above though, J still only deliver 26% of the number of adaptations per 100,000 adults compared to Leeds.

In 2009/10 LA "D" are providing 21% less major adaptations per 100,000 than in 2007/8, but delivering them, on average 4.2 weeks more quickly.

Figure 11 below shows that Leeds has improved performance on the time to deliver minor adaptations over the last 2 years, but is still not reaching the same performance as the two comparators.

Across the region, in 2007/8, Leeds were third from the bottom, at 2.9 weeks, in delivery of minor adaptations after assessment.

Figure 11



Core City Benchmarking

Figure 12 below shows performance by the Core Cities in 2008/9 in relation to numbers of major adaptations provided and time to start on site after recommendation. Leeds is the third highest in level of provision and above the average of 369 major adaptations per 100,000 adults.

Figure 12

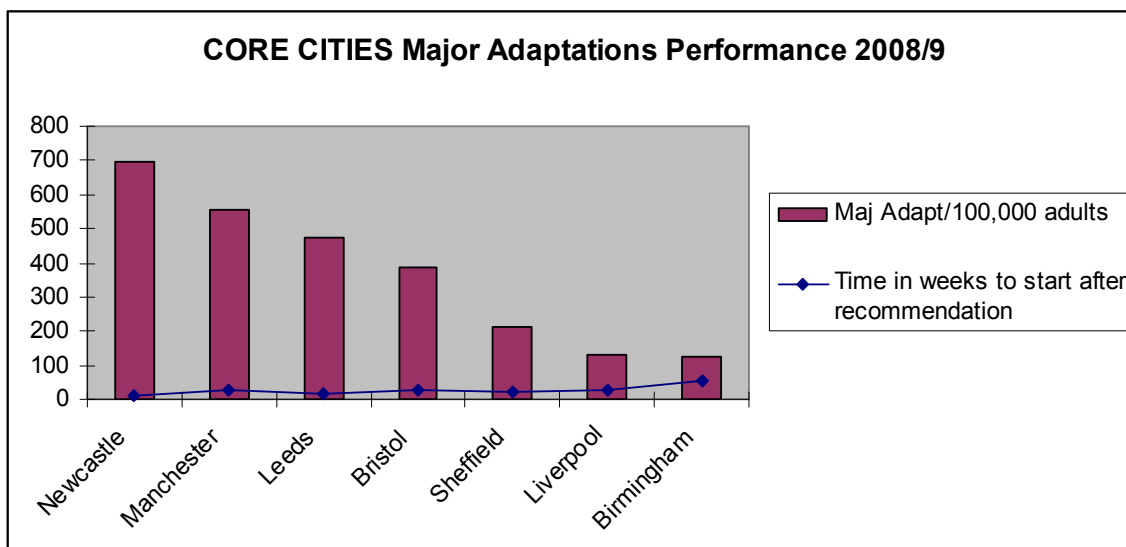
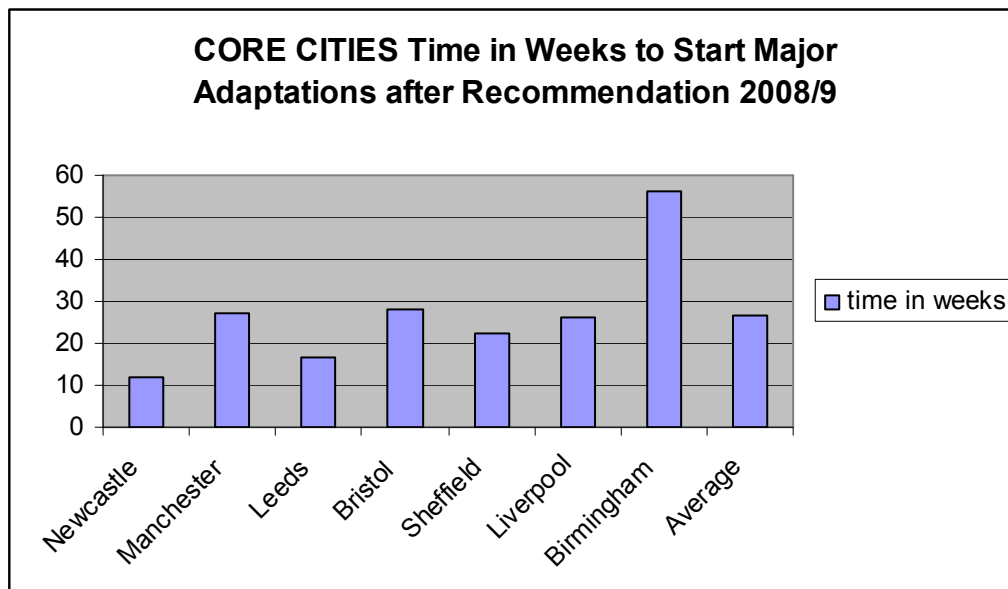


Figure 13 shows time to start on site with Leeds having the second best performance of the core cities and at 16.9 weeks, 10 weeks faster than the average.

Figure 13



Benchmarking Leeds against Region and Core Cities with Potential Impact on Spending

Table 2 below shows the financial impact if Leeds were to provide major and minor adaptations at the same level as the average for the Region and major at Core City average provision. All based on 8/9 performance data

Table 2

08/9	Number Major Adapts per 100,000 adults	Spend	Number Minor Adapts per 100,000 adults	Spend
Leeds performance	460	£16.5m	505	£680,000
		Estimated Spend based on average regional performance		Estimated spend based on average regional performance
Regional Average Performance	252	£9.03m	544	£735,000
		Estimated Spend based on average core city performance		
Core City Average Performance	369	£13.2m		

At 460 per 100,000 adults, Leeds provides more major adaptations than many other LAs. If Leeds provided the same number as the regional average (251) then, assuming average cost of an adaptation Leeds remains consistent, the overall spend would be £7.47m less. Providing at the average level of the core cities (369) would result in a reduction in spend of £3.3m. However, Leeds are below the regional average for numbers of minor adaptations and would spend an additional £55k to achieve the regional average level of provision.

Benchmarking on Eligibility for Major Adaptations

The *mandatory works* for which people are eligible for Disabled Facilities Grant is determined by the circular guidance to the Housing Grant Construction Regeneration Act 1996. In Leeds, this guidance is applied across tenure.

However the determination of the individual's eligibility is less clear and authorities use different interpretations including, for some, the application of Fair Access to Care Services (FACS) eligibility as a gateway to minor and or major adaptations. Other authorities, including Leeds, see the provision of adaptations, alongside other assistive technology, as part of their preventative services.

LA "D" does not make reference to the application of FACS, but their information suggests they are providing above and below the line of eligibility.

However, they specify specific adaptations which are not provided – hardstanding and vehicular access, scooter storage and body dryers. Ramps are not provided unless a person "goes out at least once a week".

Their information also states that bathing adaptations are not provided if the person has "a carer who helps you to wash yourself". LA "D" states it "may not" carry out adaptations for a terminally ill person.

LA "E" applies FACS before assisting people with adaptations. They do provide hardstanding/vehicular access.

"E" takes a similar approach to "D" on bathing adaptations, stating that a shower cannot be provided if the person can "maintain adequate body hygiene independently or with reasonable assistance". "E" have 1,600 powered bath lifts in use compared with 944 in Leeds although the adult population of "E" is only 29% of Leeds'.

"E" promotes the provision of level access showers rather than cubicles, particularly in ground floor housing; this approach is also taken by LA "C".

Discussions at the Regional Assistive Technology Group shows that there are a wide range of arrangements for delivery and local reporting of equipment and adaptations services which makes reliable benchmarking difficult. There is potential to share practise and to develop benchmarking tools with this group.

Section 2 Aims & Objectives of the Strategy

The strategy will address the above challenges by the following 5 strategic themes:

- Using Resources Well
- Collecting and Using Information Effectively
- Providing a Good Customer Experience
- Working Positively with Partners
- Creating Effective Governance Arrangements

1.Using Resources Well

Future demand for adaptations is forecast to increase whilst resources will not be available to fully match this demand. The Council will need to ensure that in carrying out the Council's duty towards providing adaptations, and the provision of such adaptations with its partners we maximise the financial and organisational resources and also make best use of equipment and adaptations which are currently installed. Identifying how to use resources will also include looking at how adaptations are procured and maximising value for money. National research has been carried out into the 'spend to save' benefits of installing adaptations, and this will be developed further locally to strengthen the case and attract longer term investment. Quality assurance of the assessment process and of the identification of the right adaptation will be used to ensure good decision making processes are in place. Early intervention and prevention are the models for future working to ensure that customers have early access to information on their options and that interventions are made before critical or urgent situations develop.

Key priorities

- The Council will take a cross tenure, city wide approach to the planning, commissioning and delivery of adaptations services so that available resources are managed and targeted to meet demand in an equitable way. (Action Point 1.1.1, 1.1.6)
- The Council will establish the cost benefits of adapting housing for disabled children young people adults and people, and understand the impact on other support services, so that Council resources can be directed appropriately. (Action point 1.1.2)
- The Council will match its adapted properties, and those of other landlords, to people requiring those facilities and recycle of equipment so that best use is made of existing equipment and adaptations. (Action point 2.2.1)

2.Collecting and Using Information Effectively

The Council will ensure that it holds accurate information on the current demand for and delivery of adaptations in order that it can make good use of resources and plan accurately for the future. The needs of customers and the outcomes achieved through the provision of adaptations will be examined and used in planning. Performance information will be transparent and meaningful.

