



## **SCRUTINY BOARD (ADULT SOCIAL CARE)**

---

Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Wednesday, 16th March, 2011 at 10.00 a.m.

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

---

### **MEMBERSHIP**

#### **Councillors**

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

#### **CO-OPTees**

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

---

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

---

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

**Principal Scrutiny Advisor:  
Peter Marrington  
Tel: 39 51151**

# 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 - 16 FEBRUARY 2011</b></p> <p>To confirm as a correct record the minutes of the meeting held on 16 February 2011</p>	1 - 6
7			<p><b>REQUEST FOR SCRUTINY FROM UNISON AND OTHERS - CLOSURE OF MENTAL HEALTH SERVICES</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p>	7 - 16
8			<p><b>NEW STRATEGIC PLANS 2011-15</b></p> <p>To receive and consider the joint report of the Chief Executive and Director of Adult Social Care</p>	17 - 34
9			<p><b>ADULT SOCIAL CARE SCRUTINY BOARD PERFORMANCE REPORT QUARTER 3 2010/11</b></p> <p>To receive and consider the attached report of the Head of Policy and Performance</p>	35 - 40

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<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>	41 - 68
11			<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, 13 April 2011 at 10.00 am with a pre meeting for Board Members at 9.30 am.</p>	

# Agenda Item 6

## SCRUTINY BOARD (ADULT SOCIAL CARE)

WEDNESDAY, 16TH FEBRUARY, 2011

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

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

**COOPTEES** J Fisher, S Morgan and B Smithson

### 65 **Declarations of Interest**

Joy Fisher declared a personal interest in Agenda Item 11, Request for Scrutiny of the Proposal to Decommission the Crisis Centre due to her position with the Local Involvement Network (LINK). Minute 68 refers.

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

Apologies for absence were submitted on behalf of Councillors Chapman and Davey. Councillor P Grahame was in attendance as a substitute for Councillor Davey.

### 67 **Minutes - 12 January 2011**

**RESOLVED** – That the minutes of the meeting held on 12 January 2011 be confirmed as a correct record.

### 68 **Request for Scrutiny of the Proposal to Decommission the Crisis Centre**

The report of the Head of Scrutiny and Member Development informed the Board of a request for scrutiny that had been received from Leeds Local Involvement Network (LINK) concerning the proposal to decommission the Crisis Centre.

The Chair welcomed Mr Paul Truswell to the meeting and he addressed the meeting on behalf of the LINK. He reported that the issue had been referred to the LINK following the campaign to save the centre and whilst it was acknowledged that it would be difficult to retain the centre and services provided in their current form, there were serious concerns regarding the proposals for complete closure and the process involved in reaching the decision.

He also raised the following issues:

Draft minutes to be approved at the meeting  
to be held on Friday, 4th March, 2011

- The Crisis Centre played a vital referral role and support for approximately 500 individuals per year.
- Concern regarding claims that the Crisis Centre provided services that were available elsewhere.
- Suggestion that reduced services could be provided which would give efficiency savings or capital raised through sale of the current property used could be made available.
- The request from LINK that a full formal consultation should have been carried out.

Members discussed the request for scrutiny and reiterated the concerns over consultation and that services weren't duplicated and there was support to have an inquiry. It was reported that the decision of the Executive Board to decommission the Crisis Centre had been taken at its meeting of 11 February and that decision would be implemented unless called in.

#### **RESOLVED –**

- (1) That the report and discussion be noted.
- (2) That the Head of Scrutiny and Member Development produce draft terms of reference for an Inquiry into the Proposals to Decommission the Crisis Centre

#### **69 Adaptations and Major Adaptations for Disabled Adults - Performance on Completion Time of Adaptations Schemes - April to December 2010**

The Board received the following two reports:

- Report of the Chief Executives of all Arms Length Management Organisations (ALMOs), Belle Isle Tenants Management Organisation (BITMO) and Strategic Landlord which provided information regarding the process for the allocation of capital resources for major adaptations within the respective organisations and a context of historical expenditure and outcomes over the period 2008/09 – 2011/12.
- Report of the Chief Officer for Health and Environmental Action Services which provided performance information on completion time for adaptations.

The Chair welcomed the following to the meeting:

- Claire Warren, Chief Executive, West North West Homes
- Simon Hale, Head of Housing Management, BITMO
- Steve Hunt, Chief Executive, East North East Homes
- John Clark, Chief Executive, Aire Valley Homes
- Simeon Perry, Housing Policy Monitoring Manager
- Andy Beattie, Head of Service, Housing & Pollution Control

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

- East North East Homes reported that savings on adaptations had been made through a new procurement exercise.
- Issues relating to the provision of private sector adaptations:
  - Financial assessment of applicants
  - There was a continued increase in the demand for adaptations
  - Negotiations with suppliers to ensure best cost and quality
- Concern regarding the instance of a 562 day period to install a stairlift – it was reported that this was an exceptional case which included building extension and problems with access to the property.
- Issues relating to the sometimes lengthy periods to complete adaptations – these included delays due to the complex nature of some assessments, planning requirements and prioritisation of cases.
- Targets for the completion of adaptations were set by the Department of Communities and Local Government.
- Working with NHS and other health partners to enable people to return home and prevent bed blocking in hospitals or the requirement for other respite care.
- The referral process for adaptations – preliminary assessments were carried out by Occupational Therapists.
- The use of temporary adaptations and pre-adapted temporary buildings.
- Adaptations were prioritised by Occupational Therapists within their guidelines.
- Certain adaptations could be more costly in the private sector. Factors affecting this included design and procurement issues.
- Capital allocations for the ALMOs and the BITMO.

**RESOLVED** – That the reports and discussion be noted.

(Councillor P Grahame declared a personal interest during the discussion on this item due to her position as a Trustee of Crossgates Good Neighbours)

## **70 Inquiry into the Future of Residential and Day Care Provision for Older People in Leeds**

The report of the Director of Adult Social Services updated the Board on the programme of work developed to progress and implement the recommendations of the Executive Board in relation to future options for long-term residential and day care for older people. It also outlined the findings from the city wide public consultation on the impact of the Comprehensive Spending Review and set out the focus for the inquiry in relation to day care services.

The Chair welcomed Dennis Homes – Deputy Director, Commissioning to the meeting.

Members were reminded that the inquiry had been widened to take account of Day Centre provision and were given a progress update. It was reported that

options were still under development for each individual establishment. These would be shared with all stakeholders when ready and it was hoped to report these to the next meeting of the Board. Area Committee's had been consulted to get local views and it was reported that a low response to the corporate consultation did not give a conclusive picture. There would be further engagement with Town and Parish Councils. Members attention was brought to the details of consultation events as outlined in the report.

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

- Provision of Extra Care Housing – reference was made to a bid to the Homes and Communities Agency (HCA) for Extra Care Housing. It was hoped that at least 300 additional Extra Care Housing units could be provided across the City.
- It was reported that the consultation period had been extended and it was hoped that a report would be submitted to Executive Board in July 2011.
- The consultation process – this had been available to all stakeholders including staff. The inclusion of other groups and organisations such as Neighbourhood Networks was also discussed.

#### **RESOLVED –**

- (1) That the report and discussion be noted
- (2) That the focus for the inquiry in relation to day care services as outlined in the report be agreed.
- (3) That future reports to the Scrutiny Board (Adult Social Care) and progress monitoring of this Inquiry as outlined in the paragraph 32 be agreed.

(Councillor S Hamilton left the meeting at 11.30 during the discussion on this item)

#### **71 Leeds Safeguarding Adults Partnership Six Monthly Progress Report**

The report of the Director of Adult Social Services provided the Board with a six monthly progress report on the work of the Leeds Safeguarding Adults Partnership Board.

Dennis Holmes, Deputy Director – Commissioning presented the report to the Board. Issues highlighted included the following:

- The annual report of the Leeds Safeguarding Adults Partnership Board would be published in July.
- A continued increase in the number of referrals to the partnership.
- The appointment of Professor Paul Kingston as Chair of the partnership.
- Progress in respect of requirements to the Mental Capacity Act and associated Deprivation of Liberty safeguards.



- The creation of a Communications and Community Engagement sub group and the adoption of a safeguarding charter.
- Revised procedures for serious case reviews.
- Updates on previous recommendations made by the Board and actions following the independent Wellbeing and Choice Inquiry.

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

- The partnership had representatives from a wide range of organisations including West Yorkshire Fire and Rescue Service, West Yorkshire Metropolitan Ambulance Service, West Yorkshire Police, Leeds Teaching Hospitals Trust, Leeds Partnership Foundation Trust and Adult Social Care. The partnership aimed to be as inclusive as possible.
- The Care Quality Commissioning rated safeguarding in Leeds as good which recognised that significant progress had been made.

#### **RESOLVED –**

- (1) That the progress made by the Leeds Safeguarding Adults Partnership Board be noted and that a further progress report be received in 6 months together with the annual report for 2010/11.
- (2) That the actions of the three recommendations of the Independent Wellbeing and Choice Inquiry and the successful conclusion of action against these actions be noted.
- (3) That the Directorate be congratulated on the significant improvement on Safeguarding Issues in Leeds.

## **72 Draft Scrutiny Inquiry Statement - Future Provision of Domiciliary Care and Reablement Services**

The report of the Head of Scrutiny and Member Development presented the conclusions and recommendations arising from the Scrutiny Board's work on Domiciliary Care and Reablement Services.

