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## SCRUTINY BOARD (ADULT SOCIAL CARE)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Wednesday, 12th January, 2011 at 10.00 am

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

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### 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 – Leeds LINK

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

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**Agenda compiled by:**  
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**Governance Services**  
**Civic Hall**  
**LEEDS LS1 1UR**  
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**Principal Scrutiny Advisor:**  
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# A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATIONS OF INTEREST</b></p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 15 DECEMBER 2010</b></p> <p>To confirm as a correct record the minutes of the meeting held on 15 December 2010</p>	1 - 6
7			<p><b>INQUIRY INTO THE FUTURE OF RESIDENTIAL CARE PROVISION FOR OLDER PEOPLE IN LEEDS</b></p> <p>To receive and consider the attached report of the Director of Adult Social Services</p>	7 - 18
8			<p><b>ADULT SOCIAL CARE COMMISSIONING SERVICES UPDATE</b></p> <p>To receive and consider the attached report of the Director of Adult Social Services</p>	19 - 22
9			<p><b>WORK PROGRAMME</b></p> <p>To receive and consider a report from the Head of Scrutiny and Member Development outlining the Scrutiny Board's Work Programme for the remainder of the current Municipal Year.</p>	23 - 54

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>To note that the next meeting of the Board will be held on Wednesday, 16 February 2010 at 10.00 am with a pre meeting for Board Members at 9.30 am.</p>	

## SCRUTINY BOARD (ADULT SOCIAL CARE)

WEDNESDAY, 15TH DECEMBER, 2010

**PRESENT:** Councillor T Hanley in the Chair

Councillors J Chapman, B Cleasby,  
J Fisher, S Hamilton, A Hussain, G Latty,  
M Lyons, Morgan, R Pryke, K Renshaw,  
D Schofield, B Smithson and S Varley

**CO-OPTED MEMBERS** J Fisher, S Morgan and B Smithson

### 48 **Apologies for Absence and Notification of Substitutes**

Apologies for absence were submitted on behalf of Councillors P Davey and V Kendall. Councillor G Latty attended as substitute for Councillor V Kendall.

### 49 **Minutes - 10 November 2010**

**RESOLVED** – That the minutes of the meeting held on 10 November 2010 be confirmed as a correct record.

### 50 **Assessment of Adult Social Care Commissioning (Performance Rating) for Leeds City Council 2009/10**

The report of the Director of Adult Social Services provided the Board with the judgement made about Adult Social Care for Adults in the City during 2009/10 and also provided a brief summary of the key points raised by the Care Quality Commission (CQC) in making their judgements.

The Chair welcomed the following to the meeting for this item:

Dennis Holmes – Deputy Director, Commissioning  
Stuart Cameron Strickland – Head of Policy, Performance and Improvement  
John Lennon – Chief Officer, Access and Inclusion

It was reported that this would be the last performance report of its kind as the CQC was changing methodology and wanted Local Authorities to take a peer review role in monitoring performance with the CQC maintaining a more regulatory role. The report gave a positive reflection of work undertaken in Adult Social Services in the previous two years showing improvements in several areas. Members attention was brought to the overall assessment and judgement of outcomes as detailed in the report which should all were performing well or excellently. Reference was also made to safeguarding

Draft minutes to be approved at the meeting  
to be held on Wednesday, 12th January, 2011

issues for which the Council had been regarded as poor performing in 2007/08 and the success in improving all areas that included safeguarding issues.

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

- Future scrutiny involvement of performance monitoring – there would still be a role for Scrutiny to monitor the outcomes previously assessed and it would be useful to identify those areas which demonstrated issues where performance affected people's lives and life quality issues.
- Correlation between health and wellbeing of staff and performance issues.
- In terms of reporting future performance, it was reported that for accountability purposes, this should be reported to the local population and how this was done could be developed with other local authorities. Safeguarding, quality of services and work between Adult Social Services and Health Partners were all highlighted as key issues.
- Independent sector care providers were inspected by the CQC and performance was rated as good in Leeds. The Council also monitored independent sector provision.

#### **RESOLVED –**

- (1) That the content of the report; the final attached assessment letter and performance review report from the CQC for Adult Social Care Services in 2009/10 be noted.
- (2) That the Board congratulates all those concerned in Adult Social Services for the results of the Adult Social Care Performance Judgements for 2009/10.

(Councillors D Schofield and R Pryke left the meeting during the discussion on this item at 10.40 a.m. and 10.45 a.m. respectively)

#### **51 Adult Social Care Performance Report - Quarter 2 - 2010/11**

The report of the Head of Policy and Performance presented an overview of performance against the priority outcomes relevant to the Scrutiny Board (Adult Social Care). Appended to the report was a summary of progress rating and selected action trackers from the Leeds Strategic Plan that were relevant to the Board.

Issues discussed included assessment times, safeguarding and adaptations.

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

#### **52 Leeds Adaptations Strategy 2010/13**

The report of the Adaptations Strategy Group updated Members on the progress of the Adaptations Strategy 2010-13 and asked the Board to recommend the endorsements of the Adaptations Strategy.

The following officers were in attendance for this item:

- John Lennon – Chief Officer – Access & Inclusion
- Liz Ward – Head of Service, Support & Enablement
- Andy Beattie – Head of Service, Housing & Pollution Control
- Mark Gray – Aire Valley Homes
- Simeon Perry – Housing Policy and Monitoring Manager

Members were informed of the multi agency approach involved in the development of the strategy and attention was brought to the draft strategy as appended to the report. It was reported that the strategy had now been agreed across a number of organisations and there had been broad agreement on how to deliver and improve the provision of adaptations. Further issues highlighted included the following:

- Health and wellbeing issues – reducing risk, increasing independence, reducing support needed and reducing hospital admissions
- The strategy aimed to deliver a high quality service in a more equitable and timely way
- Future increased demand on services due to the growth in the older population
- Comparison with other core cities – Leeds spent more and performed better than most
- Members attention was also brought to the Housing Adaptations and Strategy and Action Plan 2010-13 as detailed in the report.

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

- Impact of the current economic climate – there would be an inevitable cap on expenditure but Disabled Facility Grants continued to be supported
- The strategy addressed savings and ensuring value for money via methods such as recycling of used equipment and allocating housing that was already adapted to those in need.
- Means testing was used to determine whether individuals would make any contribution.
- The role of occupational therapists in assessing an individuals needs.
- Future housing developments and the consideration to consult planners and minimise the need for future adaptations – there was a supplementary planning document to the strategy which referred to life time homes.

**RESOLVED –**

- (1) That the progress on the Adaptations Strategy be noted
- (2) That the Leeds Adaptations Strategy 2010-12 be endorsed

(Councillor K Renshaw declared a personal interest in this item as she had a family member who had made use of the adaptations service)

**53 Major Adaptations for Disabled Adults - Performance on Completion Time of Adaptations Schemes - Quarter 2 2010/11**

The report of the Chief Officer for Health and Environmental Action Services provided performance information on the completion time of adaptation schemes for Quarter 2, 2010/11. Appended to the report were tables showing the performance of the ALMOs, BITMO and the Adaptations Agency.

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

- 71% of major adaptations had been completed within timetables over the corresponding period.
- Budget issues had affected the BITMO and Aire Valley Homes but there had been an increase in the work carried out since the production of the report.
- Budget allocations for the BITMO and ALMOs – it was reported that each ALMO individually set its budget for adaptations work and it was agreed to invite ALMO Board Members to a future meeting to discuss this.

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

**54 Recommendation Tracking - Major Adaptations for Disabled Adults**

The report of the Head of Scrutiny and Member Development presented Members with an update on the position of the Boards recommendations following their inquiry into Major Adaptations for Disabled Adults.

The report referred to each individual recommendation and whether it was considered necessary to continue monitoring.

**RESOLVED** –

- (1) That the report be noted
- (2) That all recommendations within the report that were proposed to be no longer monitored be agreed.

(Councillor S Hamilton left the meeting at the conclusion of this item)

**55 Scrutiny Board (Adult Social Care) - Work Programme**



The report of the Head of Scrutiny and Member Development detailed the Board's Work Programme and also contained the Council's Forward Plan and recent Executive Board minutes.