Key priorities

- The Council will collect and use data on demand, delivery and outcomes for customers so that the adaptations service is subject to continuous review and improvement. (Action point 2.3.1)
- The Council will set performance targets related to the reasonable timescale for specific adaptations to be completed so that performance demonstrated is meaningful to all stakeholders, in particular customers. (Action point 2.1.1)
- The Council will benchmark its performance against other providers of adaptations so that it can inform and develop best practice. (Action point 2.1.2)

3. Providing a Good Customer Experience

Customers need clear information on where to obtain information about suitable, appropriate housing and how to apply for an adaptation. Being able to contact the Council through a single point of access will ensure they receive a fair and consistent assessment regardless of their tenure – private rented, ALMO or RSL tenant or owner occupier. A Personal Housing Plan approach, successfully adopted in other areas of housing services, will be used to capture all connected housing issues and identify solutions to enable independent living which may not involve installing adaptations. For example an assisted move to a more suitable property rather than adapting a customer's current home. From July 2010 all new customers of Adult Social Care will receive a personal budget to meet their support needs. Opportunities will be taken to introduce the choice and control seen in self directed support models to the adaptations process. Children's Services Transformation Programme is developing an Integrated Children's Disability Service in order to improve service and outcomes for disabled children, young people and their families.

Key priorities

- The Council will actively promote information advice and guidance about the benefits of suitable housing for disabled children, young people, adults and older people so that citizens of Leeds can be informed to plan ahead before they experience critical need. (Action point 3.2.1)
- The Council will develop a Personal Housing Plan approach to respond to requests for adaptation so that customers can consider all the possible options and agree an appropriate solution to their housing need with the Council (Action point 3.2.2)
- The Council will use opportunities to include adaptations funding in customer held budgets so that the choice and control of older and disabled people is increased. (Action point 3.5.1)

4. Working Positively with Partners

The adaptations service involves internal partnerships within the Council and the Council working with many external partner organisations across the city, with some parallel systems for assessment and some areas where duplication occurs. There is

scope for pooling of budgets and using a common assessment process streamlining the process for customers and officers. Best practice can be shared between organisations to improve the level of service received by customers.

Key priorities

- The Council will work with RSLs and Home Improvement Agencies so that there is increased efficiency and equity (Action point 3.4.1, 4.2.1, 4.2.4)
- The Council will engage all stakeholders in workforce development so that service delivered is equitable, consistent with the Council's duties and powers and demonstrates best practice (Action point 4.2.2, 4.2.3)
- The Council will establish clear transition arrangements for customers moving across organisational boundaries, including from children to adult services and across tenures, so that all stakeholders understand their roles and responsibilities and there are clear protocols for managing referrals between departments. (Action point 4.1.1)

5. Creating Effective Governance Arrangements

The adaptations process right from the initial contact and assessment and identifying options through to installing equipment or carrying out major works should operate with maximum efficiency for both customers and officers. Services should have clear understanding of which organisation is responsibility for each part of the adaptations process. Several partner organisations offer similar assessment services to customers but may use different systems which do not deliver consistent outcomes to customers and these could be revised to use common processes and achieve better value for money.

The action plan to deliver the Strategy needs robust delivery arrangements, ideally through a project management approach, with clearly identified reporting routes and accountabilities.

Key priorities

- The Council will identify a single strategic director with accountability for delivery of adaptations in the city so that governance arrangements are clearly defined. (To be confirmed)
- The Council will review the Terms of Reference of the Adaptations Operations Group and the Adaptations Strategic Group so that their respective roles in delivering the strategy are understood and implemented effectively. (Action point 5.1.2, 5.1.3)
- The Council will ensure the Adaptations Strategy is coordinated with the other key Council Strategies relating to housing and to social care so that there is consistency of approach and no duplication in actions. (Action point 5.2.1)

Section 3 Further reading and related strategies

The Leeds Housing Strategy 2009 – 2012 and Disabled People’s Housing Strategy

This strategy develops the strategic vision of the Leeds Housing Strategy to “create opportunities for people to live independently in a quality, affordable housing’ in particular the strategic priorities contained within the Promoting Independent Living section of the document. It also meets several key objectives within the Disabled People’s Housing strategy with the aim to improve access to adaptation services for customers to enable independent living, and the development of systems to better identify adapted properties available for customers who are looking to be re-housed and have an adaptation need.

Better outcomes, lower costs (ODI / University of Bristol 2007)

This sets out evidence that adaptations and equipment can reduce the cost of people being submitted to residential care or hospital and the risk of falls and connected health complications.

<http://www.officefordisability.gov.uk/research/research-reports.php>

Putting People First 2007

This is six pages in length being a statement of the government's commitment to independent living for all adults. The protocol is a collaborative approach between central and local government, the sector's professional leadership, providers and the regulator and lays out the expectations for reform in adult social care.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_081118

Delivering Housing Adaptations for Disabled People: A good practice guide

June 2006, CLG.

<http://www.communities.gov.uk/publications/housing/deliveringhousingadaptations>

Adapting for a Lifetime (Jan 2010): The key role of home improvement agencies in adaptations delivery.

Produced by Foundations, the national body for Home Improvement Agencies explaining the challenges facing future provision of adaptations and how these can be addressed by working in partnership with Home Improvement Agencies.

<http://www.foundations.uk.com/page.php?currentpageref=360>

Section 4 Delivery of the strategy

Governance

The strategy and action plan will be ratified by the Adaptations Strategy Group of Leeds City Council and regular monitoring of progress against the action plan will be provided to

Barrier	Adverse affect	Who does this impact on	Why
---------	----------------	-------------------------	-----

the Leeds Housing Partnership.

Consultation

The strategic themes within the action plan have been developed in consultation with partner agencies across the city through a full day workshop event held in April 2010. Delegates representing Leeds City Council Adaptations Service, Adult and Children's services, the Leeds ALMOs, Housing Associations and Housing Services, voluntary agencies and service users considered the current issues facing the service and the recommendations arising from the 2009 Adult Social Care Scrutiny Inquiry. A series of group workshops examined the challenges and proposed action points to include within this Adaptations Strategy and action plan.

Equality Impact Assessment

An Equality Diversity and Community Cohesion Impact Assessment has been carried out on the draft Adaptations Strategy. The key findings are summarised below.

Choice for customers	Irregular application of the eligibility criteria during the assessment process and degree to which different landlords interpret guidance.	Tenants of the Leeds ALMOs, tenants of Housing Associations and private tenants or owner occupiers receive differing levels of service and choice.	Individual agencies interpret the assessment criteria differently and a varying degree of personal choice is given to ALMO tenants.
Language	Lack of awareness of the service in minority communities due to communication barriers. Potential risk to customers who are in need of urgent adaptations and	Customers who have language or communication barriers. Health services who are assisting people later on who cannot manage independently at home.	Information about the adaptations service needs to be reviewed and efforts made to improve access for hard to reach groups by using different communication and outreach methods.

	cannot access the necessary help.		
Cultural / Financial.	Families who need adaptations which exceed the DFG funding ceiling may struggle to fund remaining costs if unable to apply for Home Assistance Loans.	People requiring adaptations exceeding DFG limit of £30,000.	Limit on Disabled Facilities Grant funding limit provided by Leeds City Council
Procedural / Age	Delays when several organisations are involved in cases for adaptations and young people.	Families with children requiring adaptations who are approaching transition into adult social services.	Delays can occur when service users are waiting for assessments and many different organisations are involved.
Religion and belief	Some minority communities may find the assessment process and home visit culturally inappropriate	Minority communities	Cultural beliefs and traditions should be respected and procedures reflect best practice.
Age / Service planning.	Increasing ageing population will result in greater demand for services than can be delivered for the allocated resource.	Older people with an adaptation need.	Limited resources to satisfy demand from all groups will require new ideas to help maximise resources and manage demand for large adaptations through use of early intervention and providing options for customers.
Cultural	Access to the Home Assistance Loan may be seen as unsuitable to some minority communities.	Minority communities	Unable to apply for traditional loan agreements.

SUMMARY

This Strategy supports the city's strategic priority of promoting independent living contained within the Leeds Housing Strategy and priorities within other strategies, including the Leeds Disabled People's Housing Strategy

The Action Plan (Appendix 1) clearly identifies the objectives, actions and outcomes that need to be achieved under each of the 5 Strategic Themes detailed in Section 2 of the Strategy:

1. Using Resources Well
2. Collecting and Using Information Effectively
3. Providing a Good Customer Experience
4. Working Positively with Partners
5. Creating Effective Governance Arrangements

To deliver our commitment to:

- 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-ordinated 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.

This will offer greater personalisation in the delivery of care and support services, and address the increasing demand for adaptations in the city identified in Section 1 recognising the financial challenges arising from the current economic climate.

Housing Adaptations Strategy and Action Plan (2010 – 2013)

Strategic Theme 1 Using resources well					
Objective	Actions	Outcome	Completion date	Lead Organisation	Partner Organisation
1.1 Ensure that there is budget provision for adaptations in the future	1.1.1 Establish the total expenditure on adaptations (minor & major) in the city – to include council and RSL, Voluntary sector spend	Shared understanding of the full extent of expenditure, to understand the resource currently used & available.	2010/11	Adaptations Strategy Group	Environments and Neighbourhoods Finance/ Adaptations Agency ALMOs/ BITMO Adult Social Care Social Care Finance/ commissioning teams Children Social Care Social Care Finance/ commissioning teams
	1.1.2 Establish the levels of demand and budget requirement over next 3 years and 10 years.	Shared understanding of the expected demand and the financial provision required.	2010/11	Adaptations Strategy Group	Environments and Neighbourhoods Finance Adaptations Agency ALMOs/ BIMTO Adult Social Care Children and Young People Social Care
	1.1.3 Determine the degree to which adaptations budgets can be pooled and pool the budget, for 2011/12.	The full extent of the Council's expenditure is managed, for delivery where most needed.	Q3 2010/11- for budget cycle	Adaptations Strategy Group	Environments and Neighbourhoods ALMOs/ BIMTO Adult Social Care Children and Young People Social Care
	1.1.4 Identify the savings made through the provision of adaptations as opposed to other potentially more expensive forms of support. Consider whether any identified savings can be reinvested through an 'invest to save' approach.	A Value for Money approach to providing support within the council and with the health service. Allows the realisation or reinvestment of savings.	Annually-state the savings generated Begin assessment in 2010/11	Adaptations Strategy Group Detail undertaken in the Adaptations Operations Group	Adult Social Care Children and Young People Social Care Environments and Neighbourhoods ALMOs/ BIMTO All RSLs in Leeds Supporting People Commissioning Voluntary sector organisations
	1.1.5 Work with PCT and Leeds NHS Trust to identify savings through the				