A draft report of the inquiry had been prepared and Members were asked to agree this report and request that a formal response to the recommendations be provided from the Director of Adult Social Care.

In relation to the domiciliary care, concern was raised that where had been contract/staff changes people had been left with fewer choices and less support and whether there was opportunity to appeal against decisions taken. It was reported that this would be built into the system for all those who required a full community care assessment.

#### **RESOLVED –**

- (1) That the report be agreed.

Draft minutes to be approved at the meeting  
to be held on Friday, 4th March, 2011

- (2) That it be requested that a formal response to the recommendations be produced in line with normal procedures for scrutiny inquiry reports.

### **73 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.

It was reported that terms of a reference for a proposed inquiry into the Decommissioning of the Crisis Centre would be drafted following the earlier request and Members were reminded of call-in arrangements.

#### **RESOLVED –**

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

### **74 Date and Time of Next Meeting**

Wednesday, 16 March 2011 at 10.00 a.m. Pre-meeting at 9.30 a.m. for all Board Members.

**The meeting concluded at 12.20 p.m.**



Originator: P N Marrington

Tel: 39 51151

---

## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Adult Social Care)

Date: 16<sup>th</sup> March 2011

Subject: Request for Scrutiny from UNISON and others - Closure of Mental Health Services

---

Electoral Wards Affected: All

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

## 1.0 Introduction

- 1.1 The attached request for scrutiny has been received from UNISON concerning the closure of two mental health day centres. The reasons stated for the request are outlined in the attached paper (Appendix 1).
- 1.2 The matters relating to the Crisis Centre have been dealt with by the Call In meeting of 4th March 2011. Therefore the matters at issue today are;
- Potential failures of the Executive Board process with regards to the day centre report
  - Failure to properly equality impact assess the proposals to decommission two mental health day centres
- 1.3 In addition, the Scrutiny Unit office has received 28 individual requests for Scrutiny from the members of the public. The reasons cited for the request for Scrutiny are;
- That the i3 document used by Adult Social Care in the deliberations to close the day centres states that there should be no closures
  - The lack of appropriate consultation
- 1.4 Representatives from Leeds UNISON have been invited to attend today's meeting to put its case for scrutiny of this issue.

## **2.0 Initial Officer Advice**

- 2.1 By way of background the following decision was taken by Executive Board on 11<sup>th</sup> February 2011

RESOLVED -

- (a) That the contents of the submitted report be noted.
- (b) That approval be given to the reconfiguration of the directly provided mental health day services along the lines envisaged in the i3 service model, which will consolidate buildings based services on one site, enabling cost efficiencies whilst also delivering a modernised and enlarged community focused service. (Paragraphs 3.1.1 to 3.1.11 of the submitted report refer).
- (c) That in order to assist the process detailed at resolution (b) above, approval be given to beginning a personalised consultation with service users on how their needs are best met within the new service model, with appropriate levels of consultation with staff and Unions following and with service changes to be completed between July and September 2011 in order to allow time to arrive at individual agreements with service users over their future needs and that there be no closures until alternative services are available and in place. (Paragraphs 3.2.1 to 3.2.5 of the submitted report refer).
- (d) That approval be given to the establishment of a Stakeholder Involvement Group as described in paragraph 3.2.5 of the submitted report, which will meet regularly as implementation is put under way.
- (e) That a further report in relation to how the service model has been implemented and how service users have moved into their new support arrangements be submitted to Executive Board in November 2011.
- (f) That approval be given to the decommissioning of existing mental health day services across the internal and third sectors, and that approval also be given to the tendering of new, modernised services across the care pathway (as detailed within the 'i3 Project Final Report'), which are fit for purpose, with this beginning in February 2011. (Paragraphs 3.4.1 to 3.4.5 of the submitted report refer).
- (g) That approval be given to the consideration of options for the future provision of supported accommodation services in line with Best Value, with a further report and recommendations being submitted to Executive Board in July 2011. (Paragraphs 3.5.1 to 3.5.3 of the submitted report refer).

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they voted against the decisions taken within this minute)

- 2.2 In order to assist Members in determining whether they wish to undertake any further Scrutiny on this matter, the Chair has invited officers from Adult Social Care and the Equalities Team to today's meeting to answer any preliminary questions Board members may have.

## **3.0 Options for Investigations and Inquiries**

- 3.1 When considering the request for Scrutiny, the Scrutiny Board shall determine:
- what further information the Board needs before considering whether an inquiry should be undertaken

- whether the Inquiry can be adequately resource
- whether an Inquiry should be undertaken

#### **4.0 Recommendations**

- 4.1 The Scrutiny Board is asked to:
- (i) Consider the request for Scrutiny
  - (ii) Determine whether it wishes to undertake further scrutiny of this matter.

Background Papers

Executive Board minutes of 11<sup>th</sup> February 2011

This page is intentionally left blank

## **EXECUTIVE SUMMARY**

UNISON concerns are twofold.

1. Potential failures of the Executive Board process
  2. Failure to properly equality impact assess the proposals to decommission the Crisis Centre and two mental health day centres
- 

1. Potential failures of the Executive Board process.

Our concerns are focused on the Council's own constitution and specifically section 4 (Rules and Procedure), the relevant points being as follows:-

**4.1 "The council will make copies of the agenda and reports open to the public available for inspection at least 5 clear days before the meeting"**

**4.3 "where copies of the agenda and reports are not available for inspection in this way, an item will not be considered"**

The report available on the Council's website in the week prior to the Executive Board was not the report debated on 11 February 2011, this being an amended version. To debate the amended document would appear therefore to be in breach of rule.

2. Failure to properly equality impact assess the proposals to decommission the Crisis Centre and two mental health day centres

Equality and Human Rights Commission public sector guidance Equality Impact Assessment

**A.**

**"Have those likely to be affected by the proposal been consulted and involved? Involvement and consultation are crucial to the EIA Process"**

**"No-one gives you a better insight into how proposed changes will affect, for example, disabled people, than disabled people themselves"**

UNISON COMMENT – The report submitted to the Executive Board in December was not accepted due to insufficient consultation. Since that date, existing Day Centre users have had the opportunity to attend one meeting and consultation with the current and previous service users at the Crisis Centre has been sporadic.

Appendix 3 of the Mental Health EIA outlines some of the concerns raised at the January meeting – the responses do not mitigate the concerns raised they are at best vague in terms of what, if any, building based provision will be available and focus mainly on community centred alternatives.

The report cites the I3 Project as having a consultative value yet it would surely be fair to state that I3 considered the general direction of travel of mental health services and could not be put forward as a substitute for specific consultation with key stakeholders over the proposals to decommission the centres. The report itself recognised the need for more consultation – as the report states "the demand for changes for stakeholders was limited" .... "this inevitably meant that change has to be gradual" "looking to the future there is a

need to build both approaches ie build wider and deeper stakeholder demand” (Section 6 I3 report)

The I3 Report concluded that implementation could only be rolled out when the concerns listed above had been addressed, there is no supportive evidence to suggest they have.

The EIAS does not reflect a satisfactory consultation process, in spite of this the decision to decommission the centres has been taken.

## **B.**

**“By law an assessment must:**

- **Contain sufficient information to enable a public authority to show it has paid due regard to equalities duties in its decision**
- **Identify methods for mitigating or avoiding any adverse impact”**

UNISON COMMENT – with respect to the Crisis Centre it is critical to understand that current NHS provision is not staffed to full capacity and of the factors which explains referrals to the Crisis Centre from the IAP Teams. Whilst the NHS asserts it can cope with a small increase in capacity there is no evidence that current staffing structures can do this. Neither the Executive Board nor the EIA specify how, when and where the services provided by the Crisis Centre will be delivered.

With respect to day centres, the service users have been promised individual conversations as regards alternative support. No specifics have yet been identified nor have individual risks been assessed. The discussions will focus on how not whether change will be implemented.

There is nothing within the EIA which sheds more light on any of these issues.

**“When should assessment be carried out?**

**An assessment of impact must be carried out at a formative stage so that the assessment is an integral part of the development of a policy, not a later justification of a policy that has already been adopted”.**

The earlier Executive Board report stated that an EIA was being prepared. Therefore the Council was asked by its officers in December to make a decision in direct contravention to the Commission’s advice! This being the case the two EIA since provided (in some haste) could hardly be cited as an integral part of the proposed policy.

**Attached to this summary are comments submitted from UNISON stewards which supplement and inform the broad concerns outlined in this summary. These are with regard to the Mental Health day services EIA.**



## Introduction

In agreeing the report, the Executive Board agreed to the following:

- 1) Closure of two day centres
- 2) An enlarged CAT team pending the implementation of the policy of an outsourced community day service.
- 3) A community day service outsourced through competitive tendering.
- 4) The outsourcing through competitive tendering of all the services known in this report as the accommodation services

The question therefore becomes whether the EIA presented with the report was adequate for elected members to make these decisions.

## Analysis using *Equality Impact Assessment Guidance*

This guidance is published by the Equality and Human Rights Commission. Page references refer to this document.

The following points are only some indicators of the inadequacy of the EIA.