**RESOLVED –**

- (1) That the Executive Board Minutes and Forward Plan be noted.
- (2) That the Board's Work Programme be agreed

**56 Date and Time of Next Meeting**

Wednesday, 12 January 2011 at 10.00 a.m. (re-meeting at 9.30 a.m.)

**The meeting concluded at 11.50 a.m.**

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**Report of the Director of Adult Social Services**

**Scrutiny Board – Adult Social Care**

**Date: 12 January 2011**

**Subject: Inquiry into the Future of Residential Care Provision for Older People in Leeds**

**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**Executive Summary**

The inquiry into the future of residential care provision for older people conducted by Adult Social Care (ASC) Scrutiny Board in October and November 2010 informed the development of a set of options for change in relation to residential care homes in Leeds. These options were agreed by the Council’s Executive Board at its meeting on 15 December 2010. Executive Board also agreed to begin public consultation on these proposed options.

This report outlines the programme developed by Adult Social Care to progress and implement these recommendations, particularly the consultation process, and proposes a set of critical milestones for future reports to the Board to allow them to monitor the progress of this work. Appended to this report for Members information is a Communications Calendar (Appendix 1) and Key Stakeholder Communication Journeys (Appendix 2).

In addition, this report takes the opportunity to formally recognise the significant contribution of Members of ASC Scrutiny Board to the inquiry into the future of residential care services for older people in Leeds.

**1.0 Purpose of this report**

The purpose of this report is to outline the programme of work developed by ASC to progress and implement the recommendations of Executive Board agreed on 15<sup>th</sup> December 2010 in relation to future options for long-term residential care for older people. This report also describes the consultation process aimed at seeking the wider views of stakeholders and specifically of those people currently living in residential homes, their carers and the staff who provide care and support.

1.1 In progressing the development of future options for older people’s residential care, Members of ASC Scrutiny Board are invited to consider and comment on;

- the information contained in this report
- what further information they would wish to consider under the terms of the inquiry
- future reports to the Board to comment on and monitor the progress of this work.

## 2.0 Background Information

At its meeting in June 2010, Scrutiny Board agreed to undertake an inquiry into the future provision of older people's residential care services in Leeds. The long-term provision for residential care services is being reviewed as part of the improvement programme developed by the council to embrace and implement the spirit and vision of "Putting People First". This was reinforced by the outcome and recommendations of the 2008 Independence, Wellbeing & Choice Inspection of Adult Social Services. The inspection concluded that there was an immediate need to 'extend the range and choice of services by reconfiguring and modernising traditional buildings based services'.

- 2.1 The inquiry accepted that people's expectations around the choice, quality and control over their residential accommodation have increased significantly and that a position of 'no change' in the provision of council-run residential care is not an option. On this basis, a set of criteria was developed and agreed by this Board as a sound framework for considering the most appropriate alternative option in relation to each of the 19 residential homes. These criteria and two options for future use were approved by Executive Board at its meeting on 15<sup>th</sup> December 2010. Executive Board also gave approval to commence a three month formal consultation process on 10<sup>th</sup> January 2011. The options for change are outlined in the section below.

## 3. Main issues

### 3.1 The Options

- 3.2 The following two options for change for each home, following consideration of a number of factors, were approved by Executive Board.

#### **Option 1 – Redevelop**

This means that the home will be redeveloped as a specialist care facility, such as:

- Intermediate care – a short-stay care home that focuses on helping people regain independence and then return to their own homes. This service is aimed at preventing unnecessary admission to hospital or providing support for people following discharge from hospital.
- Respite care – a short-stay care home to give families and carers of older people a break.
- Specialist care for frail or disabled older people, or people with dementia who can no longer remain at home.

#### **Option 2 – Decommission and provide alternative residential care services**

Within this option there are alternative considerations depending on the circumstances of each individual home. Residents will be supported to make informed choices based on a full assessment of their needs to ensure that everyone is relocated somewhere that fully meets these needs. If no alternative accommodation exists or is planned the decommissioning will be phased.

- 3.3 The following section outlines the consultation and engagement process to be undertaken with those directly affected and at a more general level potential future users and interest groups.

## **4.00 Consultation**

### **4.1 Consultation with residents and relatives**

4.2 Informed by the outcome of this scrutiny inquiry, it is proposed that for existing residents of residential care homes and their families and carers the consultation will;

- seek their views about the actual process and formula for deciding the options for the future running of their residential care home This will help identify any gaps and ensure that those affected understand what is being talked about, why the changes are being made and consider how this will affect them as an individual.
- determine the impact of the proposals on individuals and how we might reduce this and ensure that the needs of individuals are adequately assessed in making any plans.

4.3 To achieve this, and to establish clear lines of communication and engagement right from the start, letters were sent to residents and their relatives on 9<sup>th</sup> December advising them of the intention to seek Executive Board approval and again on 16<sup>th</sup> December following Executive Board's decision. A further letter and consultation pack containing a fact sheet and explanation of the criteria for determining the option for each individual home will be sent on 10<sup>th</sup> January. Staff have been fully briefed to be able to assist residents and relatives understand, consider and take-in the information. The aim will be to ensure that residents and their relatives understand the criteria for considering the most suitable option for their residential care home.

4.4 Officers in ASC are currently assessing each individual home according to the criteria agreed by Executive Board. Once this analysis is complete, consultation materials bespoke to each residential home, will be produced. It is proposed that further consultation will then take place with residents and their relatives on the specific option. Questions will be put to residents using a questionnaire, available in a range of formats. They will be offered a one to one interview and individual advocates will be appointed for those residents who do not have a relative or friend to support them or speak on their behalf. The main focus of this will be to capture people's responses to the proposed changes and determine the impact on individuals and how we might reduce this impact as we make our plans. This consultation will compliment the individual needs assessments that will be carried out by appropriately qualified officers in Adult Social Care.

### **4.5 Consultation – the wider approach**

Delivering the proposed changes also requires consultation and engagement at a more general level with stakeholder and interest groups and the wider general public who may have expectations about the future of older peoples care services. At its meeting in November 2010, Executive Board approved a phased, city-wide public consultation on the impact of the Comprehensive Spending Review announced by the Government in October. This provided an opportunity to present a comprehensive and holistic view of all Council services and their future delivery. Initially a corporate approach, the aim of the first phase of the consultation was to make residents of Leeds aware of the financial challenges facing the city and the need to make difficult choices and decisions on service provision. Officers in ASC were involved in the design of this consultation, contributing to a series of questions available to the public on the council's consultation portal 'Talking Point' from mid-November to 31<sup>st</sup> December 2010. It is suggested that the findings from this consultation could serve to provide a mandate from the citizens of Leeds to generally review ASC services, including the future of older people's long-term residential services.

4.6 Phase two of the overall consultation on the spending challenge, beginning in January 2011, will be a directorate specific approach. For ASC, this provides an opportunity to consult closely with stakeholders on the future of adult social care services. In addition, specific consultation and engagement will take place on changes to individual services and initiatives. These are outlined below. It is proposed to coordinate these various strands of consultation in order to make best use of resources, avoid duplication and “consultation fatigue” among our stakeholders.

- Spending Challenge
- Future options for residential and day care services
- Charging of non- residential services
- Promotion of community based services and personal budgets/ self directed support

4.7 There are a number of existing service user and carer forums and reference groups across the various disability, older people and ethnic groups. Also infrastructure organisations that hold regular meetings with their members. The membership of many these groups is duplicated, with the same people representing the interests of older people across a broad range of themes. Although the following list is not exhaustive, these are some of the groups invited to take part in the consultation.

- Learning Disability Reference Group - LDRP
- Mental Health Watch
- Older People’s Reference Group - OPRG
- The Alliance of Service Experts -
- The Independent Disability Council - IDC
- The Equality Hubs
- Leeds VOICE
- Volition
- Leeds Older People’s Forum
- Neighbourhood Networks
- Leeds LINK
- Leeds Involving People
- Leeds Older People’s Forum

4.8 It is proposed to hold a series of consultation market place style events for members of these groups and forums. The aim will be to capture their views on the future of adult social care services. In terms of the specific consultation on future options for residential care, officers will have a stall providing a wide- range of information and the opportunity for stakeholders to comment.