	<p>provision of adaptations.</p> <p>1.1.6 Use national and regional benchmarking information, and resource availability, to set expected levels of delivery of adaptations by area (WNW,ENE,S) and create monthly information loop to assessors on rate of activity and spend.</p>	<p>Assessors have regular meaningful information on resources used and available. Cross agency involvement in budget monitoring and control. Service providers can plan consistent flow of adaptation provision and not use delays in provision as budget management tool</p>	<p>Target numbers and control mechanisms in place for Jan 11</p>	<p>Adapts Operations Group</p>	<p>Leeds PCT</p> <p>E and N ALMOS ASC CYP SC</p>
<p>1.2 Use current resources to assist more people through adaptation provision or other forms of care & support.</p>	<p>1.2.1 Reduce the average cost of an adaptation through use of standard specifications (1.10) and improvements in procurement (1.6)</p>	<p>Adaptations able to be provided to more people. Adaptation schemes meet need without being over specified.</p>	<p>2010/11</p>	<p>Adaptations Operations Group – VfM sub group</p>	<p>Environments and Neighbourhoods ALMOs/ BIMTO Adult Social Care Children and Young People Social Care</p> <p>ALMOs/ BIMTO</p>
	<p>1.2.2 Review the current use of legal powers, such as Regulatory Reform Order to ensure the legislation is used effectively to across the piece.</p>	<p>Opportunities are taken (eg by RRO) to offer cost effective alternatives to adaptation.</p>	<p>2010/11</p>	<p>Adaptations Agency</p>	
	<p>1.2.3 Recycle adaptations wherever feasible in the public sector.</p>	<p>Reduced cost of adaptation provision</p>	<p>2011/12</p>	<p>ALMOs & BITMO</p>	
	<p>1.2.4 Develop a loan system for adaptations (e.g. tracking hoist model)</p>			<p>ALMOs & BITMO</p>	
	<p>1.2.5 Introduce a buy-back option for DFG adaptations, for equipment to be reused elsewhere.</p>	<p>Reduced cost of meeting need in the private sector.</p>	<p>2011/12</p>	<p>Adaptations Agency</p>	

<p>1.3 Adaptations are provided to customers & areas of demand with the greatest need</p>	<p>1.3.1 Review the priority definitions for High Medium and Low recommendations as applied by Social Care with regard to the resource provision</p> <p>1.3.2 Review the allocation of capital to each geographical area & tenure group taking into account current and future demand. Redistribute financial resources in year if necessary.</p>	<p>Adaptations are prioritised on a needs and risk basis</p> <p>Each geographical area & tenure group has appropriate level of resource to deliver equitable service. taking into account current and future financial constraints.</p>	<p>2010/11</p>	<p>Adaptations Operations Group</p> <p>Adaptations Strategy Group</p>	<p>Environments and Neighbourhoods Adaptations Agency ALMOs/ BIMTO</p> <p>All RSLs in Leeds Supporting People Commissioning Voluntary sector organisations</p>
<p>1.4 Decisions which impact on budgets will be considered across the piece, with any unintended consequences highlighted & considered.</p>	<p>1.4.1 All significant changes to service delivery will be highlighted to partners to consider the impact of the change on other budgets. Such decisions will not be made in isolation and ignorance of the impact elsewhere. (eg S17 Children's-CYPSC, S2 Chronically Sick and Disabled Persons Act (ASC) other revenue budgets).</p> <p>1.4.2 Information from adaptation providers on commitment, spend and predicted annual spend to be shared on a regular basis including front line assessors, and used to inform service delivery</p>	<p>Decisions on service changes are taken with regard to their impact on other service areas & budgets.</p> <p>All stakeholders informed of current and predicted budget position and able to take joint action to manage risk.</p>	<p>On-going</p> <p>2010/11</p>	<p>Adaptations Operations Group</p> <p>Adapts Stratgey Group Adapts Ops Group</p>	<p>Adult Social Care Children and Young People Social Care Environments and Neighbourhoods ALMOs/ BIMTO</p> <p>Financial Management</p>
<p>1.5 Maximising the use of relocation, where a reasonable offer can be made and where more cost effective than adaptation.</p>	<p>1.5.1 Develop incentive schemes for council/ RSL tenants to move either :</p> <ul style="list-style-type: none"> o To appropriately adapted stock o To free up an adapted property if 	<p>Better use of adapted stock.</p>	<p>2011/12</p>	<p>Leeds City Council Strategic landlord, Adaptations Agency.</p>	<p>ALMOs/ BIMTO RSLs</p>

	<p>no longer required</p> <p>1.5.2 Maximise the use of legal powers (Housing Act 1985) to re-house customers rather than to adapt properties wherever more appropriate.</p> <p>1.5.3 Investigate the degree of meeting need in the private sector more readily by relocation than adaptation, ensuring all offers made are reasonable, in line with the legal requirement.</p>	<p>Reduced cost of meeting need.</p> <p>Reduced cost of meeting need.</p>	<p>2010/11</p> <p>2010/11</p>		
<p>1.6 Procurement processes maximise economies of scale and value for money</p>	<p>1.6.1 Identify current contracts and procurement timescales.</p> <p>1.6.2 Identify where joint procurements can be achieved over the short & medium term.</p> <p>1.6.3 Use joint procurement as the norm across public & private sectors.</p> <p>1.6.4 Consider joint procurement with RSLs</p>	<p>Greater efficiencies through joint procurement processes and from the supply chain.</p>	<p>2010/11</p> <p>2010/11</p> <p>2011/12</p> <p>2012/13</p>	<p>Adaptations Operations Group</p>	<p>Environments and Neighbourhoods ALMOs/ BIMTO Adult Social Care Children and Young People Social Care</p>
<p>1.7 All available financial resources are known & used</p>	<p>1.7.1 Investigate the potential for new sources of funding:</p> <ul style="list-style-type: none"> • Social Impact Bonds, • The use of equity release models. • Recommission 	<p>Research and exploit additional funding sources</p>	<p>2011/12</p>	<p>Adaptations Agency</p> <p>Supporting People commissioning</p>	<p>Environments and Neighbourhoods Finance</p> <p>Voluntary sector agencies e.g. Care and Repair</p>

	Supporting People services				
1.8 Consistent approach to individual adaptations requiring significant expenditure.	1.8.1 Agree the criteria for managing adaptations costing over £30k in the public & private sectors.	There is consistency and equity in the city for decisions to fund complex and expensive adaptation schemes.	2010/11	Adaptations Operations Group	Adaptations Agency ALMOs/ BIMTO RSLs
1.9 Understand relationship between Fair Access to Care line of eligibility and delivery of adaptations	1.9.1 Investigate level of provision of adaptations to people above and below the line of eligibility and the relative impact achieved.	Resources are directed in line with the Council's policy to meet needs above the line of eligibility and to have effective early intervention and prevention services in place.	2010/11	Adaptations Strategy Group	Legal Services
1.10 Ensure recommendations for adaptation schemes have considered all options, including considering cost of recommended provision	1.10.1 To introduce quality assurance process for all recommended adaptations estimated to cost over £10k, to ensure the recommendation to meet need is the most cost effective solution.	Customer receives most appropriate and cost effective solution	2010/11	Adaptations Operations Group	
	1.10.2 To develop a costed menu of delivery options such as walk-in shower designs, for reference at the assessment stage.	Customer receives most appropriate and cost effective solution Assessors understand financial impact of their recommendations.	2010/11	ASC & Children's Services, ALMOs AA	

Strategic Theme 2 Collecting and using information effectively

Objective	Actions	Outcome	Completion date	Lead Organisation	Partner Organisations
2.1 Improved performance management in delivering adaptations	<p>2.1.1 Agree new targets for the delivery of adaptations, based on the type of adaptation to be provided.</p> <p>2.1.2 Further develop benchmarking for social care and both private/ public housing providers.</p>	Targets are realistic and stretching so that performance is improved and understood by customers and stakeholders	2010/11 (Q3)	Adaptations Operations Group Performance Sub Group	Environments and Neighbourhoods Adaptations Agency ALMOs/ BIMTO Adult Social Care Disability Services Children and Young People Social Care Disability Services
2.2 Improved understanding on adapted stock to maximise its use to meet need.	<p>2.2.1 Improve the IT systems so that more detailed information is held on both stock that is adapted (Council/ RSL/ private sector) and people that require adaptations.</p> <ul style="list-style-type: none"> ○ Assess how IT systems can be improved ○ Develop business case for enhancements 	Make better use of housing stock that is adapted to reduce costs and allow more people to be assisted.	2011/12	Environment and Neighbourhoods Strategic Landlord/ ICT	ALMOs/ BIMTO RSLs END Adaptations Agency
2.3 To understand customer preferences more clearly and accommodate these in our processes.	2.3.1 Survey customers to establish the reasons why their application for an adaptation did not eventually result in an adaptation.	Reduced unproductive work which is inefficient and costly, with no outcome for the customer.	2010/11	Adaptations Agency	Environments and Neighbourhoods Adaptations Agency ALMOs/ BIMTO

2.4 To provide the information to meet need by ensuring a range of housing solutions are explored.	2.4.1 Amend the initial assessment process to understand the housing need of the individual. Ensure the customer has all available options presented to them at the time of application in a format that they understand. Agree what the best solution is, which may not be via an adaptation.	Early clarification and agreement on the best option to meet need in all cases.	2010/11	Adult Social Care Disability Services Children and Young People Social Care Disability Services	Environments and Neighbourhoods Adaptations Agency ALMOs/ BIMTO
2.5 The minor adaptations service is responsive to customer needs and gives value for money.	2.5.1 Introduce a performance management process for minor adaptations in both private and public sector	To understand the customer experience and demand for minor adaptations and ensure the service is efficient and responsive.	2010/11	ALMOS Adult Social Care Children's Social Care	Environments and Neighbourhoods Strategic Landlord group ALMOs/ BIMTO