- **It is essential that a genuine assessment is carried out at a formative stage (p5). The assessment should be started prior to policy development or at the design stage of the review and continue throughout the policy development/review (p18).** The report presented in December states that that an equality screening assessment for the day service is being undertaken to see whether a full assessment is necessary. In fact, the EHRC guidance clearly indicates that a full assessment for this type of proposal would be necessary. Importantly, the timing of the comments in the December report would also indicate that no EIA was conducted at a formative stage. The EHRC guidance notes includes the following: *Warning. A number of public authorities have carried out EIAs at the very end of the policy development or review process. This can lead to significant problems. The EIA may be a paper exercise, with equality problems ignored and the policy given a clean bill of health. This is a particular risk where key decisions have already been made or political representatives have given public statements, making it extremely difficult to change the policy sufficiently. Carrying out EIAs at the end of the process can lead to several problems . . . . and leaves the authority open to compliance action by the Commission or legal challenges by others.* (p22)
- **Positive involvement and consultation are seen as key ways of ensuring that an effective EIA takes place (p15).** The consultation process has clearly been flawed in a number of ways: a) there is a heavy reliance on the i3 project which did not in itself include adequate consultation - some considerable time has elapsed since the project, and many individual service users have come and gone; b) the number of meetings with staff and service users is inadequate bearing in mind the scope of the proposed changes p5; c) in terms of the authority's general duties on race, disability and gender, it is unlikely that the generalised meetings would be considered adequate; d) the timing of the consultation did not allow it to inform the formulation of policy
- **An EIA should outline the relevance of the policy, service, function etc is to the general equality duties and equality groups (remembering to consider each of the general duties and not only the duty to eliminate discrimination) p18.** This is important because it means that the authority has to do more than show that its policy is not discriminatory, it actually has to show how the policy helps the authority fulfil its general duties on race, disability and gender. The EIA makes no reference to the general duties (cf Appendix 1 of *Equality Impact Assessment Guidance*). It is important to remember that EIAs are not just about addressing discrimination or adverse impact; they should actively promote equal opportunities (p5).

- **The EIA should include policy aims; available evidence; involvement and consultation; the impact (including questions like “who benefits?”, “who doesn’t benefit and why not?” “who should be expected to benefit and why don’t they?” – and much more (p19)** The guidance notes clearly indicate that an EIA needs to be far more complex and sophisticated than that which has been carried out by the authority in this case.
- **It is important to have as much up-to-date and reliable data and information as possible about the different groups the proposed policy is likely to affect (p28).** The data presented in 4.1.4 of EIA was conducted over one week. It did not include all service users as some service users use the service fortnightly or monthly; those with physical health problems are more likely not to be using the service at any one time and are therefore more likely to be excluded from the data. Furthermore, the use of the term “registered disabled” will have excluded some service users from making an affirmative response being intimidated by the word “registered”.
- **Proportionality is a key principle. EIA of a major new policy or strategy will need significantly more efforts and resources dedicated to ensuring effective consultation and involvement than a simple EIA of a regular policy (p30).** Clearly, in passing this report, elected members have agreed to a policy of major importance as it affects all mental health services delivered by Leeds City Council (except the Crisis Centre which is covered in a separate report).
- **It is never acceptable to simply state that a policy will universally benefit all service users, and therefore the equality groups will automatically benefit. The analysis must be more sophisticated than this, demonstrating consideration of all the available evidence and addressing any gaps and disparities revealed (p31).** The EIA report does not properly analyse the needs of the equality groups. The level of sophistication required is indicated by the broad questions listed in the guidance notes (p33). Clearly the report falls far short of this level of sophistication.
- **Failure to properly monitor the impact of a policy may leave a public authority open to legal challenge, as well as enforcement action from the Commission (p40). Systems to enable monitoring of the actual impact of the policy therefore form a vital part of an EIA and should be set out in the final section (p38).** The EIA contains nothing about how the policy will be monitored post implementation to assess whether the authority is meeting its general duties.
- **EIA is an ongoing process that does not end once a document has been produced (p39).** The EIA report makes it sound as though the EIA is a paper exercise to be completed and refers to a further assessment being done as part of the recommissioning process (section 3); this approach is not in line with the advice given in the guidance notes.

### Process

From the above, it is clear that the EIA report can be criticised in terms of process on a number of points. It would therefore, presumably, be open to a legal challenge and/or compliance action by the Commission.

### Content

The EIA is startlingly unsophisticated in terms of content. It is therefore impossible to indicate all of the shortcomings of the EIA. The following are some of the unexplored issues:

Re: Closing day centres and enlarging community team. There is no impact assessment of the following factors:

- i. More community bases would be needed to accommodate the enlarged community service. There is no survey of potential bases; no analysis of their geographical location and how

that might affect different groups of service users; and no costing analysis of the use of these additional bases.

- ii. Some community based activities may include service users in "hidden" costs buying coffee, alcoholic drinks, meals, admission costs etc.
- iii. An access issue arises for people with problems with alcohol when the community venue is licensed.
- iv. Community venues increasingly have disabled access and toilets. However, the day centre buildings provide specialist equipment e.g. kiln and other art and craft equipment. There is also a specialist kitchen for teaching catering skills, as well as other areas with a specialist function. There has been no survey of community bases which can offer both disabled facilities and these specialist facilities. There is no survey of mainstream educational facilities which can offer instructors with a background and expertise in working with people with mental health problems.
- v. The potential experience of service users who are particularly susceptible to bullying when accessing community based services either because of disability, gender or race.
- vi. The change process as the service moves from three buildings to one. A particular issue, amongst others, to be impact assessed, would be what would happen to people referred to the service between now and the day on which the day centres close their doors for the final time.
- vii. The accommodation needs of Dosti, an Asian women's support group based at Stocks Hill Day Centre. Although not run by the Council it has close links with the authority. The EIA does not even mention Dosti.

Re: Competitive outsourcing. There is no impact assessment of the following factors:

- i. The proposed change in eligibility criteria.
- ii. The record of potential employers (e.g. voluntary sector agencies in Leeds) regarding their employment of disabled staff as compared with LCC's record.
- iii. The main report states that competitive tendering will produce a service which is cheaper and better. It provides no evidence. The EIA not only need to provide the general evidence, but it would also need to show how the proposed change is congruent with the general duties of the authority regarding equality.

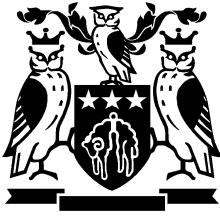
Re: Accommodation services.

- i. This service is omitted in its entirety from the EIA.

#### Additional Points for Consideration

- EIAs should be carried out alongside other assessments including risk assessments, and health and human rights impact assessments (p9).
- The weight the authority gives to equality should be proportionate to its relevance to a particular function. Equality is clearly highly relevant to a service for people with mental health problems.
- Thought must be given to particular equality groups. *It is never acceptable to simply state that a policy will universally benefit all service users, and therefore the equality groups will automatically benefit* (p31). In the main report, there seems to be a sense that it is intrinsically always better for people with mental health needs to be accessing a mainstream service; that somehow equality is fostered by treating everyone the same. *Equality will sometimes require specific steps in order to address an existing advantage, meet different needs or accommodate difference and diversity* (p31).

- Presumably the Equality Act's extension of public duties which comes into force 6/4/11 is relevant. This extends an authority's duties to include all protected groups e.g. age, gender reassignment and sexual orientation etc. It also uses a broader term of "engagement" for involving relevant parties/people. I would have thought that once the legislation comes into force, an EIA would need to be more far reaching.



---

### Report of the Chief Executive and Director of Adult Social Care

Meeting: Adult Social Care Scrutiny Board

Date: 16<sup>th</sup> March 2011

Subject: New Strategic Plans 2011-15

---

**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

## 1 Executive Summary

- 1.1 This report presents for Scrutiny the proposals for the new set of strategic planning documents for advice and consideration before these go to Executive Board and Council for approval. This includes the proposals for the long term partnership strategy for the city the Vision for Leeds 2011 to 2030 as well as the set of delivery plans for the first 4 years. These proposals have been developed in light of the current financial situation which means that we need our priorities to be much more focused than previous plans. These proposals also take into account the results of two recent public consultations on the Vision for Leeds and Spending Challenge.

## 2 Purpose of the Report

- 2.1 Scrutiny of the proposals for the most important plans and strategies, as specified within the Budget and Policy Framework, ensures that these plans are robust and include the issues that are important to local people. Therefore, this report brings to the Board the proposals for the new Vision for Leeds 2011 to 2030 along with the first set of priorities which will be delivered by the council, and its partners, over the next 4 years. In addition, this report also includes the relevant priorities from the Council Business Plan including the shared cross council priorities and the priorities for the Director of Adult Social Care for the next 2-4 years.