4.9 In addition to these events, there are a number of ways in which the wider general public and other interest groups will be able to have their say. An information pack providing background information, a fact sheet and questionnaire will be available online. The questionnaire can be filled in manually and posted or can be done online on the council’s consultation portal, ‘Talking Point’ at [www.leeds.gov.uk](http://www.leeds.gov.uk)

#### **4.10 Elected Members**

4.11 **Area Committee meetings.** To ensure that future services reflect local needs and opportunities and to allow their local knowledge and experience influence the consultation, officers in ASC will be making presentations to all 10 area committees during the consultation period.

- 4.12 A briefing note to all ninety-nine members has been circulated. This outlines details of the consultation and provides details of where to refer those directly affected by the proposals seeking more information.

#### **4.13 Consultation and Engagement with Staff.**

- 4.14 Keeping our staff informed and involved is expected as a good employer. However it will also help in providing a greater sense of security on the part of residents. If staff that are affected by change feel confident and involved then not only is this consistent with their employment rights but also makes the management of change easier. It also removes a potential source of anxiety on the part of residents and relatives who will be concerned to know what will happen to the people who look after them. Staff also have a wealth of experience and expertise to draw upon as the change programme moves forward. In order to establish clear lines of communication and engagement right from the start, letters were sent to staff 9<sup>th</sup> December advising them of the intention to seek Executive Board approval on the proposals and again on 16<sup>th</sup> December following Executive Board's decision. Following this a briefing took place with staff and senior managers. At this event, staff volunteered to support the consultation process and two 'champions' have emerged who will act as key focal points for communication with residents and their relatives. It is suggested that they will identify potential barriers to effective engagement, help resolve problems and provide feedback to the project team and residents.
- 4.15 We will continue to ensure that staff are well informed. Managers from adult social care will meet shortly with staff from individual homes. Trade Unions will also be invited to attend.

#### **5.0 Commissioning**

Service providers, both Independent and Voluntary Sector have been engaged in a series of dialogues with Commissioners over the past 12 months, which have addressed the future of the care market in Leeds in the short, medium and long term. These have been conducted on an individual, group and sector wide basis, including think tanks, workshops and organisational development sessions. Potential providers are encouraged to discuss their business plans with Commissioners in order to test their appropriateness for Leeds. A monthly newsletter is circulated to third sector organisations by the new Business Development Officer, who also offers expert support and advice to providers to assist them to thrive in the market. Providers will be fully involved in the production of the market position statement.

Anecdotally, it is known that the residential care market is operating at significant under-capacity. Many providers, both large and small, complain about the chronic lack of demand for their vacant beds. This is explained by the gradual long term decline in demand for beds which was confirmed by the Cordis Bright review of residential care in the city. It is further more compounded by the continued expansion of capacity through the opening of new facilities on a regular basis. In order to confirm this hypothesis, Commissioning officers are currently surveying the full extent of capacity in the market in Leeds, and early results are confirming expectations that there exists significant capacity to accommodate increases in referrals.

#### **6.0 PFI Round 6**

- 6.1 The Government announced in November that it will no longer fund the Private Finance Initiative (PFI) Lifetime Neighbourhoods For Leeds project. This had sought to provide 300 new, high quality, extra care housing units across the city, making a significant contribution

to the council's ambitions to modernise housing, health and social care services for older people. Despite the loss of funding, the council remain committed to identifying alternative investment opportunities to meet current and future housing needs of older people. Opportunities are being explored to access funding through the Homes and Communities Agency (HCA) and the Department of Health to support the development of new homes, including extra care for older people. If this is successful however, development is likely to be on a smaller scale and over a longer period of time. Officers are also exploring the opportunity to secure additional decency funding to bring some of the council's existing stock, including its sheltered housing up-to-date to meet current and future needs.

## **7.0 Critical Milestones and Future Reporting to ASC Scrutiny Board**

7.1 Members of Scrutiny Board are requested to consider the following critical milestones of the programme and proposals for future reports to the board, within the scope of the inquiry, to allow them to monitor the progress of this work.

- 16th February 2011. Options analysis and feedback on first phase of consultation
- 16<sup>th</sup> March 2011. Position statement on consultation, i.e what has been established to date. Details of 2<sup>nd</sup> stage of the programme around transition plans for assets and resource requirements.

7.2 Members of the board are also requested to consider what further information they would wish to take into account under the terms of the inquiry

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

The options presented in the report developed for the existing Local Authority provided facilities, endorsed by the Executive Board, will be the subject of a formal and comprehensive programme of consultation and engagement as set out in the previous passage.

8.1 Colleagues in NHS Leeds who commission 30 of the current bedbase are also key stakeholders and in the development of shared plans for the development of more integrated health and care services in the City it is clear that they will wish to identify what scope exists within the emerging strategic plan for further joint work within these facilities. Discussions so far have indicated a positive desire for more extensive partnership reflecting the good work that has been undertaken in recent years within these facilities and recognising potential economic benefits for both parties which are currently being examined in much greater detail.

## **9.00 Legal And Resource Implications**

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

## **10.00 Recommendations**

10.1 In progressing the development of future options for older people's residential care, Members of ASC Scrutiny Board are invited to consider and comment on;



- the information contained in this report
- what further information they would wish to consider under the terms of the inquiry
- future reports to the Board to comment on and monitor the progress of this work as outlined in paragraph 7.1

### **Background Documents referred to in this report**

Scrutiny Board Report – October 2010.

Scrutiny Board – November 2010

Executive Board – November 2010

Executive Board – December 2010

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# DRAFT Communication Calendar 2010-11 - The Future of Residential and Day Care Services Programme