Strategic Theme 3 Providing a good customer experience					
Objective	Action	Outcome	Completion date	Lead Organisation	Partner Organisations
3.1 Information, advice for customers is readily available, provided when needed and simple to understand	3.1.1 Provide one single point of entry for customers with a housing need.	Easier access to the right place for help.	2010/11	Adaptations Operations Group – Customer sub group	Environments and Neighbourhoods Adaptations Agency ALMOs/ BIMTO Adult Social Care Disability Services Children and Young People Social Care Disability Services
	3.1.2 Each provider to regularly review its customer information, both written and on line.	Better informed customers, resulting in informed decisions.	Annual, from 2010/11		
	3.1.3 Promote early engagement with services, to allow a preventative approach rather than more complex adaptation solutions when the customers needs have increased.	Early engagement between future customers and services, reducing the need for rapid, unplanned responses by services.	2012/13		
3.2 The right solutions are reached, in agreement with customers.	3.2.1 Review the information we currently provide on the options available to customers throughout the assessment process. Ensure this review includes customers.	Clear comprehensive information provided to customers to best enable them to make decisions and participate fully in the determination of meeting their need.	2010/11	ALMOs/ BIMTO Adaptations Agency	Adult Social Care Disability Services Children and Young People Social Care Disability Services
	3.2.2 Develop a Personal Housing Plan approach to enable a range of solutions to meet the customers' housing needs to be considered, which may not involve an adaptation at all.	More appropriate housing solutions for more people.	2010/11	Adult Social Care Disability Services Children and Young People Social Care Disability Services Environment and Neighbourhoods	Adaptations Agency ALMOs/ BIMTO

3.3 Provide a service that is forward thinking, which encourages customers to plan well to address their future needs.	3.3.1 Explore the opportunities for a greater focus on prevention, working with NHS Leeds.	Encourage citizens to plan for their housing needs in old age in a planned, rather than reactive way.	2011/12	Adult Social Care Disability Services	Public Health Voluntary Sector Area Health and Wellbeing Leads
3.4 Adaptations are managed and delivered consistently, to at least an agreed minimum standard.	3.4.1 To develop a consistent assessment and delivery process in the city – through council, RSL and voluntary sector provision.	Customers receive a consistent and fair service regardless of tenures, geography.	2011/12	Adaptations Operations Group	Adult Social Care Disability Services Children and Young People Social Care Disability Services Environments and Neighbourhoods Adaptations Agency ALMOs/ BIMTO
3.5 Provide customer choice and control through the adaptation service.	3.5.1 Assess the scope for introducing increased personalisation within the process for those customers who wish to have greater control and involvement in how their assessed resource is spent. 3.5.2 Ensure continued awareness of “Right to Control” Trailblazer sites and prepare to be able to implement outcomes	Ensure that customers have both choice and control in the delivery of adaptations. Enable customers to hold a personal budget to arrange their own adaptation.	2011/12 2012/13		Environments and Neighbourhoods Adaptations Agency ALMOs/ BIMTO Adult Social Care Disability Services Children and Young People Social Care Disability Services

Strategic Theme 4 Working positively with partners					
Objective	Actions	Outcome	Completion date	Lead Organisation	Partner Organisations
4.1 The adaptations service meets the needs of disabled children who require adaptations and takes into account their needs going into adulthood.	<p>4.1.1 Improve understanding of adaptations providers of impact of inadequate/inaccessible housing on lives of disabled children and families</p> <p>4.1.1 Improve contribution of adaptations services towards the transition process from Child to Adult social care for families.</p>	<p>Adaptations for disabled children take account of family's needs and plan, as far as possible, for the future</p> <p>Ensure there is a smooth transition for young people between Children and Young People Social Care and Adult Social Care.</p>	2011/12	Adult Social Care Disability Services Children's and Young People's Social care	ALMOs/ BITMO RSLs Environment and Neighbourhood Adaptations agency
4.2 Leads to be an excellent provider of adaptations services.	<p>4.2.1 Providers to communicate new initiatives and review current processes openly with each other.</p> <p>4.2.2 Best practice to be sought out nationally, from other providers.</p> <p>4.2.3 Practice guidance for assessors to be reviewed by all stakeholders before adopting cross-agency.</p> <p>4.2.4 An annual multi agency session on new initiatives and developments will be arranged.</p>	Best practice and knowledge is openly shared amongst all providers	2011/12	Adaptations Operations Group	ALMOs/ BITMO RSLs Environment and Neighbourhood Adaptations agency, Supporting People, Strategic Landlord RSLs Voluntary sector

Strategic Theme 5 Creating effective governance structures					
Objective	Actions	Outcome	Completion date	Lead Organisation	Partner Organisations
5.1 The adaptation service has strong and effective leadership.	<p>5.1.1 The provision of adaptations is led by a Strategic Director</p> <p>5.1.2 There is an effective, inter-agency Steering Group overseeing implementation of this program.</p> <p>5.1.3 An Operational group is in place with the necessary membership to deliver the required actions with a reporting mechanism to the Strategy Group</p>	Clear leadership exists with effective accountability and responsibility for service strategy and delivery.	2010/11 (Q1)	<p>To be confirmed</p> <p>To be confirmed</p> <p>To be confirmed</p>	<p>Dependent upon lead organisation</p> <p>Dependent upon lead organisation</p> <p>Dependent upon lead organisation</p>
5.2 To ensure line management arrangements are optimum for co-ordinated assessment and delivery of adaptations.	5.2.1 Review line management structures to maximise the cohesive working of as many elements of the adaptations processes as possible.	Provide adaptation service that avoids operational duplication or fragmentation	2010/11	To be confirmed	Dependent upon lead organisation



Report of the Chief Officer for Health and Environmental Action Services

Scrutiny Board (Adult Social Care)

Date: 15 December 2010

Subject: Major Adaptations for Disabled Adults.

Performance on completion time of adaptations schemes, Quarter 2 2010/11.

<p>Electoral Wards Affected: ALL</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>
---	--

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 cumulative performance for Quarter 1 and 2, April 2010 to September 2010.
- 1.2 The performance for adaptations delivered in Q1 and Q2, 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 Adult 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 and Q2 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 Q2 only for 2010/11.

- 1.3 No adaptations cases were investigated and reported upon by the Local Government Ombudsman in Q2 2010/11.

2.0 Recommendations

- 2.1 Members are asked to note the performance reported for Q1 and 2, 2010/11 in appendix 1.

Appendix 1 - Adaptations Performance Report 2010/2011 Quarter 2

Target information:
Social Care targets:
installation:

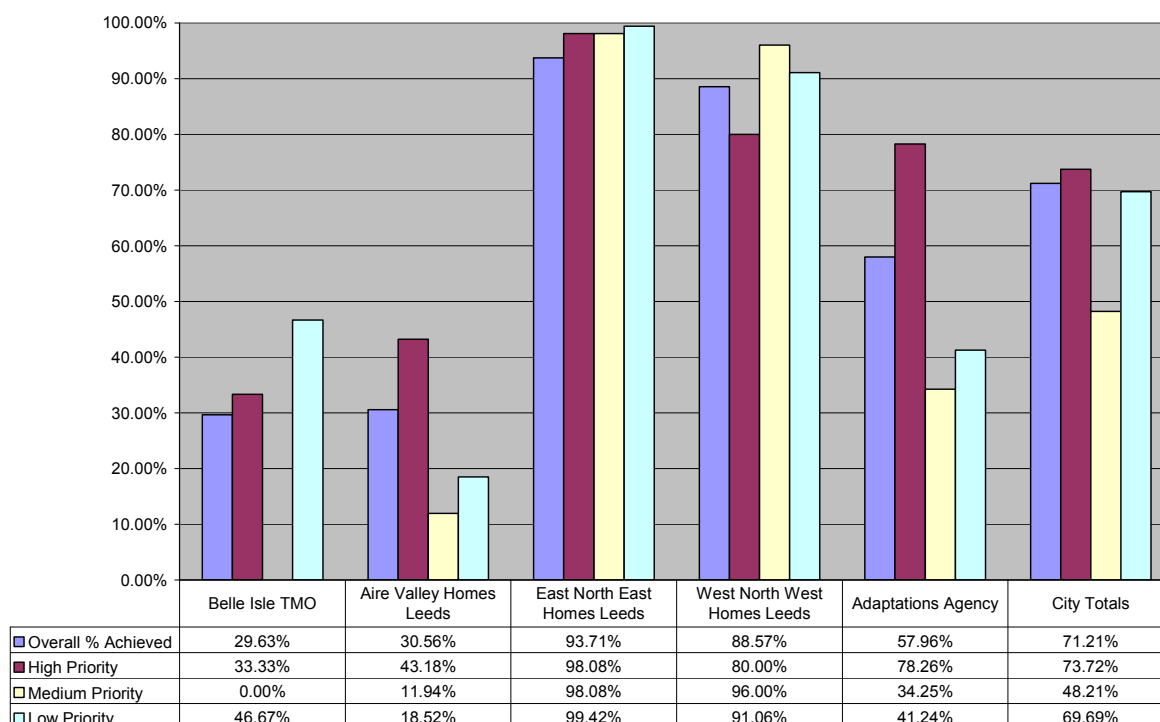
Housing provider target for

	Social Care Targets for assessment
Adult	56 Days

Risk category	Targets: ALMO/ BITMO (calendar days)	Targets (Adapt Agency (calendar 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. Adult Social Care undertake an Occupational Therapy assessment of need of all major adaptation requests. When making a referral Adult Social Care 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.