## 3 Background Information

- 3.1 In December Executive Board considered changes to the partnership and planning framework which would enable a better alignment between the partnership structures, strategic plans and our supporting performance management arrangements. Allied to this in the current financial climate there is a need for our strategic plans to focus on a smaller number of priorities to provide a more targeted and focused approach to delivering our long-term ambitions for the city.
- 3.2 In particular, a number of changes to the planning framework are in the process of being discussed and approved with amendments to the Council's Budget and Policy Framework (contained in Article 4 of the Constitution) in train. These changes are scheduled to go to the General Purposes Committee in March and Full Council in April. The new city planning

framework is shown in appendix 1 and the role and function of each of these plans is detailed below:

- 3.2.1 **Vision for Leeds 2011 to 2030** - is the Leeds Sustainable Community Strategy which sets-out the long term ambition and aspirations for the city. It is being developed by the Leeds Initiative in conjunction with all local partners, including the public, private, and third sectors. The draft Vision was subject to an extensive consultation with the public and stakeholders through the 'What if Leeds' campaign.
- 3.2.2 **City Priority Plans 2011 to 2015** – these are new city-wide partnership plans which identify the key outcomes and priorities to be delivered by the council, and its partners, over the next 4 years. They replace the Leeds Strategic Plan and are aligned to the new Strategic Partnerships which are listed below.
- Children's Trust Board
  - Safer and Stronger Communities Board
  - Sustainable Economy and Culture Board
  - Regeneration Board
  - Health and Wellbeing Board

These partnerships will own the plans and be responsible for ensuring the delivery of the agreed priorities. They are structured around a small set of short term (4 years) priorities each of which is measured through a headline indicator. As such they are the "must-do" priorities or "obsessions" for each partnership and may be supported by more detailed plans as the partnership sees fit. They are not the only things the partnerships will be responsible for but for the next 4 years they will be their top priorities.

The priorities are to be written in clear, simple language that will be meaningful to everyone including the public. The headline indicators are crucial and have been carefully selected in order to galvanise efforts to drive improved outcomes across the partnership and should also bring with it progress across a wider set of outcomes. For example increasing the proportion of people in Leeds who are physically active will in turn improve mental health, reduce cardiovascular disease, reduce sickness levels, prevent falls in the elderly, reduce obesity (for adults and children), reduces risk of premature death etc. In this way we can ensure that the effort of the partnership is sufficiently focused but as many of the proposed priorities are closely linked to other areas of challenge they will also drive the delivery of a broader range of outcomes across the city

- 3.2.3 **Council Business Plan 2011 to 2015** – this is the single plan for the council that brings together all the priorities for the council alongside the medium term financial plan. It has two main elements; a small number of cross council priorities and a set of directorate priorities. The cross council priorities are clearly aligned to the council's values and will drive change across the whole of the organisation. The directorate element of the plan will outline the Directors own objectives and as such may include service transformation, service delivery and any significant contributions to the relevant City Priority Plans so that that are the most significant 'must do' priorities for the directorate.
- 3.3 These plans will run for a period of 4 years in order to align better to our financial planning cycles but will be reviewed after two years. They will be supported by more detailed service and locality plans so they will not include everything we do just the priorities. Service plans will continue to be published to provide members with a more detailed picture of the actions and activities happening across the authority. For this year in order to enable service plans to better reflect these priorities the deadline for completion has been extended until 30<sup>th</sup> June 2011.
- 3.4 The timeline for approval of the plans is for them to go to Executive Board in May; and for approval by Council in July 2011. However Members should note that the City Priority Plans for Regeneration and Sustainable Economy and Culture may have to follow a different timetable as the relevant Strategic Boards do not currently exist and need to be constituted first.

## 4 Main Issues

- 4.1 The ambition of the draft Vision for Leeds 2011 to 2030 proposes that Leeds should aim to be locally and internationally recognised as the “best city in the UK” – an aim which was well supported in the public consultation. The Council Business Plan also proposes the ambition to be the “best city council in the UK”. We recognise that these are challenging ambitions but having this clear goal provides some clarity on what we need to tackle first in order to achieve this aim. It is also important that we set out clearly what this means in order to be able to judge our progress and ultimately our success. The five City Priority Plans and the Council Business Plan seek to do this and set out the first set of the “must-do” priorities that will help us achieve our ambition. In addition direct links can be seen from the Vision to the City Priority Plans where Boards have described what ‘best city’ means for each theme, e.g. ‘the best city for children and families’.
- 4.2 Performance reporting arrangements are currently being developed but will be focused around the priorities in these plans. In addition it is anticipated that the Leeds Initiative Board will have a role to provide challenge to the 5 Strategic Boards in the following areas:
- Is there a sufficient level of ambition within the plans ie is each board doing enough to work towards the achievement of the aim to be the Best City?
  - Examining how well the city is doing overall in tackling poverty and inequality looking across all 5 boards and challenging whether sufficient progress is being made.
- 4.3 In drawing up our new long term Vision and 4-year delivery plans we have had to balance a number of conflicting demands. This is as a result of the difficult situation we find ourselves in with the toughest local government funding settlement in many years. This is on top of a ‘funding gap’ arising from changes to the make up of the city like an aging population, rising birth-rates and the overall growth of the city. At the same time the city is experiencing a difficult economic climate with for example rising unemployment, inflationary pressures, increasing demands for social housing and reforms to the welfare systems. Many of these factors are resulting in greater demands on local authority and partner services as well as reductions in our income. This has led us towards the approach proposed where our plans are focused on the absolute “must-do’s” and, therefore, inevitably do not include everything. The challenge for us is to ensure that we have got the right balance between focus while still including the most important issues for the city. As well as balancing our ambition for the city with what is realistic and achievable in light of the agreed Budget.
- 4.4 In light of this overall context then the further development of our partnership working arrangements is essential. Each Director has a clear leadership role to develop strong and productive working relationships with partners in order to create the environment for effective partnership working in their area. This will ensure that as a city we can maximise the opportunities to provide truly joined-up and efficient services for the people of Leeds. Therefore, this has been included specifically as a priority for each Director.
- 4.5 The priorities of relevance to the Adult Social Care Scrutiny Board are set out in Appendix 2 and includes the following elements:
- Vision – overall Vision aim to be recognised as ‘the best city in the UK, locally and internationally’ as well as the three supporting aims, to be a city which is:
    - fair, open and welcoming;
    - prosperous and sustainable; and
    - successful.
  - City Priority Plans – the appendix includes the outline of all 5 City Priority Plan in order to enable Members to look across the entirety of the city’s priorities. The Board may wish to particularly focus their attention on the Health and Wellbeing plan. However, it is important the Board understands the overall picture.
  - Council Business Plan – the Board are asked for their views on the 5 Cross Council Priorities as well as the draft Directorate Priorities for Adult Social Care. In addition a number of key performance indicators have also been nominated which would used to report progress.

- 4.6 Members are asked to look across the proposed set of strategic priorities and consider the following questions:
- Are the plans clear, simple and meaningful to all relevant audiences?
  - Do the City Priority Plans and Council Business Plan clearly articulate the absolute must-do's for the next 4 years?
  - Work is currently on-going to further develop the indicators and targets and Members are asked for their views/input into these - bearing in mind the need to balance ambition with what is realistic and achievable in the current financial climate.

### **Public Consultation**

- 4.7 We have recently received the results of two major consultation exercises (on the Vision for Leeds 2011 to 30 and the Spending Challenge) and the outcomes of these consultations can be clearly seen within these proposed plans. Appendix 3 sets out the key issues that the public told us were important in these consultations and shows how these are included within the proposed set of priorities in the plans.
- 4.8 Clearly these plans with their stated aim of providing simplicity, clarity and focus do not include detail about what actions will be taken. It is proposed that each Cross Council and City Priority will be supported by an action plan and this will form the structure and focus for the performance reporting. Work is currently underway to develop these and it is proposed that these are brought to the relevant Scrutiny Board early in 2011/12.
- 4.9 The delivery of many of the priorities are inextricably linked and there are a number of cross cutting areas that have been raised as important issues such as tackling child poverty and improving the wider social determinants of health (ie good housing, access to employment, income levels etc). Many of the specific drivers for making improvements in these areas are already priorities which are included within the 5 City Priority Plans but it is recognised that we might want to bring these together to ensure progress is sufficient. Further work is underway to consider the role of the Main Partnership Board in challenging progress in these cross cutting areas. Once the action plans underneath have been developed (see above) a piece of work will be undertaken to identify these cross cutting areas that will inform further discussions about whether these are being adequately addressed.

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

- 5.1 The formal amendments to the Constitution to specifically include the City Priority Plans as a replacement to the Leeds Strategic Plan are underway but have not yet been completed. A report is being taken to the General Purposes Committee in March to consider these changes and make recommendations to full Council in April. Within this report it is proposed that all City Priority Plans are added to in the Budget and Policy Framework alongside the Vision and the Council Business Plan which are already included. Provided that this amendment is agreed then the Vision for Leeds, the 5 City Priority Plans and Council Business Plan would collectively represent the medium and long term policy and strategy for the city. Therefore they are being brought to Scrutiny at this time in line with the Budget and Policy Framework procedure rules for discussion and challenge.
- 5.2 Members should note that these priorities are also being consulted on with Partners across the city through the relevant strategic partnerships.

## **6 Legal and Resource Implications**

- 6.1 It is important that the outcomes and priorities within our strategic plans are realistic and achievable and, in particular, that they align with the agreed budget. Members are specifically asked to consider this issue and provide their views as part of this consultation.



6.2 From April 2011 the Council will have a general public duty under the Equalities Act to

- eliminate unlawful discrimination, harassment, and victimisation
- advance equality of opportunity, and
- foster good relations

This is underpinned by specific duties which require public bodies to develop specific, measurable and reasonable equality objectives to further the aims of the general duty and to publish data and performance relating to these. As part of the specific duty the equality information needs to be accessible and the decision has been made in Leeds that the most pragmatic way of ensuring this is the case is to provide all the appropriate information in one place ie to produce an Equality Scheme. The priorities within these plans ( well as the action plans that sit underneath) will be used as the basis for the development of this Scheme.