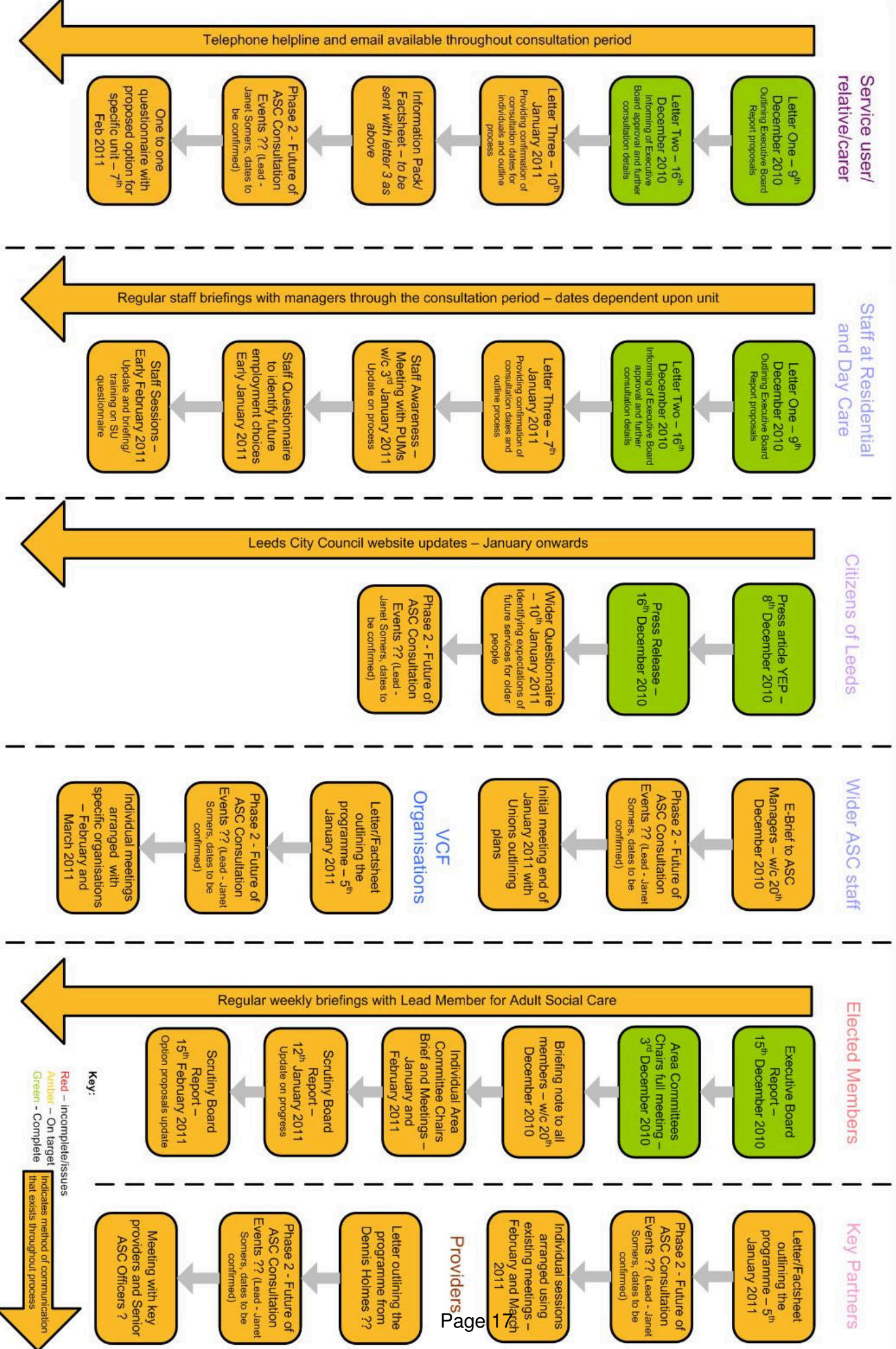
2010	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M		
December			1	2	3	6	7	8	9	10	13	14	15	16	17	20	21	22	23	24	27	28	29	30	31			
					AC - Full Chairs Brief								Executive Board	General - press release														
									SU/ Relatives/ Carers letter 1					SU/ Relatives/ Carers letter 3														
								Res and Day Staff letter 1	General - press release						Staff letter 2													
2011	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M		
January						3	4	5	6	7	10	11	12	13	14	17	18	19	20	21	24	25	26	27	28	31		
	12 week consultation period begins																											
								E-Brief to all Ward Members	Awareness mtg with PUMs	Res and Day Staff letter 3 and Pack	AC - Inner NE CB / Outer		Scrutiny Board		AC - Outer South CB	AC - Inner East CB			AC - Outer NE CB		AC - Outer East CB				AC - Outer West Mtg	AC - Inner NE Mtg		
										General Wider Q on Talking Point	Letter and pack to VCF							HOPs Managers Mtg			AC - Inner South CB					AC - Outer South Mtg		
									Letter and pack to key partners	SU/ Rels / Carers letter 3 and Pack																		
2011	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M		
February			1	2	3	4	7	8	9	10	11	14	15	16	17	18	21	22	23	24	25	28						
	12 week consultation period begins																											
				AC - Inner East Mtg			AC - Outer NE Mtg	AC - Outer East Mtg	AC - Inner South Mtg						AC - Inner West Mtg						AC - Inner NW Mtg							
							AC - Outer NW Mtg		AC - Inner NW CB					Scrutiny Board														
	Res and Day Staff Sessions - Update on option appraisal and resident questionnaire briefing										Service Users, Relatives and Carers - One to one interview with questionnaire and bespoke pack around specific unit with details of appraisal process and proposed option information.																	
2011	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M		
March			1	2	3	4	7	8	9	10	11	14	15	16	17	18	21	22	23	24	25	28	29	30	31	Apr-01	Apr-02	
	12 week consultation period begins																											
															Scrutiny Board													
	Service Users, Relatives and Carers - One to one interview with questionnaire and bespoke pack around specific unit with details of appraisal process and proposed option information.																											

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- = 12 week consultation period
- = Key Partners
- = Elected Members
- = Res and Day Care Staff
- = Service Users, Relatives and Carers
- = General Public
- = VCF Organisations

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# DRAFT Stage One Key Stakeholder Communication Journeys – December 2010 to April 2011



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**Report of the Director of Adult Social Services**

**Scrutiny Board, Adult Social Care**

**Date: 12 January 2011**

**Subject: Adult Social Care Commissioning Services Update**

**Electoral Wards Affected:**

All

Ward Members consulted (referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**Executive Summary**

1. This report provides members of the Scrutiny Board, Adult Social Care (ASC) with an update on progress made with the current commissioning initiatives. It follows on from the report presented to the July 2010 meeting of the Scrutiny Board. The report provides information on how Commissioning Services have, through effective service specification and procurement, produced significant savings and efficiencies as well as improved outcomes for service users with a diverse range of needs, including older people, physically disabled people and those with learning disabilities or mental health needs. Finally, the report sets out the direction of travel for the development of commissioning in the context of an increasingly challenging financial climate. This will require an ever more robust approach to all aspects of commissioning in order that services for the most needy and vulnerable continue to be sustainable and affordable.

## **1.0 Purpose Of This Report**

1.1 To provide an update on current commissioning activity.

## **2.0 Background Information**

2.1 The Board has previously been appraised of a number of significant commissioning initiatives and this report provides an update on progress with them:

- The framework contracts for the provision of domiciliary care and support
- The award of new contracts for hearing and visual impaired services
- The award of a care and support services contract for the residents of Terry Yorath House
- The award of framework contracts for the provision of care and housing-related support to young adults with Autistic Spectrum conditions (with Supporting People)
- The arrangements for care and support services for South Leeds Extra Care Housing Scheme, due to open in January 2011
- Procurement and commissioning of Neighbourhood Network Services (NNS)

2.2 In addition, commissioning services have developed a range of opportunities to generate savings and better value for money through its activities, in order to ensure that budget targets are met and that the Council procures the best quality services at the keenest prices. Examples of these are described below.

## **3.0 Main Issues**

3.1 Leeds City Council and NHS Leeds have worked jointly to successfully commission framework contracts for domiciliary care and support. These new arrangements became operational on 1 November 2011. This framework agreement gives much wider choice of domiciliary care providers, 23 providers instead of the six block contract providers previously commissioned. A new maximum price has been set to ensure affordability, which has reduced the hourly rate for domiciliary care by a minimum of £1.00. The framework agreement will run until 31 March 2013, with the option of renewal for a further two years.

3.2 The current contract delivering services for people with hearing and visual impairment provided by Coherent Vision, the trading name of Leeds Society for Deaf and Blind People, comes to an end on 31 March 2011. After extensive consultation with service users and other stakeholders, the decision was taken to put out to tender two distinct services - one for hearing impaired services and one for visual impairment services. This process was commenced in July 2010 and has now been completed, with recommendations for the award of these new contracts having been submitted to the Director of ASC. The decision on the award of contracts is expected in early January 2011. The new contracts are scheduled to be in place from 1 April 2011 (this may be extended depending on the outcomes of any TUPE discussions) and will last for three years, with the option to extend for a further two 12 month consecutive periods.