The Percentage of Major Adaptations completed within Target 1 April to 30 September 2010/11 (Adults Only)



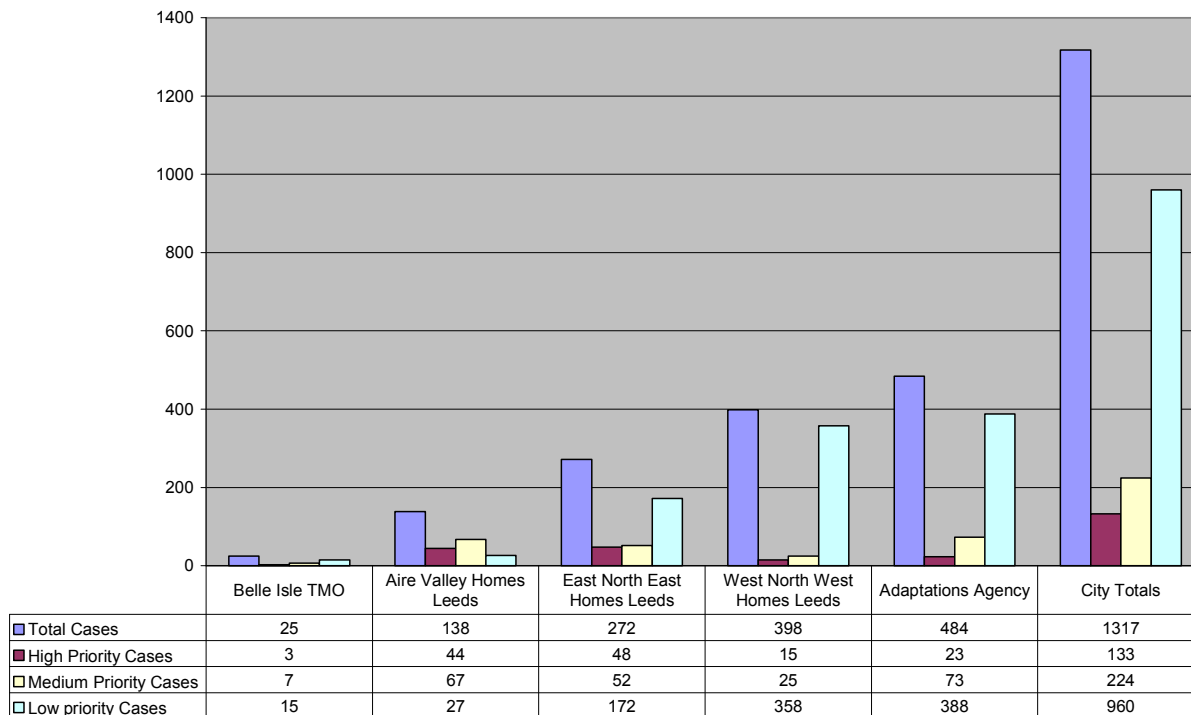
Graph 1

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 and 2 2010/11 1216 major adaptations were completed with 71.7% completed within CLG/ Dept of Health timescales. In Q2 there was a slight drop in the number of major adaptations undertaken, from 628 in Q1 to 588 in Q2. In addition performance within timescale dropped from 75% in Q1 to 71% in Q2. From analysis of just November performance not taking into account previous months performance, BITMO has an improved performance of 60%, with 100% of medium priority cases being achieved. .

This coupled with smaller performance improvements in other landlord increases the city wide performance to 86%. This data illustrates that the overall poor performance of BITMO (and to some extent Aire Valley) shows that 2010/11 performance is affected by cases that were carried forward from 2009/10 due to budgetary constraints.

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

Number of Major Adaptations Completed 1 April to 30 September 2010/11 (Adults Only)



Graph 2

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

AVHL	Longest	Clough Street	585 days	Wet floor shower
AVHL	Shortest	Valley Drive	27 days	Other (No Details in Comments)
BITMO	Longest	Nesfield View	563 days	Wider Bath
BITMO	Shortest	Aberfield Drive	103 days	Ceiling track Hoist
ENEH	Longest	Boggart Hill Drive	549 days	External Ramp
ENEH	Shortest	Wykebeck Grove	25 days	Other (No Details in Comments)
WNWH	Longest	Westfield Avenue	531 days	Curved Stairlift
WNWH	Shortest	Ireland Crescent	55 days	Accessible Parking
AA	Longest	Lambert Avenue	946 days	
AA	Shortest	Simmons Court	59 days	



Originator: Pn Marrington

Tel: 0113 3951151

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 15 December 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 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 17 June 2009 and presented to the Executive Board on 26 August 2009, 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 September 2010.

- 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 Major Adaptations for Disabled Adults inquiry.

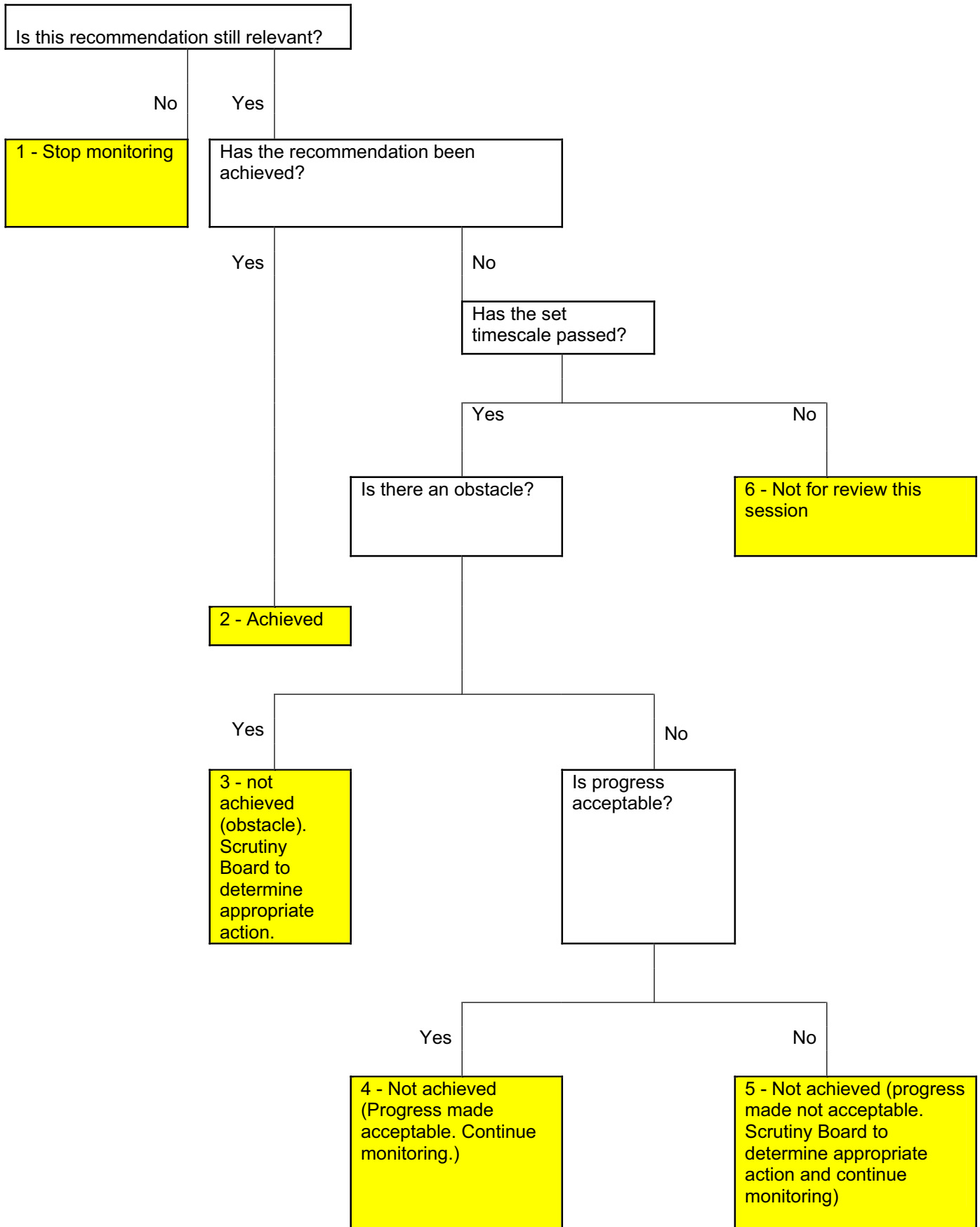
2.0 Recommendations

- 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 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 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> 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. A number of meetings have been held which have focussed on getting a better understanding of the</p>	<p>4</p>	

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, although 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 agent 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 which 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. A number of meetings have been held which have focussed on getting a better understanding of the current procurement arrangements across organisations; reviewing current costs for standard products such as

<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>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. 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, although 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 Operations 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 agent 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. 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.</p> <p><u>December 2010</u></p> <p>The current arrangements for the installation of external temporary ramps comes to an end on 31 March 2011. New arrangements from 1st April 2011 are currently being developed to meet this deadline.</p> <p>The potential for future economies through joint procurement will be pursued as highlighted in the Strategy Action Plan.</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 exceed the minimum specified</p>		
		4	

standard.

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 advise that there are inconsistencies, mainly in the cosmetic elements of the adaptation schemes between ALMOs and between public and private sector providers. These largely relate to the quality of finishing, rather than a different specification. If a standard finish were to be introduced, this would reduce both customer satisfaction and choice.

Progress:

December 2009

As explained in progress on Recommendation 1 above, the Value For Money working group is also seeking to establish an agreed minimum specification for high volume standard works, such as complete wet floor shower installation.

The group is 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.