6.3 During the consultation period work will be undertaken to consider equality in each of these plans and will be subject to the council's equality impact assessment process.

## **7 Conclusions**

7.1 This report brings to the Board the long term Vision and strategic priorities for the next four years. Members are asked to look across these priorities and make sure that they provide enough focus while also including all the most important things for the next 4 years while at the same time being realistic and achievable in terms of the resources available. These plans will be our focus for the next 4 years and it is vital that Members can collectively own them and that they reflect Member's ambitions for the council and for the city.

## **8 Recommendation**

8.1 Members of the Board are asked to provide their views and feedback on the proposals for the new Vision and first set of strategic priorities to deliver the Vision over the next 4 years. In particular Members are asked to consider the following questions:

- Are the plans clear, simple and meaningful to all relevant audiences?
- Do the City Priority Plans and Council Business Plan clearly articulate the absolute must-do's for the next 4 years?
- Work is currently on-going to further develop the indicators and targets and Members are asked for their views/input into these - bearing in mind the need to balance ambition with what is realistic and achievable in the current financial climate.

### **Background Papers**

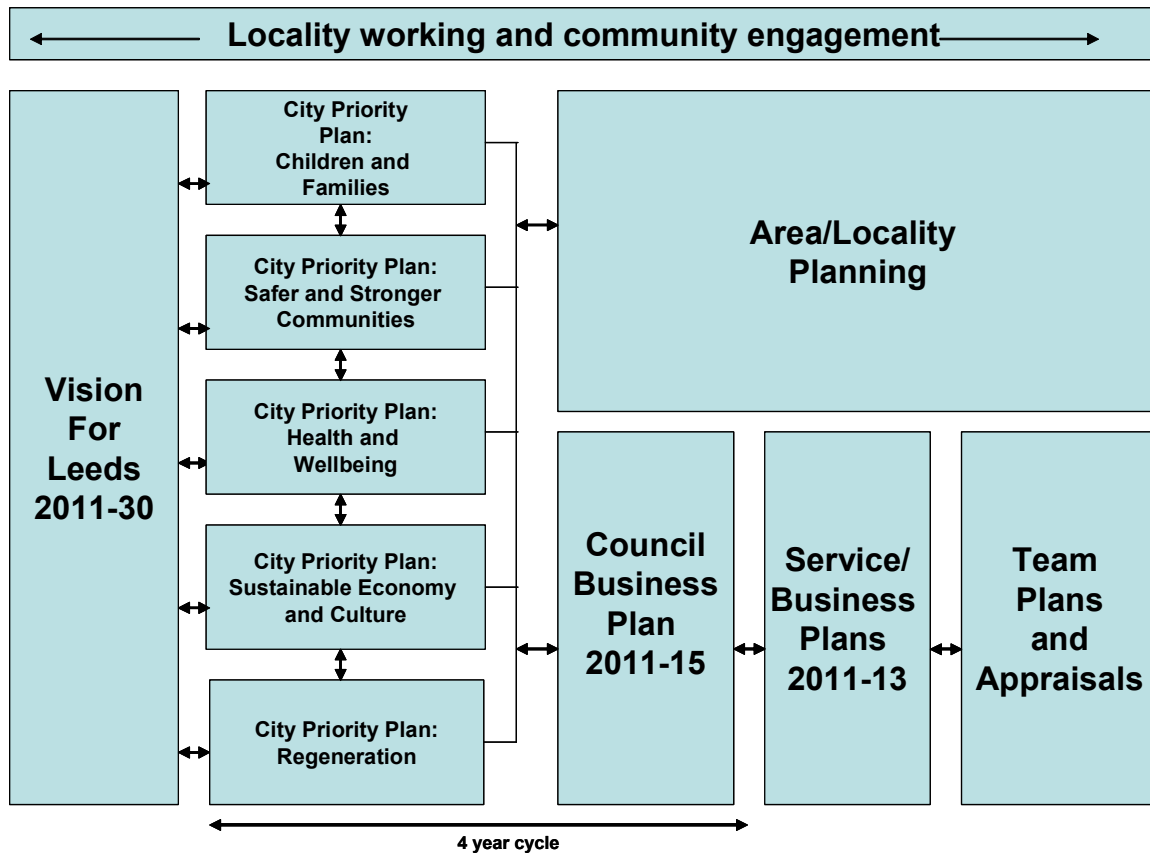
Executive Board Report on "Revenue Budget and Council Tax for 2011/12" 11<sup>th</sup> Feb 2011

Executive Board report on "Proposed changes to the Leeds Initiative Partnership and the City Planning Framework" 10<sup>th</sup> Dec 2010

Budget and Policy Framework Procedure Rules

This page is intentionally left blank

# Appendix 1 - The new city planning framework



This page is intentionally left blank

## Appendix 2 – Outline Framework

### Vision for Leeds 2011 to 2030

'By 2030, Leeds will be locally and internationally recognised as the best city in the UK .

#### *Our Aims*

**By 2030, Leeds will be fair, open and welcoming.** Leeds will be a place where everyone has an equal chance to live their life successfully and realise their potential. Leeds will embrace new ideas, involve local people, and welcome visitors and those who come here to live, work and learn.

To do this Leeds will be a city where:

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

**By 2030, Leeds' economy will be prosperous and sustainable.** We will create a prosperous and sustainable economy, using our resources effectively. Leeds will be successful and well-connected offering a good standard of living.

Leeds will be a city that has:

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

**By 2030, All Leeds' communities will be successful.** Leeds' communities will thrive and people will be confident, skilled, enterprising, active and involved.

To do this Leeds will be a city where:

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

## City Priority Plans 2011 to 2015

Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
Best City... for Children – Children’s Trust Board  Leeds will be a Child Friendly City where children will: <ul style="list-style-type: none"> <li>• be safe from harm</li> <li>• do well in learning and have skills for life</li> <li>• choose healthy lifestyles</li> <li>• have fun growing up</li> <li>• be active citizens who feel they have voice and influence</li> </ul>	Help children to live in safe and supportive families	Number of Looked after Children (LAC)
	Improve behaviour, attendance and achievement	Level of attendance / Rate of persistent absence (Primary and Secondary)
	Increase the levels of young people in employment, education or training	16 to 18 year olds that are not in Education, Employment or Training (NEET)
Best City... for Business – Sustainable Economy and Culture Board  Leeds will be a great place for people and businesses, where <ul style="list-style-type: none"> <li>• Significant new job opportunities are created;</li> <li>• Businesses are supported to start up, thrive and grow;</li> <li>• People enjoy a high quality and varied cultural offer</li> <li>• People choose sustainable travel options; and</li> <li>• We all benefit from a low carbon economy</li> </ul>	More jobs are created	The creation of xx new jobs <sup>1</sup>
	Improved skills	Number of apprentices recruited
	Supporting the recovery of the Leeds economy	Redevelopment of xx Ha of brownfield land <sup>2</sup>
	More people get involved in the city’s cultural opportunities	Proportion of adults and children who regularly participate in cultural activities
	Improved journey times and reliability of public transport	Reduced Bus journey time variability on the core network
	A better quality environment through reduced carbon emissions across the partnership	Per capita reduction in CO2 emissions in the LA area (NI186)

<sup>1</sup> needs further development but intention is to link to identified work programme (e.g. Trinity, Eastgate Arena etc)

<sup>2</sup> needs further development but intention is to link to identified an identified area/quantity of land & work programme (e.g. MEPC, International pool site, Quarry hill, Sovereign Street etc)

Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
Best City... for Communities – Safer and Stronger Leeds Board  Leeds will be an attractive place to live, where: <ul style="list-style-type: none"> <li>• People are safe and feel safe</li> <li>• The city is clean and welcoming</li> <li>• All communities are truly empowered, valued and engaged</li> <li>• People get on well together</li> </ul>	Reducing crime levels and its impact across Leeds	Reduction in overall crime rate /head of population <sup>3</sup>
	Effectively tackle and reduce anti-social behaviour in our communities	Improved Public perception rates that ASB is being managed effectively <sup>4</sup>
	Ensure that local neighbourhoods are clean	Improvement on city-wide cleanliness measure (NI195 a – d)
	Increase a sense of belonging that builds cohesive and harmonious communities	% people who believe people from different backgrounds get on well together in the local area <sup>5</sup>
Best City... for Health and Wellbeing – Health & Wellbeing Board  Leeds will be a healthy and caring city for all ages where: <ul style="list-style-type: none"> <li>• everyone lives longer, healthy lives</li> <li>• everyone has the opportunity to improve their health</li> <li>• people will live safe and fulfilling lives in their own homes</li> <li>• everyone has active and independent lives</li> </ul>	More people will make healthy lifestyle choices	Smoking prevalence in adults (over 18) <sup>6</sup>
	More people live safely in their own homes	Rate of emergency admissions to hospital Rate of admission to residential care homes
	People will have choice and control over their health and social care services	Proportion of people with long-term conditions feeling supported to be independent and manage their condition

<sup>3</sup> Improving our core cities position

<sup>4</sup> baseline and % improvement to be agreed

<sup>5</sup> previously measured through Residents Survey (and Place Survey) but the methodology and frequency of this is currently being revised but it is unlikely that we will be able to compare with other core cities so will have to aim to improve on the baseline position