- 3.3 The tender process for the award of the contract for care and support services for physically disabled people resident at Terry Yorath House (TYH) commenced on 26 May 2010 and was concluded in November 2010. The existing provider, the Disabilities Trust, was not successful in the process and the contract was awarded to a new provider, St John of God Hospitallier Services, in December 2010. The new contract will commence on 1 April 2011 and run for three years, with an option for two 12 month consecutive extensions. The new provider has an excellent track record on the provision of support and care and will greatly enhance the quality of care provided with the minimum of disruption to the lives of the residents at TYH.
- 3.4 The new framework agreement for the provision of services for people experiencing Autistic Spectrum conditions has been in place since May 2010 and has already achieved savings of £336,000 in this financial year. The framework will allow increased choice of service provision from quality-assured providers at a price guaranteed to provide best value for money.
- 3.5 The South Leeds Extra Care Housing Scheme (to be known as Assisi House) is set to open on 19 January 2011. It will provide 45 two bedroomed apartments to a very high specification for people over 55 who need some level of extra care in order to sustain them living independently. The nomination rights for all the apartments are held by ASC and, as this report is being compiled, 26 individuals or couples have been selected as tenants. This scheme offers the opportunity for people to continue to live independently who might otherwise have had to move into residential care. The cost of care in the scheme is much lower than the cost of residential care and therefore offers much better value for money, with better outcomes for individual service users.
- 3.6 Since July 2010, all parties have been working to implement the outcomes of the July Executive Board report. Five year contracts have been let to a total of 27 NNS. In addition, one year contracts have been awarded to five NNS on the understanding that full five year contracts will be let once specified conditions have been met, and excellent progress has been made in those areas. The arrangements to facilitate a partnership between Leeds Irish Health & Homes (LIHH) and the five East Leeds NNS have proved to be problematic. Two meetings have been held with representatives of all the six organisations in attendance, which have enabled the stakeholders to get to know one another as well as how they see the partnership developing. A second stage has now been entered into whereby all the five East Leeds NNS have agreed to meet individually with LIHH in order to explore the detail of what a partnership arrangement might look like. These meetings have now either taken place or are about to take place in January 2011. Although progress has been slow, for a variety of reasons, the process is moving positively forward and there continue to be tenuous grounds for optimism that a partnership arrangement can be agreed by all parties. A detailed progress report is to be presented to the Executive Board in February 2011.
- 3.7 As the examples above have demonstrated, improved commissioning practice can deliver improved outcomes for service users, best value cost structures, and the opportunity to achieve cost reductions and increased efficiencies. In addition to those already mentioned, ASC commissioners have used a new cost-calculator methodology to achieve reductions in the cost of pre-existing learning disability care packages of £700,000 and £670,000 non-cash savings (where new packages have been reduced in price as a result of the application of the funding cost calculator) in this financial year. This programme of work is ongoing and is set to make a significant contribution to managing the ever-growing cost of providing care to those with a learning disability. It is furthermore intended to utilise this methodology with

other groups of service users, eg those with mental health needs. Over the next six months, Commissioning Services plan to open a wide-ranging dialogue with service providers, eg, residential care providers, about opportunities to reduce costs across the board. Finally, a new approach to commissioning assistive technologies will aim both to promote the independence of service users in imaginative ways, and also reduce the requirements to utilise conventional forms of support and care.

#### **4.0 Legal And Resource Implications**

- 4.1 Joint commissioning arrangements are now well established with NHS Leeds and are delivering improved outcomes and efficiencies in services for older people as well as those with learning disabilities and mental health problems. Changes in the organisation of the NHS signal the need to develop new commissioning partnerships with GP Commissioning Consortia and negotiations are underway to achieve this prior to the abolition of Primary Care Trusts.
- 4.2 The challenge presented by the increasing need to identify significant savings and efficiencies in the coming months and years will require a robust approach to negotiations with providers concerning quality and costs. A range of initiatives are being launched which build on the progress exemplified in this report, but which will challenge our providers to deliver quality services at an affordable rate in much more fundamental ways. This will enable us to continue to ensure the support and care needs of the most vulnerable people in Leeds continue to be met.

#### **5.0 Conclusions**

- 5.1 In the past three years, Commissioning Services have made good progress in developing efficient and effective systems for the specification and procurement of ASC services which accurately target need, are outcome-focused and deliver value for money. However, this work will need to be taken to a new level if we are to ensure that services for the most vulnerable remain effective and affordable.

#### **6.0 Recommendations**

- 6.1 Members of the ASC Scrutiny Board are asked to consider and note the information contained in this report.

#### **Background Documents referred to in this report**

NNS Executive Board Report – July 2010  
Independent Review of the Procurement and Commissioning Process for the Neighbourhood Network Schemes – June 2010



Originator: P N Marrington

Tel:39 51151

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Adult Social Care)

Date: 12<sup>th</sup> January 2011

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

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#### Electoral Wards Affected:

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 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 15<sup>th</sup> December 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

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

Item	Description	Notes	Type of item
<b>Meeting date – 16<sup>th</sup> February 2011</b>			
<b>Safeguarding Update</b>	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	
<b>Adaptations</b>	Discussion with ALMO/BITMO representatives on budget allocations		RP
<b>Statement IWC Action Plan Recommendation Tracking</b>	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
<b>Recommendation tracking for Mental Health Inquiry.</b>	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

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
<b>Inquiry into Personal Budgets and Self Directed Support Recommendation Tracking</b>	To receive a performance update and consider progress made from recommendations made by ASC Board March 2010		PM MSR
<b>Meeting date – 16<sup>th</sup> March 2011</b>			
<b>Homecare Provision</b>	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
<b>Performance Management</b>	<ul style="list-style-type: none"> <li>• Quarter 3 information for 2010/11 (Oct - Dec)</li> <li>• Adaptations Performance Information</li> </ul>	All Scrutiny Boards receive performance information on a quarterly basis	PM
<b>Inquiry into Personal Budgets and Self Directed Support Recommendation Tracking</b>	To receive a performance update and consider progress made from recommendations made by ASC Board March 2010		PM MSR
<b>Council Planning Framework</b>	Report to be submitted to Scrutiny Board to consider the draft business plan and priority plans for the City .	Lead Officer – Heather Pincers	DP

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

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

Item	Description	Notes	Type of item
<b>Meeting date – 13<sup>th</sup> April 2011</b>			
<b>Inquiry Reports and Statements</b>	Board to agree inquiry reports and statements.		
<b>Domiciliary Care and Reablement – Service reorganisation</b>	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.		
<b>Annual Report</b>	To agree the Board's contribution to the annual scrutiny report		
<b>Inquiry into Transitional Arrangements Recommendation Tracking</b>	To receive a performance update and consider progress made from recommendations made by ASC Board 11 May 2010		PM MSR
<b>Domiciliary Care and Reablement Update</b>	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
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**Draft Scrutiny Board (Adult Social Care)  
Work Programme 2010/11**

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

<b>Working Groups</b>			
<b>Working group</b>	<b>Membership</b>	<b>Progress update</b>	<b>Dates</b>
<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 22<sup>nd</sup> September 2010.</i>	<i>Provisional Dates 28<sup>th</sup> September 2010 (2 – 4pm) 7<sup>th</sup> October 2010 (1:30 – 3:30) 21<sup>st</sup> October 2010 (2pm – 4pm) 10<sup>th</sup> 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>1<sup>st</sup> October 2010</i>

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

<b>Unscheduled / Potential Items</b>		
<b>Item</b>	<b>Description</b>	<b>Notes</b>
<b>Day Centre Review</b>	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 -
<b>Mental Health Crisis Support</b>	It was stipulated in the Supporting Working Age Adults with Severe and Enduring Mental Health Problems inquiry report agreed on the 19 <sup>th</sup> 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

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
<p>Mental Health Day Service Strategy 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 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>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
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	Executive Board (Portfolio: Adult Health and Social Care)	5/1/11	With system users	The report to the decision maker with the agenda for the meeting	Director of Children's Services nigel.richardson@leeds.gov.uk
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	Executive Board (Portfolio: Adult Health and Social Care)	5/1/11	Ward members, Lead member ASC, Disabled People's Organisations	The report to the decision maker with the agenda for the meeting	Director of Adult Social Services john.lennon@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (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>





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## EXECUTIVE BOARD

WEDNESDAY, 15TH DECEMBER, 2010

**PRESENT:** Councillor Blake in the Chair

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

Apologies Councillor K Wakefield

### Chair's Opening Remarks

The Chair gave apologies for absence from Councillor Keith Wakefield following his recent knee surgery. Councillor Wakefield was recovering well and it was envisaged he would return to his duties early in the New Year.

The Chair announced that Chris Edwards was stepping down as the Chief Executive of Education Leeds and today's meeting would be his last. In paying tribute the Chair said that his contribution to the young people of Leeds was outstanding and we all owed him a debt of thanks.

Board Members joined the Chair in expression their best wishes to Mr Edwards in his future endeavours

- 115 Exempt Information - Possible Exclusion of the Press and Public**  
**RESOLVED** – That the press and 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 126 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that disclosure may prejudice negotiations yet to be concluded between the Council and CES and CES's commercial interests could be prejudiced if these financial terms became available to their competitors. 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.