September 2010

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>Recommendation 3 –</p> <p>a) Local more rigorous and challenging cross tenure targets should be implemented with effect from 1 April 2010.</p> <p>b) Before that date, the Directors of all adaptation providers and the Director of Adult Social Services 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.</p>	<p>Current work is focussed 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><u>December 2010</u></p> <p>New revised guidance on the provision of bathing facilities whilst still meeting housing needs have been adopted with effect from 1 October 2010. A review of cost savings will be undertaken over the coming months.</p>	<p>2</p>	<p>Yes – stop monitoring</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 attributed to legislation setting out different processes according to the tenure of the property. Where an adaptation is proposed for an owner occupier, the process for delivery requires a means tested assessment. Such an 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.</p> <p>Progress:</p> <p><u>December 2009</u></p> <p>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 means 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</p>			

adaptation).

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

Assuming that recommendations for Children's adaptations are 10% of total recommendations, an overall target for Social Care of 57 days, (a reduction of 24 days on overall time), is created. This target applies across tenures.

Given the current performance, which stands at 48 days at the 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.

September 2010

The achievement of challenging targets depends on 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, if maximised from the available resources through greater controls, standardisation and greater partnership working between teams in the council, increases 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>Recommendation 4 – That the Directors of all adaptation providers make the necessary arrangements to advise customers consistently of the approximate adaptation delivery time, once their needs have been assessed.</p>	<p><u>December 2010</u></p> <p>The contract for the additional work has been procured and is waiting for formal sign off.</p>	<p>2</p>	<p>Yes – stop monitoring</p>
<p>Recommendation 5 – a) That the Director of Environment and Neighbourhoods, ALMO Directors and the Assistant Chief Executive (Planning Policy and Improvement) make necessary provision for the display and replenishment of</p>	<p>This recommendation was agreed</p> <p>All Directors agree with this recommendation and 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><u>December 2010</u></p> <p>Ongoing process of information provided to customers, no further action required.</p>	<p>2</p>	<p>Yes – stop monitoring</p>
<p>Recommendation 5 – a) The Adaptations Operation Group will be responsible for ensuring the delivery of this recommendation. This will include provision, distribution and updating of leaflets containing detailed information about the process of applying for an adaptation, and the timescales</p>	<p>This recommendation was agreed</p> <p>a) The Adaptations Operation Group will be responsible for ensuring the delivery of this recommendation. This will include provision, distribution and updating of leaflets containing detailed information about the process of applying for an adaptation, and the timescales</p>	<p>2</p>	<p>Yes – stop monitoring</p>

<p>published adaptations information in all Council buildings accessible to the public for general or housing enquires.</p> <p>b) Customer Service staff should be adequately skilled to signpost those seeking assistance to the appropriate officer/information or provide the necessary adaptations</p>	<p>for each element of the application process.</p> <p>b) Occupational Therapists have been involved in the training of Westgate customer service staff. Advice to customers will be further improved by giving them appropriate information to make an informed choice about the means test at an earlier stage, enabling owner occupiers to decide whether to proceed.</p> <p>Progress: <u>December 2009</u></p> <p>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 displayed in sheltered housing schemes, libraries, and GP surgeries. All ALMOs have undertaken periodic checks to ensure that the correct stationery is displayed, although a more rigorous process is required. This will be developed in early 2010.</p> <p>b) Adult Social Care is to find 3 Team Managers in Westgate to provide Customer Service staff with immediate advice and information when dealing with Adult Social Care related queries from January 2010. 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 to adaptation enquiries at first point of contact.</p> <p>Children's Social Care already has a Team Manager at Westgate with access the specialist knowledge of the Disability Team manager on adaptation issues.</p> <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>September 2010</p> <p>a) An audit of where Social Care (Adults and Children) ALMOs, BITMO and Adaptations Agency display customer literature or promotional material has been undertaken. 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>December 2010</p> <p>b) To improve the training of front line staff in the contract centre, one stop centres and housing offices, 'Frequently Asked Questions' have been developed to respond to enquires regarding the adaptation service.</p>	<p>September 2010</p> <p>a) An audit of where Social Care (Adults and Children) ALMOs, BITMO and Adaptations Agency display customer literature or promotional material has been undertaken. 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>December 2010</p> <p>b) To improve the training of front line staff in the contract centre, one stop centres and housing offices, '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 adaptations 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>1</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 appraise this recommendation further, including development of a possible business case for any potential post, is a task that will be overseen by the Adaptations Operations Group.</p>	<p>Stop Monitoring</p>
--	--	--	--	------------------------

Progress:
December 2009

In response to recognised 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 May 2009, 16 families have used the Housing Options process, and 14 cases are still in the 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 and representations received by Social Care regarding the delivery of major adaptations by the council. None of these were issues that would have been managed better by use of Housing Options. The Complaints Office also received 7 contacts that were 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 May 2009, there have been 19 cases. So far in 2010/11, there have been 8. A review of this process was undertaken in March this year. The key conclusions were that the introduction of the process has increased communication between agencies dealing with cases, and

	<p>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><u>December 2010</u></p> <p>Continue to monitor progress of Housing Options on quarterly basis.</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 Neighbourhoods / 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</p>	<p>2 – Strategy to be presented to the Board Dec 2010</p>

	<p>Health and Social Care and Neighbourhoods and Housing. The 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 coordinated 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 Neighbourhoods. 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><u>December 2010</u></p> <p>Scrutiny Board sign off for the Adaptations Strategy 2010 – 2013 planned 15 December 2010.</p>	
--	---	--

<p>Recommendation 8 – That the Directors of all adaptation providers ensure</p> <p>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>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.</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 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.</p> <p>Members will be aware, however, that patterns of demand for adaptations are varied, leading to particular difficulty in anticipating demand for specific units, and therefore a specific amount for future budget allocations.</p> <p>Progress:</p> <p><u>December 2009</u></p> <p>The Adaptations Strategy Group, arranged for 11 December 2009, will begin 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.</p> <p><u>September 2010</u></p> <p>Since the publication of this Scrutiny Enquiry, 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/</p>	<p>4 – Board to review impact of CSR in Dec 2010</p>
---	--	--

<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>BITMO 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> <p><u>December 2010</u></p> <p>Partners continuing to improve efficiencies aligned with cost savings. The contract for the additional work has been procured and is waiting for formal sign off.</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 embraces the Lifetime Homes Standard at various levels. 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. SPDs 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 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> 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 ongoing development of the Core Strategy leading to the publication of the final document in Autumn 2010. Public examination and adoption is anticipated in 2011.</p> <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>December 2010 Supplementary Planning Document internal and external consultation completed in September 2010. Analysis of comments is currently being undertaken, with a view to adopting the SPD in the new year. 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 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>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 performance information is collected, collated and reported. b) The provision of quarterly cross tenure adaptation assessment and delivery performance reports to the Adult</p>		2	Provision of quarterly performance reports to continue.

<p>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>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 11 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 26 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>September 2010</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 gain cross tenure comparison more accurately, and to gather an increased 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> <p>b) For 2009 / 10 (and 10/11 to date) there have been no Local Government Ombudsman investigations relating to the adaptation service in Leeds.</p>
---	---

	<p><u>December 2010</u> Partners are reporting on the new agreed reporting system as of 1 April 2010. Mid year performance report will be submitted to scrutiny as well as Adaptations Strategy and Operational Groups in December 2010.</p>		
--	---	--	--



Originator: P N Marrington

Tel:39 51151

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 15th December 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 as Appendix 1 is the current Work Programme for this Scrutiny Board. This has been amended to take into account discussions held at the last meeting.
- 1.2 Attached as Appendix 2 and 3 respectively are the Executive Board minutes from 3rd November 2010 and the Council's current Forward Plan relating to this Board's portfolio.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to;
 - (i) Note the Executive Board minutes and Forward Plan
 - (ii) Agree the Board's work programme.

Background Papers

None used

This page is intentionally left blank

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

Item	Description	Notes	Type of item
Meeting date – 12th January 2011			
Update – Domiciliary Care and Reablement Inquiry	To receive an update from the 21 October and 10 November October working group meetings and agree final report.		DP
Inquiry – Residential Care For Older People (part 3)	Post Executive Board. To discuss outcomes and make further recommendations as necessary.	Continuation of inquiry from October and November	DP
Commissioning in Adult Social Care	To consider an update report on commissioning within Adult Social Services.	6-monthly report. – Previous July 2010. Lead Officer – Dennis Holmes/ Tim O’Shea	PM
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	

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
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
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.		MSR
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 – 16th March 2011			
Homecare Provision	Performance Report on homecare provision across the city, including independent sector providers.	6 monthly update - Last update September 2010 – This may not be essential if Domiciliary Care and Reablement Service inquiry/updates ongoing or recently concluded.	PM
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

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 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
Council Planning Framework	Report to be submitted to Scrutiny Board to consider the draft business plan and priority plans for the City .	Lead Officer – Heather Pincers	DP
Meeting date – 13th April 2011			
Inquiry Reports and Statements	Board to agree inquiry reports and statements.		
Domiciliary Care and Reablement – Service reorganisation	The Domiciliary Care and Reablement working group requested an update on progress with service reorganisation, restructuring, productivity and sickness level improvements and to identify any unit cost improvement.		
Annual Report	To agree the Board’s contribution to the annual scrutiny report		

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

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

Item	Description	Notes	Type of item
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
Domiciliary Care and Reablement Update	To receive a progress update on the Early implementer project and with regard to homecare progress made to staffing changes due to VER and VS, changes in productivity levels and sickness absence data since reported to the working group in November 2010.	This provides further opportunity for Scrutiny input before the matter is reported to Executive Board, scheduled July 2011.	DP/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**

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 Cllr Brian Cleasby 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</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

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Adult Social Care)