<sup>6</sup> With a possible stretch target for the most deprived SOA's



Partnership Board Vision/Outcomes	4 Year Priorities	Headline Indicator
<p>Best City... to Live - Regeneration Board</p> <p>Leeds will be a great place to live, where:</p> <ul style="list-style-type: none"> <li>• The growth of the city is sustainable and provides long-term benefits for all</li> <li>• Regeneration activity is creating the right physical environment for the delivery of vibrant and sustainable communities</li> <li>• A range of quality housing exists in different types, sizes and tenures that can meet the full range of residents' needs in a growing city</li> <li>• Local people benefit from regeneration investment</li> </ul>	<p>Maximise regeneration investment to deliver a range of housing options.</p>	<p>Number of new homes per year<sup>7</sup></p>
	<p>Enabling growth of the city whilst minimising the impact on the environment or</p> <p>Enabling growth of the city whilst protecting the distinctive green character of the city</p> <p><i>We know the wording for this priority is not quite right yet. We are trying to capture the balance that needs to be achieved between accommodating the growing population of the city whilst maintaining the character of the city and the surrounding towns and villages as well as providing good quality green space.</i></p>	<p>TBA but may include:</p> <ul style="list-style-type: none"> <li>• Quality of green space – but it is unclear how we might measure this</li> <li>• Improved local Biodiversity (proportion of local sites where positive conservation management has been or is being implemented)?</li> <li>• Public satisfaction of quality of the environment</li> <li>• Design Standard Mark</li> <li>• Investment in green space arising from S106 developments</li> </ul>
	<p>Improve housing conditions and energy efficiency</p>	<p>Number of properties enhanced with energy efficiency measures</p>

<sup>7</sup> target to be provided from the Corporate Planning Strategy due in summer 2011

## Council Business Plan 2011-15

### Cross Council Priorities and Indicators

	Value	Improvement Priority (delivered over first 1 or 2 years)	Measure/Target
1.	Working as a team for Leeds	Staff have clear understanding of their role, have clear objectives and performance targets which are monitored through a quality appraisal	100% staff have had an appraisal
2.	Being open, honest and trusted	Staff are fully involved in delivering change and feel able to make an impact on how services are delivered	% staff who feel engaged <sup>8</sup>
3.	Working with communities	We will consult with local people on changes that may affect their lives	% of key and major decisions which have evidence that consultation has taken place with local people <sup>9</sup>
4.	Treating people fairly	Equality Impact Assessments (EIA) influence council policy and decision making	% of key and major decisions where there is evidence that Equality issues have been fully considered <sup>10</sup>
5.	Spending Money Wisely	All directorates/services deliver within their approved budget with no overspends	No variation from approved directorate level revenue budget in year

<sup>8</sup> This indicator would require some form of staff survey to take place on a regular basis, perhaps on a sampling basis. Options are being developed in conjunction with HR. This would not be a direct question but would be drawn from a number of questions that assess the factors that influence staff engagement like communication and leadership.

<sup>9</sup> This is a new indicator that is being built into the new report writing guidance to be launched in the new municipal year and reported via Governance Services. This will include all Executive Board and key/major decisions and the guidance asks the authors to provide links to relevant consultation on Talking Point or provide a reason why consultation is not required for this decision.

<sup>10</sup> This is a new indicator that is being built into the new report writing guidance to be launched in the new municipal year and reported via Governance Services. This will include all Executive Board and key/major decisions and the guidance asks the authors to provide with the report either a screening form or an Equality Impact Assessment in addition the guidance specifies that the cover report includes any key actions taken to address issues raised by the EIA.

## Adult Social Care Directorate Priorities

### Outcome 1: Reducing dependency through prevention and early intervention

- Development of re-ablement services

### Outcome 2: Increasing Personalisation of social care services and promoting independence

- Further roll out of Self Directed Support arrangements
- Modernisation of Adult Social Care day services
- Re-commissioning residential and nursing care provision

### Outcome 3: Protection from avoidable harm

- Develop and deliver a performance and quality assurance framework to evidence the improvement in safeguarding adults in Leeds

### Outcome 4: Productivity and Quality

- Introduce a revised social care information system in line with current and future business requirements
- Undertake a realignment of resources which will enable efficient service modernisation

### Outcome 5: Partnership

- Creating the environment for effective partnership working
- Delivery of Health and Wellbeing City Priority Plan,
- Establish a local integrated service model for older people

## Key Performance Indicators

- Admissions to residential and nursing care homes, per 10,000 population
- % of service users and carers receiving self-directed support in the year
- Service user feels that they have control over their daily life.
- % of safeguarding referrals to the local authority which lead to a safeguarding investigation
- The average number of delayed discharges per 100,000 adult population per week

This page is intentionally left blank

### Appendix 3 – How recent consultations are reflected in the new Plans

<b>“What if Leeds..” Consultation on the new Vision</b>	
<b>Key Issues identified from the consultation</b>	<b>Where this appears in our delivery plans</b>
Developing a sense of community, and doing things more locally;	This is broadly included in our developing approach to locality working which is a priority for Planning, Policy and Improvement but there is also a specific priority to: <ul style="list-style-type: none"> <li>• Increase a sense of belonging that builds cohesive and harmonious communities</li> </ul>
An acceptance that residents will need to do more for themselves and for their community;	This is broadly included in our developing approach to locality working which is a priority for Planning, Policy and Improvement as well as within the 2011/12 budget where a number of specific community asset transfers are proposed.
No list of capital projects, reflecting the current economic situation	This is reflected in the reduced capital programme
Environment, particularly in terms of cleanliness, but also in terms of developing green businesses, and businesses taking advantage of green technologies;	This is reflected in the following priorities: <ul style="list-style-type: none"> <li>• Ensure that local neighbourhoods are clean</li> <li>• Enabling growth of the city whilst minimising the impact on the environment (wording not yet finalise)</li> <li>• More jobs are created and improved skills – together these should encourage green business but it did not seem sensible in the short term to restrict this to a specific sector</li> </ul>
Transport, particularly improving public transport, especially cost and reliability;	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Improved journey times and reliability of public transport</li> </ul>
Jobs and work;	This is reflected in the following priorities: <ul style="list-style-type: none"> <li>• More jobs are created</li> <li>• Improved skills</li> </ul>
Tackling inequalities;	This is included across many of the City Priority Plans and will be a cross cutting issue that will be picked up by the Main Board. Key actions are also brought together within the council 's Equality Scheme and specific issues will also be brought out within the performance reports for many of the priorities.
Better culture and entertainment;	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• More people get involved in the city's cultural opportunities</li> </ul>
A city that is friendly for everybody, both in the city centre and the communities.	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Increase a sense of belonging that builds cohesive and harmonious communities</li> </ul>

<b>Spending Challenge Consultation</b>	
<b>Key Issues identified from the consultation</b>	<b>Where this appears in our delivery plans</b>
Prioritising Services for Vulnerable People including the elderly and disabled	This is reflected in the increased budget allocation for Adult Social Care in 2011/12 and the further planned investment within the medium term Financial Strategy.
Supporting people to stay in their own homes	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• People will live safe and fulfilling lives in their own homes</li> </ul>
Giving choice in social care services	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• People will have choice and control over their health and social care services</li> </ul>
Tackling the worst anti-social behaviour	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Effectively tackle and reduce anti-social behaviour in our communities</li> </ul>
Encouraging more recycling	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Ensure that local neighbourhoods are clean – there are also likely to be more specific priorities within the Environment and Neighbourhoods Directorate priorities but these are not yet confirmed</li> </ul>
More Affordable Housing	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Maximise regeneration investment to deliver a range of housing options.</li> </ul>
Creating more jobs especially for local people	This is reflected in the following priorities: <ul style="list-style-type: none"> <li>• More jobs are created</li> </ul>
Improving transport infrastructure particularly public transport	This is reflected in the following priority: <ul style="list-style-type: none"> <li>• Improved journey times and reliability of public transport</li> </ul>
Encouraging the community to take responsibility for their own actions/place	This is broadly included in our developing approach to locality working which is a specific priority for the Planning, Policy and Improvement Directorate.
Being involved in decision making and service design	This is broadly included in our developing approach to locality working but more specifically there is a cross council priority and indicator to ensure that consultation is embedded in our decision making processes. Through monitoring this closely at the highest level this will also have an impact on the quality of consultation.
Better use of buildings	This is broadly reflected with the cross council value and priority to “Spend Money Wisely” and the Budget and medium term Financial Strategy include a number of specific actions. Also the Changing the Workplace programme is specifically about more efficient use of our buildings and this is a Directorate priority for Planning, Policy and Improvement albeit that it will involve all Directorates. In addition the City Development Directorate priorities includes the delivery of the Council’s Asset Management plan.

**Report of the Head of Policy and Performance**

**Meeting: Adult Social Care Scrutiny Board**

**Date: 16<sup>th</sup> March 2011**

**Subject: Adult Social Care Scrutiny Board Performance Report Quarter 3 2010/11**

**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

**1 Executive Summary**

1.1 This report presents the performance information summarising our progress against the Leeds Strategic Plan relevant to the Adult Social Care Scrutiny Board for the third quarter of 2010/11 which is the final year of delivery of this plan. The report includes a Performance Indicator (PI) report and of the indicators which can be reported in year 33% are green and on track to hit target.