### 116 Late Items

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

Draft minutes to be approved at the meeting  
to be held on Wednesday, 5th January, 2011

- Agenda Item No.20 – Ofsted’s Annual Children’s Services Assessment for Leeds – Report late because the assessment from Ofsted was only received on 9<sup>th</sup> December 2010

It was noted that supplementary information had been circulated to Board Members prior to the meeting which provided the most up to date information in respect of the Leeds local Development Framework Annual Monitoring Report 2010 (Minute No.125 refers)

## **117 Declaration of Interests**

Councillor Blake declared personal interests in respect of the items relating to: Assessment of Adult social Care, Future Options for Long Term Residential and Day Care for Older People and Charges for Non-Residential Adult Social Care Services (Minutes Nos. 138,139 and 141 refers), due to being a Member of Middleton Elderly Aid and a Member of Belle Isle Elderly Winter Aid

Councillor Gruen declared personal interests in respect of the items relating to: Proposed Changes to the Leeds Initiative Partnership and the City Planning Framework, Solar Photovoltaic Panel Initiative and Primary Place Planning (minutes Nos. 120, 125 and 130 refers), due to being a Member of Leeds Initiative – Safer Leeds Partnership, Member of Council Housing Investment Review – Consultation Group and as Chair of the Leeds Admission Forum

Councillor Dowson declared personal interests in respect of the item relating to: Primary Place Planning (Minute No. 130 refers), due to being a Member of the Leeds Admission Forum

Councillor Lewis declared personal interests in respect of the items relating to: Proposed Changes to the Leeds Initiative Partnership and the City Planning Framework, Solar Photovoltaic Panel Initiative and Care Ring Replacement Programme – Sheltered Housing (minutes Nos. 120, 125 and 127 refers), due to being a Member of Leeds Initiative – Safer Leeds Partnership and a Member of ALMO Outer West Area Panel

Councillor Ogilvie declared personal interests in respect of the items relating to: Proposed Changes to the Leeds Initiative Partnership and the City Planning Framework, Solar Photovoltaic Panel Initiative and Care Ring Replacement Programme – Sheltered Housing, Assessment of Adult Social Care Commissioning for Leeds City Council 2009/10, Future Options for Long Term Residential and Day Care for Older People and Charges for Non-Residential Adult Social Care Services (minutes Nos. 120, 125, 127, 138, 139 and 141 refers), due to being a Member of Leeds Initiative – Culture Partnership and a Member of ALMO Inner South Area Panel and Member of Holbeck Elderly Aid

Councillor Yeadon declared personal interests in respect of the item relating to: Assessment of Adult Social Care Commissioning for Leeds City Council

2009/10 (Minute No. 138 refers), due to being a Member of North Regional Association for Sensory Support and a Member of Roseville Advisory Board

Councillor Murray declared personal interests in respect of the items relating to: Proposed Changes to the Leeds Initiative Partnership and the City Planning Framework, Solar Photovoltaic Panel Initiative and Care Ring Replacement Programme – Sheltered Housing (minutes Nos. 120, 125 and 127 refers), due to being Chair of the Leeds Initiative Climate Change Partnership and a Member of Outer South East Area Panel – Aire Valley Homes. A personal and prejudicial interest was declared in respect of the item: Towards a Strategy for Kirkgate Market (Minute No. 123 refers) due to his involvement in a charitable organisation involved in the running of a Kirkgate Market stall

Councillor Golton declared personal interests in respect of the items relating to: Proposed Changes to the Leeds Initiative Partnership and the City Planning Framework, Solar Photovoltaic Panel Initiative and Care Ring Replacement Programme – Sheltered Housing (minutes Nos. 120, 125 and 127 refers), due to being a Member of Leeds Initiative - Assembly, Leeds Initiative Executive, Leeds Initiative Going Up a league Board, Leeds Initiative – Narrowing the Gap Board and a Director of Aire Valley Homes ALMO

Councillor A Carter declared personal interest in respect of the item relating to: Proposed Changes to the Leeds Initiative Partnership and the City Planning Framework (minutes No. 120 refers), due to being a Member of Leeds Initiative – Economy Partnership and Leeds Initiative – Integrated Transport Partnership

Councillor A Blackburn declared personal interests in respect of the items relating to: Solar Photovoltaic Panel Initiative and Care Ring Replacement Programme – Sheltered Housing (minutes Nos. 125 and 127 refers), due to being a Director of West/ North West Leeds Homes ALMO

#### **118 Minutes**

**RESOLVED** – That the minutes of the meeting held on 3<sup>rd</sup> November 2010 be approved as a correct record.

#### **119 Initial Budget Proposals**

The Director of Resources submitted a report in accordance with the Council's constitution presenting initial budget proposals two months prior to adoption by full Council which is scheduled for the 23<sup>rd</sup> February 2011. The report presented initial budget proposals for 2011/12, in the context of the development of a new medium term financial strategy for the Council.

**RESOLVED** - That this report be agreed and the initial budget proposals be submitted to Scrutiny.

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

**120 Proposed Changes to the Leeds Initiative Partnership and the City Planning Framework**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report setting out proposed changes to partnership structures and planning arrangements operating at a strategic level in the city. Specifically, the report set out revisions to the Leeds Initiative Partnership framework with the aim of creating a simpler and more legible framework.

The report also sought to provide for closer integration with the planning and performance management arrangements, with a focus on effective partnership delivery of priorities. The framework also created a context for wider partnership working.

Significantly the evolution of these arrangements would impinge upon the Council's Budget and Policy Framework (contained in Article 4 of the Constitution) and the report explained some of these implications and sought Executive Board's views in advance of consideration of amendments to Article 4 by the General Purposes Committee and Full Council in the new year.

**RESOLVED** – That the broad direction of the proposals outlined in the submitted report be endorsed and that the responsibility for finalising the arrangements be delegated to the Assistant Chief Executive (Planning, Policy and Improvement) prior to consideration by Full Council in the new year.

**121 Quarter 2 Corporate Performance Report**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report presenting an overview of performance against priority outcomes as set out in the Leeds Strategic and Council Business Plans 2008-11 so that Executive Board understood current performance and take appropriate actions as necessary.

**RESOLVED -**

- a) To note the overall performance against strategic priorities.
- b) That Scrutiny be requested to further investigate performance issues around closer working partnership arrangements with the Health Authority and Children's Services

**122 Driving the City Forward: City Marketing, Supporting Investment and Engaging Business**

The Assistant Chief Executive (Planning, Policy and Improvement) and Acting Director of City Development submitted a joint report which set out the current challenges facing a number of city marketing, tourism and inward investment services across the city. The report recommended the development of a new operating model for such services, in order to maximise efficiencies, whilst protecting critical functions that are at risk from public sector budget reductions, and supporting activities aimed at securing future investment and new jobs for the city.

**RESOLVED -**

- a) That the outline proposition detailed in paragraph 3.1 to 3.15 of the submitted report be agree in principle
- b) That the proposal that those Council services detailed at paragraph 3.2 be part of the new delivery arrangement be agreed in principle;
- c) That as joint shareholder of Marketing Leeds that Leeds City Council is content for the existing company arrangement to be evolved into the new delivery vehicle as part of a broader merger for these services;
- d) That as joint shareholder of Financial Leeds that Leeds City Council is supportive of the proposal for sector marketing and inward investment activities to become the responsibility of the new delivery vehicle;
- e) That the Assistant Chief Executive (Planning, Policy and Improvement) and Acting Director of City Development be authorised to take the necessary steps to bring about the change proposed, ensuring Members are kept informed as matters progress.
- f) That a further report be submitted to Executive Board in March 2011, outlining a set of specific proposals for implementation in April 2011.

**123 Towards a Strategy for Kirkgate Market**

(Councillor Murray, having declared a personal and prejudicial interest, left the meeting during consideration of this item)

The Acting Director of City Development submitted a report informing members of the wider context in which Kirkgate Market operates, the issues it faces and the options for its future. The report identified the key issues which need to be addressed and proposed a consultation process to inform the development of a final strategy for Kirkgate Market.