For the period 1 December 2010 to 31 March 2011

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Leeds Severely Sight Impaired Services Award of contract for Severely Sight Impaired and Sight Impaired Services following a tender exercise	Director of Adult Social Services	1/12/10	Consultation is ongoing throughout the tender process	Bid evaluation paper will be available to DMT	Director of Adult Social Services sinead.cregan@leeds.gov.uk
Terry Yorath House Approval to award contract following tender exercise	Director of Adult Social Services	1/12/10	Consultation with residents and carers is ongoing through the tender exercise	Bid evaluation paper will be available to DMT	Director of Adult Social Services sinead.cregan@leeds.gov.uk
Deaf and Hard of Hearing Service Award of contract following a tender exercise	Director of Adult Social Services	1/12/10	Consultation is ongoing throughout the tender process	Bid evaluation paper will be available to DMT	Director of Adult Social Services sinead.cregan@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Learning Disability Framework Procurement The award of the Framework Agreement to provide supported living services for people with learning disabilities	Director of Adult Social Services	1/12/10	Adult Commissioning Board	The report requesting the award of the Framework Agreement to provide supported living services for people with learning disabilities from December 2010 for a period of 2 years until December 2012 with an option to extend for a further 1x12 month and 1x12 month periods	Director of Adult Social Services susan.gamblen@leeds.gov.uk
Annual Performance Assessment for Adult Social Services To note the outcome of the annual performance assessment and to consider referral to the Adult Social Care Scrutiny Board	Executive Board (Portfolio: Adult Health and Social Care)	15/12/10	n/a	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

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>Mental Health Day Service Strategy</p> <p>To agree the future direction of the provision of mental health day services in Leeds and to agree the initiation of the consultation process for the changes proposed for these services</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>15/12/10</p>	<p>Following agreement of the future direction of the service consultation will be undertaken with all stakeholders</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services john.lennon@leeds.gov.uk</p>
<p>Residential and Day Care Strategy for Older People in Leeds</p> <p>Approval to consult on options for future provision of long term residential care services and day services for older people in the City</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>15/12/10</p>	<p>All stakeholders</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services dennis.holmes@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)
<p>Social Care Case Management and Information System To release reserved capital programme funding to allow Children's Services to perform procurement activity to select a preferred third party Social Care Case Management and Information System</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>5/1/11</p>	<p>With system users</p>	<p>The report to the decision maker with the agenda for the meeting</p>	<p>Director of Children's Services nigel.richardson@leeds.gov.uk</p>
<p>Leeds Centre for Integrated Living The approval for Leeds Centre for Integrated Living to become an Independent User Led Organisation – In the form of a social enterprise limited by guarantee with charitable status</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>5/1/11</p>	<p>Ward members, Lead member ASC, Disabled People's Organisations</p>	<p>The report to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services john.lennon@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)
<p>Services for people with Dementia and Carers To approve the recommendations to award contracts for services for people with dementia (including younger people) and carers in Leeds. Approximately 112.000 of the total yearly contract value will be contributed by NHS Leeds through a section 256 agreement</p>	<p>Director of Adult Social Services</p>	<p>21/1/11</p>	<p>Adult Commissioning Board</p>	<p>DDP report to director and Award Report</p>	<p>Director of Adult Social Services susan.gamblen@leeds.gov.uk</p>
<p>Adaptation Strategy Endorsing results of detailed bid solution phase. To agree the Adaptation Strategy for implementation</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>11/2/11</p>	<p>Previously undertaken</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Officer Environmental Services helen.freeman@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)
<p>Mental Health Partnership between Adult Social Care and Leeds Partnerships NHS Foundation Trust</p> <p>To approve recommendations for a new model of health and social care partnership in delivering mental health services</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>11/2/11</p>	<p>Service users, carers and staff are being involved in the process of developing the proposed model of service via consultation events, questionnaires and involvement in workstreams. If proposals are approved formal consultation will take place with staff and unions around the proposed changes – this will be led by the HR workstream. Communication and Engagement workstream will produce a communication plan detailing consultation with all stakeholders prior to and during implementation</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services kim.adams@leeds.gov.uk</p>

This page is intentionally left blank

EXECUTIVE BOARD

WEDNESDAY, 3RD NOVEMBER, 2010

PRESENT: Councillor K Wakefield in the Chair

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

Councillor J Dowson – Non-voting Advisory Member

96 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 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) The appendix to the report referred to in Minute No. 109 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix details the cost estimate for constructing the arena based on the RIBA Stage D+ design and specifications and reviews the funding strategy for the development of the building. It is considered that the public interest in maintaining this information as exempt outweighs the public interest in disclosing the information, as disclosure would prejudice the outcome of the procurement process for the appointment of the contractor to undertake the building works contract, as the contractor could structure their tender to match the Council's cost estimate and hence the Council may not achieve full value for money in terms of the cost to the Council of developing the arena.

97 Late Items

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

- (a) A revised set of recommendations in addition to supplementary information regarding attendance levels for Learning Disability Fulfilling Lives service provision, both of which were in respect of the item entitled, 'Transforming Day Opportunities for Adults with Learning Disabilities' (Minute No. 113 refers).
- (b) Supplementary information in the form of a 'Map Book' document, which related to the item entitled, 'Natural Resources and Waste Development Plan Document: Publication Draft' (Minute No. 108 refers).

- (c) Supplementary information providing several points of clarification in respect of the submitted report from the viewpoint of the deputation to Council on 15th September 2010, regarding local residents' concern at access to Throstle Nest Villa, Horsforth (Minute No. 107 refers).

98 Declaration of Interests

Councillors A Carter, Golton, Murray, Ogilvie, R Lewis and Blake all declared personal interests in the item relating to the future of Council Housing (Minute No. 111 refers), due to their respective positions as either a Board Director or an Area Panel member of an Arms Length Management Organisation (ALMO) or Belle Isle Tenant Management Organisation (BITMO).

A further declaration of interest was made at a later point in the meeting. (Minute No. 111 refers).

99 Minutes

RESOLVED – That the minutes of the meeting held on 13th October 2010 be approved as a correct record.

RESOURCES AND CORPORATE FUNCTIONS

100 Government Spending Review 2010

The Director of Resources submitted a report providing information about the Government's announcement on 20th October 2010 in respect of its Spending Review. The report highlighted the overall implications for Local Authorities and detailed proposals for the development of the Council's budget setting process, including the proposed delivery of a consultation exercise.

RESOLVED –

- (a) That the details of the Spending Review, as detailed within the submitted report, be noted.
- (b) That the approach to stakeholder engagement and related budget timetables, as outlined within the submitted report and appendix, be approved, subject to the final review of the consultation document.

101 Treasury Management Strategy Update 2010/2011

The Director of Resources submitted a report providing a review of, and update on the Treasury Management Strategy for 2010/2011 which was approved by Executive Board on 12th February 2010.

RESOLVED – That the update on the Treasury Management borrowing and investment strategy for 2010/2011 be noted.

102 Capital Programme Update 2010 - 2014

The Director of Resources submitted a report summarising the financial details of the 2010/2011 month 6 Capital Programme position. In addition, the report also sought approval to transfer some schemes to the reserved Capital Programme, following the conclusion of the capital review and detailed the action being taken in respect of individual capital schemes to ensure that the

overall level of the Capital Programme expenditure could be managed within the ever changing resource position.

Following Members' comments, it was suggested that further consideration was given to the capital programme by the cross-party Member Working Group recently established to consider the Council's budget setting process, with formal representations being made to the Secretary of State for the Department for Communities and Local Government on behalf of the Council in support of key investment decisions which were dependent upon further Government approval.

RESOLVED –

- (a) That the latest position on the general fund and Housing Revenue Account capital programmes be noted.
- (b) That the transfer to the reserved capital programme of those schemes classified as 'red' within Appendix B to the submitted report, be approved.
- (c) That further business cases be considered in relation to schemes classified as 'amber' within Appendix B to the submitted report.
- (d) That the transfer of £250,000 from the reserved to the funded programme in relation to the Kirkgate Market business support scheme be approved.
- (e) That an injection into the capital programme of £750,000 be agreed, and that authority be given to spend of £598,000 on the replacement of vehicles, the revenue cost of which is provided for within ALMO budgets.
- (f) That authority be given to spend of £685,000 on equipment purchases within the Parks, Sport and Adult Social Care services.
- (g) That an injection into the capital programme and authority to spend of £208,200 for East Leeds Household Waste Site funded through a government grant of £188,200 and third party funding of £20,000 be agreed.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton respectively required it to be recorded that they abstained from voting on the decisions referred to within this minute).

103 Financial Health Monitoring 2010/2011 - Half Year Report

The Director of Resources submitted a report outlining the financial health position for 2010/2011 at the half way stage of the financial year. In addition, the report detailed revenue expenditure and income projected to the year end, whilst highlighting other key financial indicators including Council Tax collection and the payment of creditors.

Members discussed the budgetary pressures specifically within Adult Social Care, with reference being made to the closer working relationships required to be established with the NHS and other health service providers.

Having made reference to the costs incurred by Local Authorities in respect of court fees when obtaining court orders as part of Councils' statutory duties, it was suggested that formal representations were made on this issue to the Secretary of State for Children, Schools and Families on behalf of this Council.

RESOLVED –

- (a) That the projected financial position of the authority after six months of the 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 further to (a) above, the actions which Directorates are currently taking, including using identified underspends to offset projected areas of overspend be noted.
- (c) That approval be given to the release of £733,000 from the Housing Revenue Account Reserve to fund the cost of a replacement Care Ring emergency alarm scheme, and the injection of the same amount into the Capital Programme.
- (d) That approval be given to the virements within Adult Social Care, as detailed within paragraph 3.4 of the submitted report.

104 Licensing Act 2003 - Statement of Licensing Policy

The Assistant Chief Executive (Corporate Governance) submitted a report presenting the outcomes arising from the review and public consultation exercise undertaken in respect of the Licensing Act 2003 Statement of Licensing Policy 2011–2013 and which invited the Board to recommend the formal approval of the Policy to full Council.

Following Members' references regarding the current levels of access to alcohol in the city, officers undertook to provide the relevant Members with responses to their specific enquiries regarding the possible actions which could be taken to address issues relating to the operating hours of licensed premises, and the high concentration of such premises in certain areas.