**2 Purpose of the Report**

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

**3 Background Information**

3.1 The agreed performance reporting process provides PI reports only at Quarters 1 and 3 with Action Trackers and PI reports at Quarters 2 and 4. The performance indicator report is found in appendix 1 and shows the Q3 result and predicted year end traffic lights for all key performance indicators aligned to the LSP which are relevant to the Adult Social Care Scrutiny Board.

**4 Main Issues**

*Performance Indicators*

4.1 An analysis of the Performance Indicators for the Board is shown below with 33% of these quarterly performance indicators are currently predicted to hit their 2010/11 targets. The comparison to the position at Q1 is also shown below.

Q3	Number	%	Q1 Position
Red	2	13%	0%
Amber	4	27%	13% (2)
Green	5	33%	47% (7)
Unable to traffic light	4	27%	40% (6)

## 5 Implications for Council Policy and Governance

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

## 6 Legal and Resource Implications

- 6.1 None to report.

## 7 Conclusions

- 7.1 This report provides the Adult Social Care Scrutiny Board with a Q3 update of the performance against the Leeds Strategic Plan. This report highlights areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

## 8 Recommendation





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



### Adult Social Care Performance Report Quarter 3 2010-11

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
1	Leeds Strategic Plan - Government Agreed	NI 130	% of Social Care clients receiving self directed support aged 18+	Access & Inclusion	Quarterly %	Rise	4.9%	17.1%	30.0%	16.0%	19.6%	24.4%	30.0%	↑	No Concerns with data quality
		During the first 9 months of 2010/11 4,204 people were identified as being in receipt of self-directed-support or a personalised budget or direct payments. The Authority is on target to meet its national target													
2	Leeds Strategic Plan - Government Agreed	NI 132	Timeliness of social care assessments (all adults)	Access & Inclusion	Quarterly %	Rise	76.0%	91.0%	90.0%	83.5%	83.9%	83.5%	83.5%	↓	Some concerns with data quality
		During the first three quarters of 2010/11, of 5,319 people with completed assessments, 4,443 had them completed within 28 days. Figures are lower than in 2009/10 and at this stage in the year it is unlikely that the target of 90% will now be met. The roll out of a new assessment process for Self Directed Support has impacted upon the figures as staff adapt to using new methods and the number of referrals which include safeguarding concerns continues to increase and create additional demands upon care management staff. There are indications that resource limitations have created a back log of referrals in some areas and this could have an additional impact upon the figures. An action plan has been developed and is being implemented to deal with the immediate backlog and put measures in place to avoid its reoccurrence.													
3	Leeds Strategic Plan - Government Agreed	NI 141	Percentage of vulnerable people achieving independent living	Strategic Housing and Commissioning	Quarterly %	Rise	59.77%	83.83%	76%	81.47%	80.00%	83.00%	81.50%	↓	No concerns with data quality
		Q3 Performance is preliminary based on approx 90% of workbook returns. Initial PI score shows positive performance improvement from Q2.													
4	Leeds Strategic Plan - Partnership Agreed	NI 133	Acceptable (DH) waiting times for care packages	Social Services for Older People	Quarterly %	Rise	85.0%	86.9%	95.0%	83.7%	84.2%	86.7%	86.7%	↓	Some concerns with data quality
		For the first three quarters of 2010/11 2,753 out of 3,174 service users who received packages of care, were provided within 28 days. This is a slight improvement on the quarter 2 position. Figures are very close to those of 2009/10. There are indications that variations in arrangements arising from personalised services have created new challenges for recording the date of service delivery. New guidance is being issued to staff and work is ongoing to improve the quality of data.													
5	National Indicator	NI 125	Achieving independence for older people through rehabilitation/intermediate care	Access & Inclusion	Quarterly %	Rise	91.9%	78.8%	85.0%	85.7%	87.8%	88.3%	88.3%	↑	No Concerns with data quality
		During the first three quarters of 2010/11 on 121 of the 137 occasions where people were discharged from a hospital setting for intermediate care the person was living in their own home three months subsequent to discharge.													
6	National Indicator	NI 135	Carers receiving needs assessment or review and a specific carers service	Access & Inclusion	Quarterly %	Rise	13.9%	24.2%	27.2%	22.7%	24.6%	23.6%	23.6%	↓	No Concerns with data quality
		For April-December 2010 there were 1755 carers who received a carers specific service or information and advice. Extrapolating this for the year and adding on those carers whose clients receive a respite placement gives an expected number of 3386 carers receiving support in the year. A training programme is being developed for improving the quality and quantity of carers assessments, based on user experience.													

### Adult Social Care Performance Report Quarter 3 2010-11

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
7	National Indicator	NI 145	Adults with learning disabilities in settled accommodation	Learning & Disabilities	Quarterly %	Rise	18.2%	58.7%	70.0%	9.4%	21.6%	33.9%	58.7%		No Concerns with data quality
													<p>During the first three quarters of 2010/11 548 of the 628 people aged 18-64 with a learning disability who had a review where their accommodation was documented were deemed to be living in a stable placement. This equates to approximately 33.9% of service users. We would anticipate that the rate of service users reviewed will increase in the later part of the year, and the predicted year end result reflects this. The denominator for this indicator is the total number of learning disability users aged 18-64, including those who have not had a review. This is currently anticipated to be 1617 by the year end. There will be a new operating model in the Learning Disability Assessment and Care Management service commencing April 2011 following the implementation of the 5 to 3 project and there will be a dedicated reviewing function which will systematically review all clients on an annual basis who do not require active care management. This is expected to improve performance on this indicator.</p>		
8	National Indicator	NI 146	Adults with learning disabilities in employment	Learning & Disabilities	Quarterly %	Rise	2.4%	5.4%	5.4%	1.2%	2.5%	3.7%	5.4%		No Concerns with data quality
													<p>During the first three quarters of 2010/11 59 of the 653 people aged 18-64 with learning disabilities who were reviewed and had their employment status checked were found to be in paid employment. It is anticipated that performance will increase on this indicator throughout the year as a greater proportion of reviews are due to take place in the final quarter. Leeds expected performance is just outside the top quartile of our comparators and roughly mid way up the list of all English authorities (based on 2009/10 figures). An employment strategy is in place with an implementation plan to support the stimulation of the independent sector with regards to employment options and we are targeting those coming through transitions so with the full implementation of the Leeds Transitions Service young people will be automatically encouraged into employment on the basis of their Person Centred Plan as opposed to being referred to services.</p>		
Page 38	National Indicator	NI 131	Delayed transfers of care	PCT	Quarterly Number	Fall	5.2	4.4	Not Set	6.5	6.7	6.7	6.7		No Concerns with data quality
														<p>The figures represent an average of 41.4 delayed discharges per week during the year, an increase of 0.3 on Quarter 2. A national comparison shows Leeds to have consistently lower rates than the national average and better than most core cities on this indicator.</p>	
10	Local Indicator	COM 6B	The number of safeguarding cases completed	Access and inclusion	Quarterly Number	Rise	1,310	1,964	1,900	479	1,029	1,741	2,320		No Concerns with data quality
													<p>The number of safeguarding cases completed remains high but is fewer than the number of referrals because the complex nature of some of the cases means that they can sometimes take a considerable period to complete. However, between quarters 2 &amp; 3 the number of completed cases has caught up somewhat with the number of referrals (2074 at the end of December)</p>		
11	Local Indicator	COM 8	The % of safeguarding referrals which have led to a safeguarding investigation	Access and Inclusion	Quarterly %	Rise	43.0%	39.3%	Not Set	18.8%	27.2%	33.0%	33.4%	N/A	No Concerns with data quality
															<p>The proportion of safeguarding referrals leading to a safeguarding investigation has dropped from the previous financial year but increased from Quarter 2. This is because we are now better able to identify when an investigation has occurred and recording of investigations has improved.</p>

### Adult Social Care Performance Report Quarter 3 2010-11

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Direction of Travel	Data Quality
12	Local Indicator	AVA 7	Of those safeguarding referrals that resulted in an investigation, the % of those occasions where the safeguarding concern was substantiated.	Access and Inclusion	Quarterly %	N/A	54.1%	54.1%	Not Set	77.0%	66.3%	64.0%	64.0%	N.A.	No Concerns with data
		During the first three quarters of 2010/11 there were 511 completed safeguarding investigations. Of these, 235 were substantiated and 91 were partially substantiated. Of the remainder 77 were not substantiated, 80 proved inconclusive and 27 had an unspecified outcome.													
13	Local Indicator	AVA 1	The proportion of referrals to adult safeguarding services which are repeat referrals	Access and Inclusion	Quarterly %	Fall	Not Set	Not Set	Not Set	3.8%	8.2%	11.6%	15.5%	N/A	No Concerns with data
		During the first three quarters of 2010/11 there were 689 investigated referrals, of which 80 related to people who had a previous investigated referral in 2010/11. Current trends suggest that the % of repeat referrals increases by roughly 3.9% per quarter, giving an estimated year end figure of 15.5%. Note that the indicator only looks at repeat referrals within the current financial year, therefore it is very likely that each quarter's figure will be higher than the last, dropping down again during the first quarter of each year.													
14	Local Indicator	2DPO14	The average length of waiting times (weeks) for minor adaptations from assessment until work beginning.	Access and Inclusion	Quarterly Number of weeks	Fall	1.7	1.7	1.5	1.79	1.88	1.8	1.8	↓	No Concerns with data
		The figure is based on 2085 occasions where minor adaptations were installed. For 2009/10 the national average for this indicator was 1.8 week and for Leeds comparators it was 1.7 weeks. (Note that the inclusion of additional data has resulted in Qtr 1 & 2 figures being recalculated from previous reports)													
Page 39	Local Indicator	2DPO15	The average length of waiting times (weeks) for major adaptations from assessment until work beginning.	Access and Inclusion	Quarterly Number	Fall	19.6	19.6	18.0	14.4	15.1	18.2	18.2	↑	No Concerns with data
		There has been a fall in performance compared to quarter 2. It is likely that this is due to the closing down in October of one of the external suppliers responsible for installing adaptations. However, Leeds is still performing above both the national and comparator average on this indicator (in 2009/10 these were 23.1 weeks and 22.7 weeks respectively). Figures are based on 1825 installations. (Note that the inclusion of additional data has resulted in Qtr 1 & 2 figures being recalculated from previous reports)													