**RESOLVED –**

- (a) That the current rental levels be maintained and that the recommended increase be not imposed for the 1904 Hall for at least the next ten months
- (b) That the imminent maintenance and essential works to be undertaken be noted and agree the proposals to identify funding to undertake such works

- (c) That the proposed way forward on developing a strategy for the future of the market and the consultation outlined in Appendix 2 of the submitted report be agreed
- (d) That a further report on the outcome of the consultation and final strategy for Kirkgate Market be submitted to a future meeting of the Board.

(Councillor Murray resumed his seat in the meeting)

**124 Leeds Local Development Framework Annual Monitoring Report 2010**

The Acting Director of City Development submitted a report presenting the Annual Monitoring Report which has to be submitted to the Secretary of State (Communities and Local Government). Appended to the report was a copy of the 2010 submission for Members' consideration.

The report was considered by the Development Plan Panel on 7<sup>th</sup> December 2010 where the view was expressed that that the Executive Board be recommended to approve the report

**RESOLVED** - That the Leeds Local Development Framework Annual Monitoring Report 2010 be approved for submission to the Secretary of State pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

**125 Solar Photovoltaic Panels Initiative**

The Director of Environment and Neighbourhoods submitted a report seeking endorsement to develop a scheme to install a minimum of 1,000 solar photovoltaic (PV) systems on council housing at zero capital cost, which would generate a significant income over 25 years and seeking endorsement to use the income from the trial and subsequent roll-out as collateral for prudential borrowing to run a private sector free insulation scheme.

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 a partnership with CES to install at least 1,000 PV systems to Council homes before March 2012, subject to successful conclusion of contractual negotiations with CES by the Director of Environment and Neighbourhoods be approved.
- b) That the proposals concerning improvement of the economic, and environmental well-being of the whole or part of the Council's area, or all or any persons resident or present in that area, in the manner set out in the submitted report be agreed.
- c) That the CES offer to private sector households across the city in order to generate additional income be extended.

Draft minutes to be approved at the meeting to be held on Wednesday, 5th January, 2011



- d) That in principle the use of the income from this trial and subsequent roll-out as collateral for prudential borrowing to run a private sector free insulation scheme be explored.
- e) That the CES experience be used to assist in developing a Council run scheme to pick up from March 2012 at the latest to increase benefits to the Council (assuming FIT payments still provide adequate incentives).
- f) That alternative options for the Council's corporate buildings be assessed and either extend the CES scheme or procure services in-house.

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

**126 Towards Integrated Locality Working**  
(Councillor Finnigan entered the meeting)

The Assistant Chief Executive(Planning, Policy and Improvement) submitted a report informing Members on the progress of work that was being progressed on Locality Working in Leeds. The Locality Working Pathfinder project commenced earlier this year with a view to developing more integrated locality working across public services in Leeds.

**RESOLVED -**

- a) That the progress made on the Locality Working Pathfinder project to date be noted;
- b) That the proposal to implement a new locality leadership model, consisting of three Area Leader roles reporting to the Assistant Chief Executive (Planning, Policy and Improvement), to lead the integrated Locality working agenda in the three council wedge areas of East North East, South East, West North West be endorsed;
- c) That a set of draft design principles as detailed in Appendix 1 of the submitted report forms the basis of what is being sought to achieve through the locality working agenda in Leeds be agreed
- d) The development of a communications strategy to consult upon and inform the further development of the work be endorsed.

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

**127 Care Ring Replacement Programme - Sheltered Housing**

The Head of Housing Strategy and Solutions submitted a report seeking approval for funding the replacement of emergency alarm equipment located in sheltered housing schemes managed by the Leeds ALMOs/Belle Isle Tenant Management Organisation across the city.

**RESOLVED** – That expenditure of £733,000 on equipment and installations to 113 sheltered housing schemes across the city as detailed in Appendix 1 of the submitted report be authorised.

**128 Development of a Rent to Mortgage Housing Model**

Further to minute 193 of the meeting held on the 13<sup>th</sup> February 2009 the Director of Environment and Neighbourhoods submitted a report proposing the use of a new housing product to support people moving from renting to purchasing their homes. The report also seeks approval to dispose of ten properties to East North East Homes Limited and approve the implementation of a “rent to mortgage” scheme as set out in the submitted report

**RESOLVED -**

- a) That the implementation of a “Rent to Mortgage” scheme as set out in the submitted report be approved.
- b) That the disposal of ten properties to East North East Homes Limited on the terms set out in this report so as to facilitate the implementation of the Rent to Mortgage scheme be approved in principal.
- c) That the eligibility criteria for participation in the scheme as annexed to the report be approved.
- d) That the ability to make changes to the eligibility criteria be delegated to the Director of Environment and Neighbourhoods.
- e) That subject to all necessary consents being obtained the settlement of detailed terms for the leases from the Council to East North East Homes Limited be delegated to the Director of City Development.
- f) That the approval of the terms of the Assured Shorthold Tenancy and the determination of the amount of the intermediate rent be delegated to the Director of Environment and Neighbourhoods and the Director of City Development.

**129 Deputation to Council - Leeds Youth Council regarding the Equality and Diversity Action Plan**

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report responding to the deputation from Leeds Youth Council on the 15<sup>th</sup> September 2010.

The report outlined some of the work that had been undertaken to address the issues raised by the delegation and proposed actions to be considered by Executive Board.

**RESOLVED** – That the actions being taken in response to the deputation be noted.

**130 Primary Place Planning for 2012**

The Chief Executive of Education Leeds submitted a report seeking permission of Executive Board to consult on the latest proposals to ensure the authority meets its statutory duty to provide enough primary school places in 2012/13.

The six proposals outlined in the submitted report would create a total of 240 places for September 2012. The creation of new places was dependent on additional land being secured for educational use, the required consultation and statutory processes being followed, and sufficient capital resources being secured from the DfE.

Approval was also being sought to make available the sites listed in the report for expanding educational provision and to support the consultation on the proposals identified.

**RESOLVED -**

- a) That permission to consult on the proposals contained in Paragraphs 3.3 – 3.8 of the report be given.
- b) That a report detailing the outcome of the consultation be submitted for consideration at a future meeting of the Executive Board
- c) That the earmarking and utilisation of the sites listed in the report for the proposals outlined be agreed
- d) That an approach to the DfE for the necessary capital funding for these proposals be agreed.

**131 Design and Cost Report and Final Business Case: Building Schools for the Future Phase 3: Mount St Mary's High School**

(Prior to consideration of the following item, Councillor Golton left the meeting, with the permission of the Chair, Councillor Downes replaced Councillor Golton, but without the right to vote)

The Chief Executive Education Leeds submitted a report requesting approval of the Final Business Case for the Mount St Mary's High School Project and to authorise submission to Partnerships for Schools (PfS). The report also sought approval of the Executive Board to proceed with the design and build project for Mount St Mary's High School and approval of the Final Business case for the Mount St Mary's High School Project.

**RESOLVED** – That the Final Business Case for the Mount St Mary’s Catholic High School Project be approved and submission to Partnerships for Schools (PfS) be authorised.

**132 Children's Services Improvement Update Report**

The Director of Children’s Services submitted a report providing an update on key developments in children’s services in Leeds since August 2010.

The main focus of the report was around:

*Vision for the future* – through an update on work to develop a new Children and Young People’s Plan for the city by spring 2011 in line with the city’s partnership and planning context. It also referred to the complex ongoing, emerging national policy context and financial context.

*Improvement Activity and Performance* – through an update on the progress being made against the improvement plan and the work of the improvement board, as well as an update on other key inspection and assessment developments. Progress of the new Children’s Trust Arrangements were also briefly discussed.

*Service redesign* – through further details about progress on the transformation programme to deliver a more integrated children’s service. The update focused particularly on the proposed emerging model for leadership arrangements across the Council’s children’s services functions and the next stage of development on working locally within the context of the Council’s Locality Working Pathfinder.