RESOLVED –

- (a) That the responses to the consultation undertaken and the Final Consultation Report, as detailed within Appendix 2 to the submitted report be noted, that the proposed responses to the consultation exercise be endorsed, and that full Council be recommended to approve such responses as the Council's formal response to the matters raised during the consultation.

- (b) That the revised draft Statement of Licensing Policy, as set out within Appendix 1 to the submitted report be noted, and that full Council be recommended to approve this document as the final Policy under the Licensing Act 2003.
- (c) That the decisions detailed at (a) and (b) above be exempt from the provisions of Call In, due to being matters reserved to Council.

105 Scrutiny Board Recommendations

The Chief Democratic Services Officer submitted a report providing a summary of the responses to Scrutiny Board recommendations received since the last Executive Board meeting.

RESOLVED – That the responses to the recommendations of the Scrutiny Board (Health), as detailed within the submitted report, be noted.

DEVELOPMENT AND REGENERATION

106 Deputation to Council - Wetherby Town Council Seeking Provision of a Mini-Roundabout at the Top of Crossley Street, Wetherby

The Acting Director of City Development submitted a report in response to the deputation to Council on 21st April 2010 from Wetherby Town Council regarding support for the provision of a mini-roundabout at the junction of A661, Spofforth Hill and Linton Road.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the provision of a mini-roundabout at the junction of the A661, Spofforth Hill and Linton Road be supported in principle.
- (c) That the provision of £30,000 of the scheme costs from Highways and Transportation budgets be supported.
- (d) That agreement be given to the scheme being injected into the programme, subject to the remaining verbally agreed £25,000 of the costs which is coming from local funding being confirmed in writing.

107 Deputation to Council - Local Residents Concerned at Access to Throstle Nest Villa, Horsforth

The Chief Planning Officer submitted a report in response to the deputation to Council on 15th September 2010 from local residents regarding their concerns in respect of access to Throstle Nest Villa, Horsforth.

Supplementary information providing several points of clarification from the viewpoint of the deputation in respect of the submitted report had been circulated to Board Members following the despatch of the agenda.

RESOLVED – That the response to the deputation, as detailed within the submitted report, be noted.

108 Natural Resources and Waste Development Plan Document: Publication Draft

The Acting Director of City Development submitted a report presenting the Leeds Local Development Framework Natural Resources and Waste Development Plan Document for consideration and which invited the Board to consider the recommendation of the Development Plan Panel to approve the document for the purposes of publication and public participation.

A 'Map Book' which accompanied the Leeds Local Development Framework Natural Resources and Waste Development Plan Document had been circulated to Board Members in advance of the meeting for their consideration.

Following a brief discussion, Members received responses to their enquiries regarding the opportunities for the Council in terms of energy generation.

RESOLVED – That the recommendation of the Development Plan Panel be noted, and that approval be given to the Natural Resources & Waste Development Plan Document, together with the sustainability appraisal report and other relevant supporting documentation, for the purposes of publication and public participation.

109 Design and Cost Report - Leeds Arena

Further to Minute No. 228, 7th April 2010, the Acting Director of City Development submitted a report providing an update on the progress made in pursuing the development of the arena at Clay Pit Lane, regarding proposals for a design and cost freeze at RIBA Stage D+ for the proposed development and seeking authorisation of related expenditure and letting of contracts.

Following consideration of the appendix 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 progress made in pursuing the development of the arena at Clay Pit Lane, be noted.
- (b) That the design and cost freeze at RIBA Stage D+ for the proposed development of the arena at Clay Pit Lane, be approved.
- (c) That subject to the tender sum being within the project budget, authority be given to the letting of the contract to the preferred participating contractor (or the reserve contractor should the need arise) and the incurring of expenditure of £61,199,000 from existing budget provision (Capital Scheme No. 13307/COM/000) on the proposed development of the Leeds arena at Clay Pit Lane.

ENVIRONMENTAL SERVICES

110 Dog Control Orders

The Director of Environment and Neighbourhoods submitted a report outlining the outcome of the consultation exercise undertaken in respect of the Dog Control Order implementation process and which sought approval to implement specified Dog Control Order Powers under the Clean Neighbourhoods and Environment Act 2005 with effect from 1st January 2011.

RESOLVED –

- (a) That the proposals for Dog Control Orders, as contained within the submitted report, be approved, and that approval also be given to the project's progression to Phase 2.
- (b) That the following prescribed Dog Control Orders be approved:-
 - Limit the number of dogs which can be walked by a person to 6;
 - Exclude dogs from the prescribed areas as listed within the submitted report;
 - Introduce the 'dogs on leads by direction' Order.
- (c) That Scrutiny Board (Environment and Neighbourhoods) be requested to monitor the enforcement of the Dog Control Orders established at (a) and (b) above, with an update report being submitted to Executive Board in due course.
- (d) That a further report be submitted to the Board regarding the potential role which could be played by Area Committees in the development and the enforcement of the Dog Control Orders.

NEIGHBOURHOODS AND HOUSING

111 The Future of Council Housing

Further to Minute No. 168, 14th January 2009, the Director of Environment and Neighbourhoods submitted a report providing details of the outcomes from the Future of Council Housing Review, making recommendations both in relation to key reforms to the current system and also regarding a preferred model for Council house provision in Leeds, in addition to outlining proposals regarding a change in relationship between the Council and the ALMOs, with regard to pension liabilities.

With regard to the long term vision for the management of council housing provision in Leeds, the following options were outlined within the submitted report:-

1. Returning the management of the stock to the Council;
2. Transferring the ownership of the stock to a Housing Association, created for the purpose of the transfer;
3. A mixed approach which could involve ALMOs, PFI, transfer and return to the Council parts of the stock;
4. The continuation of an ALMO model.

RESOLVED –

- (a) That the continuation of the three ALMO model be supported.
- (b) That the establishment of the Strategic Governance Board and a Shared Services Centre, as set out within the submitted report, be agreed, subject to the addition of the Chair and the Chief Executive of Belle Isle Tenant Management Organisation (BITMO) to the membership of the Strategic Governance Board.
- (c) That the revisions to the Management Agreements and constitutions of the ALMOs, in order to reflect the role of the Strategic Board, be agreed.
- (d) That approval be given to phased implementation from 1st April 2011, with work beginning immediately on the change programme.
- (e) That the proposals for the future arrangements regarding the provision of FRS17 in relation to the ALMOs be agreed.
- (f) That the transfer of ALMO cash reserves not identified to be used to sustain their business plans to the Housing Revenue Account be agreed.
- (g) That the Director of Environment and Neighbourhoods together with the ALMO Chief Executives, be required to bring a report back to the March 2011 Executive Board, outlining the progress towards implementation of the above recommendations and the savings both achieved and planned.

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

(Councillor A Blackburn declared a personal interest in this item, due to her position as a Director of West North West Leeds Homes ALMO)

ADULT HEALTH AND SOCIAL CARE

112 Deputation to Council - Unison Leeds Community Health regarding NHS Leeds and Social Enterprise

The Director of Adult Social Services submitted a report in response to the deputation to Council on 15th September 2010 from Unison Leeds Community Health regarding NHS Leeds and Social Enterprise.

RESOLVED –

- (a) That the response to the Unison Leeds Community Health deputation to Council be noted.

- (b) That no further action be taken in respect of the request that Executive Board refer this matter to Health Scrutiny on the grounds that arrangements are in place for Scrutiny Board (Health) to consider plans for the re-organisation of community health services in Leeds at its meeting on 23rd November 2010.
- (c) That it be noted that the Leader of the Council has written to NHS Leeds confirming the Council's support for Foundation Trust status for Leeds Community Healthcare based upon the integration of health and social care services.

113 Transforming Day Opportunities for Adults with Learning Disabilities

Further to Minute No. 180, 14th January 2009, the Director of Adult Social Services submitted a report regarding proposals to accelerate the programme aimed at transforming the delivery of day services for adults with learning disabilities by Adult Social Care in Leeds.

A revised set of the report's recommendations in addition to supplementary information regarding attendance levels for Learning Disability Fulfilling Lives service provision had been circulated to Board Members following the despatch of the agenda, but in advance of the meeting.

RESOLVED –

- (a) That the Board notes the progress made so far in the day services transformation programme, as approved by the Board in January 2009, particularly in relation to the successful re-provision of services at Moorend Fulfilling Lives Service and the next steps for West Ardsley by the end of 2011.
- (b) That the proposal to re-design the pattern of service provision to a maximum of two days per week for those who live in accommodation based services, be approved.
- (c) That the proposal to cease the delivery of day services from Horsforth and Wetherby by the end of 2011 and develop more local community based services in consultation with service users, their carers and a range of alternative service providers be noted, with a further report being provided to Executive Board in order to advise on the alternative community facilities to be used, prior to implementation.
- (d) That the Board notes the further review of both Potternewton and Ramshead Wood scheduled for early 2012, in order to determine which day centre could be re-provided once current and future need has been determined, with the outcome of the review being reported to Executive Board.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton respectively required it to be recorded that they abstained from voting on the decisions referred to within this minute).

114 Domiciliary Care Strategy and Reablement

Further to Minute No. 102, 21st October 2005, the Director of Adult Social Services submitted a report providing information on the provision of homecare services and outlined plans to further develop such services in line with the commissioning strategy and both national and local developments. The report also detailed plans to establish a reablement service in Leeds, in order to promote independence and ensure users remained within their community whilst reducing their need for long term health and social care.

RESOLVED –

- (a) That the contents of the submitted report be noted, specifically in terms of:-
- the plans and timescales for establishing a reablement service;
 - the proposals to further improve productivity and restructure the long-term in house homecare service;
 - the proposals to establish a partnership with Commercial Services for the future management of the long-term service.
- (b) That the Board notes a further report will be jointly produced by Adult Social Care and Commercial Services in July 2011, recommending the future strategic direction of the service, including options for the future provision of the long-term community support service.

DATE OF PUBLICATION: 5TH NOVEMBER 2010

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 12TH NOVEMBER 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 15th November 2010).