**RESOLVED -**

- a) That the aspiration that Leeds becomes a child friendly city be noted and endorsed, the five outcome areas be noted and a more detailed update on the city’s new Children and Young People’s Plan be received in the spring of 2011.
- b) That the progress reported to the Improvement Board and Department be noted.
- c) That the proposed revised outline leadership structure and outline remit for children’s services be endorsed and an update on the implementation of these arrangements be received in early 2011.

**133 The Annual Children's Services Assessment 2010**

The Director of Children’s Services submitted a report providing some brief analysis on Ofsted’s 2010 Annual Assessment for Children’s Services in Leeds. The letter from Ofsted formed appendix 1 of the submitted report.

**RESOLVED –**

- a) To note the contents of the Annual Assessment letter and the recognition within it of both continuing challenges and areas of progress and achievement
- b) To recognise the ongoing work, as reported separately to Executive Board, to deliver a range of improvements in children’s services leading to improved safeguard and promoting the welfare of children

**134 Leeds Card and Breeze Card Entry to Tropical World and Home Farm**

The Acting Director of City Development submitted a report setting out the background to the delegated decision to remove free entry for LeedsCard and Breezecard holders at Tropical World and Home Farm (Temple Newsam) following the referral from Scrutiny Board (City Development) on 7<sup>th</sup> September 2010. The report provided further information for Executive Board to take a decision on this matter.

**RESOLVED -**

- a) That the decision to replace free entry for LeedsCard and Breezecard holders with an appropriate discount for LeedsCard and Breezecard holders similar to those applied to other visitor facilities be endorsed
- b) To approve that LeedsCard Extra cardholders will receive a discount of 50%
- c) That subject to the above, the price points that will apply from 2<sup>nd</sup> January 2011 be approved as follows:

<b>Card Type</b>	<b>Entrance fee including VAT @ 20% £</b>
Adults	3.30
LeedsCard	2.65
‘Extra’ cardholders	1.65
Breezecard	1.65

- d) That under 5s continue to get free entry.
- e) That Acting Director of City Development be requested to continue to monitor visitor numbers

(Under the provisions of Council procedure Rule 16.5 Councillor A Carter required it to be recorded that he was not supportive of the agreed proposals)

(This item is not eligible for Call In)

**135 A New Chapter for Libraries and for Integrated Services - Consultation Proposals: Supplementary Information**

The Acting Director of City Development submitted a report in response to a Scrutiny Board request. The report now submitted provides greater detail on the consultation process, background data, information used in analysing the library service and arriving at the proposals outlined in the 13<sup>th</sup> October Executive Board report.

**RESOLVED –**

- a) That the improved detail on the consultation process be accepted
- b) That the consultation process begin with immediate effect, running for a 10 week period

(This item is not eligible for Call In)

**136 Kippax Cemetery Extension**

The Acting Director of City Development submitted a report seeking approval for the disposal of the land (as shown edged black on the plan appended to the report) by way of the grant of a 99 year lease for a less than best consideration, to enable Kippax Parish Council to take on the role of burial authority in order for them to manage the cemetery.

**RESOLVED –**

- a) It was the view of Members that the disposal was likely to promote or improve the economic, social and/or environmental well-being of the area or of local residents.
- b) That an in principle approval be given for the disposal of the land adjacent to Robinson Lane, Kippax (as outlined on the plan appended to the report) by way of the grant of a 99 year lease to enable Kippax Parish Council to take on the role of burial authority in order for them to manage the cemetery.
- c) That authority to approve the detailed terms of the lease be delegated to the Acting Director of City Development.

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

**137 European Year of Volunteering 2011 and Leeds City Council Volunteering Framework**

The Director of Adult Social Care submitted a report summarising the successes of the Leeds Year of Volunteering 2010, providing the background and proposed work programme for 2011 and to consider the City Council's own approach to volunteering. The report was also sought approval to a Leeds European Year of Volunteering 2011 and to the development of a

comprehensive volunteering framework to govern the use of volunteers and volunteering by staff

**RESOLVED –**

- a) That the proposal to make 2011 the Leeds European Year of Volunteering be endorsed.
- b) That the funding implications in paragraph 6.3 of the submitted report for the likely cost of the 2011 Leeds European Year of Volunteering be noted and that these costs be built into the 2011/12 budget preparations so a decision could be made on funding alongside other competing demands.
- c) That additional activities and events that will contribute to making the year a success for the city be sponsored and encouraged.
- d) That officers work up a draft Volunteering Framework for Leeds City Council for wider consultation by January 2011, with the objective of bringing back a finalised report to Executive Board for adoption in spring 2011.

**138 Assessment of Adult Social Care Commissioning (Performance Rating) for Leeds City Council 2009/2010**

The Director of Adult Social Services submitted a report alerting Members to the judgment made about social care services for adults in the city in the performance year 2009/10. A brief summary was also provided of the key points raised by Care Quality Commission in making their judgment.

**RESOLVED -**

- a) That the contents of the report and the final assessment letter and performance review report from the Care Quality Commission for adult social care services in 2009/10 be noted
- b) That the areas for improvement, as set out in the submitted annual performance rating report be included for referral to the Adult Social Care Scrutiny Board for their oversight of performance.

**139 Future Options for Long Term Residential and Day Care for Older People**

The Director of Adult Social Services submitted a report setting out the Council's vision for the future of residential care and daytime support for older people in Leeds . The report takes as its central principle people's increasing expectations of choice, quality and control over the care they receive.

The report highlighted the urgent need to bring forward strategic options that maximise opportunities to develop more person-centred services, whilst ensuring the needs of people currently using existing services continued to be met safely and appropriately.

Draft minutes to be approved at the meeting to be held on Wednesday, 5th January, 2011

## **RESOLVED –**

- a) That proposals to use Richmond House as an intermediate care facility as set out in paragraphs 4.1.6 to 4.1.8 of the submitted report together with the need to make alternative arrangements for people requiring respite care and who would expect to receive that care at Richmond House be endorsed.
- b) That the need to take action to address the issues set out in paragraphs 3.1 to 3.3.3 of the report be supported.
- c) That the options for change set out in paragraphs 4.1.4 to 4.2.8 of the report be endorsed.
- d) That the establishment of an Advisory Board, Chaired by an Executive Member, consisting of representatives from all provider and stakeholder groups as described in paragraph 4.2.7 of the report be approved
- e) That a public consultation as described in paragraphs 6.1 to 6.16 of the report and following consultation with the Executive Board member responsible, be approved
- f) That further recommendations to be brought to a future meeting, following the outcome of the public consultation.

(Under the provisions of Council Procedure Rule 16.5 Councillor A Carter required it to be recorded that he was not supportive of the Richmond House element of the proposal)

### **140 The Future of Mental Health Counselling, Day and Supported Living Services**

This item was withdrawn at the commencement of the meeting

### **141 Charges for Non-Residential Adult Social Care Services**

The Director of Adult Social Services submitted a report setting out proposals for a public consultation on removing the subsidy from charges for non-residential adult social care services, which would result, in future, customers who could afford it would pay the full cost of the service. The report also set out the way in which the public consultation would be conducted. A financial assessment of a person's ability to pay would, as now, be used to decide whether he/she pays the full cost of the service, or a proportion. The report identified the reasons for the proposal, the likely implications for customers and income levels and the further work required.



**RESOLVED –**

- a) That the public consultation as described in paragraphs 5.1 to 5.5 of the submitted report on the proposal for the removal of subsidy from services as described in paragraphs 4.1 to 4.7 of the report and how this might be implemented be approved.
- b) That more detailed analysis of financial and customer implications as described in paragraph 5.6 of the report be approved.
- c) That a further report with proposals following the more detailed analysis, including comparison charges and the outcome of the consultation be presented to Executive Board in July 2011.

DATE OF PUBLICATION                      17<sup>TH</sup> DECEMBER 2010

LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS                      24<sup>TH</sup> DECEMBER 2010 (5.00PM)

(Scrutiny Support will notify Directors of any items called in by 12noon on 29<sup>th</sup> December 2010)

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