This page is intentionally left blank



Originator: P N Marrington

Tel:39 51151

---

## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Adult Social Care)

Date: 16<sup>th</sup> March 2011

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

---

#### Electoral Wards Affected:

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

## 1.0 INTRODUCTION

- 1.1 Attached as Appendix 1 is the current Work Programme for this Scrutiny Board. This has been amended to take into account discussions held at the last meeting.
- 1.2 Attached as Appendix 2 and 3 respectively are the Executive Board minutes from 11<sup>th</sup> February 2011 and the Council's current Forward Plan relating to this Board's portfolio.

## 2.0 RECOMMENDATIONS

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

### Background Papers

None used

This page is intentionally left blank

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

Item	Description	Notes	Type of item
<b>Meeting date – 13<sup>th</sup> April 2011</b>			
<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
<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>Residential Care Provision</b>	update		RP
<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

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>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
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





## **FORWARD PLAN OF KEY DECISIONS**

1 March 2011 – 30 June 2011

## **What is the Forward Plan?**

The Forward Plan is a list of the key decisions the Authority intends to take during the period 1 March 2011 – 30 June 2011. The Plan is updated monthly and is available to the public 14 days before the beginning of each month.

## **What is a Key Decision?**

A Key decision, as defined in the Council's Constitution is an executive decision which is likely to:

- result in the Authority incurring expenditure or making savings over £250,000 per annum, or
- have a significant effect on communities living or working in an area comprising 2 or more wards

## **What does the Forward Plan tell me?**

The Plan gives information about:

- what key decisions are coming forward in the next four months
- when those key decisions are likely to be made
- who will make those decisions
- what consultation will be undertaken
- who you can make representations to

## **Who takes key decisions?**

Under the Authority's Constitution, key decisions are taken by the Executive Board or Officers acting under delegated powers.

## **Who can I contact?**

Each entry in the Plan indicates the names of all the relevant people to contact about that particular item. In addition, the last page of the Forward Plan gives a complete list of all Executive Board members.

## **How do I make contact?**

Wherever possible, full contact details are listed in the individual entries in the Forward Plan. If you are unsure how to make contact, please ring Leeds City Council and staff there will be able to assist you:

**Leeds City Council - Telephone: 0113 2474357**

## **How do I get copies of agenda papers?**

The agenda papers for Executive Board meetings are available five working days before the meeting from:

Governance Services, Civic Hall, Portland Crescent, Leeds, LS1 1UR

Telephone: 0113 2474350

Fax: 0113 3951599

Email: [cxd.councilandexec@leeds.gov.uk](mailto:cxd.councilandexec@leeds.gov.uk)

On occasions, the papers you request may contain exempt or confidential information. If this is the case, it will be explained why it will not be possible to make copies available.

### **Where can I get copies of the Plan?**

Copies of the Plan are available free of charge upon request to Leeds City Council. The Plan is regularly updated and for legal reasons is formally published on a monthly basis on the following dates:

#### **2010 2011**

16 <sup>th</sup> July 2010	17 <sup>th</sup> December 2010
17 <sup>th</sup> August 2010	17 <sup>th</sup> January 2011
16 <sup>th</sup> September 2010	14 <sup>th</sup> February 2011
15 <sup>th</sup> October 2010	17 <sup>th</sup> March 2011
16 <sup>th</sup> November 2010	15 <sup>th</sup> April 2011

### **About this publication**

For enquiries about the Forward Plan of Key Decisions please:

E-mail: [cxd.councilandexec@leeds.gov.uk](mailto:cxd.councilandexec@leeds.gov.uk) or telephone: 0113 247 4357

Visit our website [www.leeds.gov.uk](http://www.leeds.gov.uk) for more information on council services, departments, plans and reports.

This publication can also be made available in Braille or audio cassette. Please call: 0113 247 4357

If you do not speak English and need help in understanding this document, please phone: 0113 247 4357 and state the name of your language.

We will then make arrangements for an interpreter to contact you. We can assist with any language and there is no charge for interpretation.

(Bengali):-

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে 0113 2243462 এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

(Chinese):-

凡不懂英語又須協助解釋這份資料者，請致電 0113 22 43462 並說明本身所需語言的名稱。當我們聯絡傳譯員時，請勿掛斷電話。

(Hindi):-

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद की ज़रूरत है, तो कृपया 0113 224 3462 पर फ़ोन करें और अपनी भाषा का नाम बताएँ। तब हम आपको होल्ड पर रखेंगे (आपको फ़ोन पर कुछ देर के लिए इंतज़ार करना होगा) और उस दौरान हम किसी इंटरप्रिटर (दुभाषिण) से संपर्क करेंगे।

(Punjabi):-

ਅਗਰ ਤੁਸੀਂ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਇਹ ਲੇਖ ਪੱਤਰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ 0113 22 43462 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਪਣੀ ਭਾਸ਼ਾ ਦਾ ਨਾਮ ਦੱਸੋ. ਅਸੀਂ ਤੁਹਾਨੂੰ ਟੈਲੀਫ਼ੋਨ 'ਤੇ ਹੀ ਰਹਿਣ ਲਈ ਕਹਾਂ ਗੇ, ਜਦ ਤਕ ਅਸੀਂ ਦੁਭਾਸ਼ੀਏ (Interpreter) ਨਾਲ ਸੰਪਰਕ ਬਣਾਵਾਂ ਗੇ.

(Urdu):-

اگر آپ انگریزی نہیں بولتے ہیں اور آپ کو یہ دستاویز سمجھنے کیلئے مدد کی ضرورت ہے تو براہ مہربانی اس نمبر 0113 22 43462 پر فون کریں اور ہمیں اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ کو لائن پر ہی انتظار کرنے کیلئے کہیں گے اور خود ترجمان (انٹریپرٹیر) سے رابطہ کریں گے۔

**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 March 2011 to 30 June 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)
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 ( )	1/3/11	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
Leeds Skyline HIV/AIDS Social Care and Prevention Service contract extension To extend the existing contract from 1 <sup>st</sup> April 2011 for two years	Director of Adult Social Services ( )	3/3/11	Needs assessment is currently being taken	Report to the Director, contract monitoring information	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)
St Anne's Alcohol Services To extend the existing contract from 1 <sup>st</sup> April 2011 for three years	Director of Adult Social Services ( )	3/3/11	Market testing exercise	Report to the Director and contract monitoring information	sinead.cregan@leeds.gov.uk
Mental Health Contacts To extend the ten existing contracts from 1 <sup>st</sup> April 2011 for up to 18 months	Director of Adult Social Services ( )	3/3/11	Service users and stakeholders	Report to the Director, contract monitoring information	sinead.cregan@leeds.gov.uk
Adaptations 2011/12 To seek delegated authority to release expenditure of £400,000 on adaptations from April 2011 – March 2012	Director of Adult Social Services ( )	3/3/11	Stakeholders. Government's Community Equipment Services Agenda	Design and Cost Report	John Lennon, Chief Officer (Access & Inclusion) john.lennon@leeds.gov.uk
Adult Social Care - Business Systems Requirements Executive Board to approve the approach for the future development of Adult Social Care business system requirements in line with emerging national and local agendas	Executive Board (Portfolio: Adult Health and Social Care)	30/3/11	Directors, Senior Managers within ASC, Children's Services (including CYPSC) and Resources (including ICT), Department of Health, NHS Leeds	The report to be issued to the decision maker with the agenda for the meeting	Steve Hume steve.hume@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)
Transforming day opportunities for adults with learning disabilities Agreement to re-provide day services to adults with a learning disability	Executive Board (Portfolio: Adult Health and Social Care)	30/3/11	Service users carers and staff have been consulted and the results of this are contained in the report	The report to be issued to the decision maker with the agenda for the meeting	Michele Tynan michele.tynan@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 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>30/3/11</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>

<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)
----------------------	-----------------------	----------------------------------	------------------------------	---	--

## **NOTES**

Key decisions are those executive decisions:

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

### **Executive Board Portfolios**

### **Executive Member**

Resources and Corporate Functions	Councillor Keith Wakefield
Development and Regeneration	Councillor Richard Lewis
Environmental Services	Councillor Thomas Murray
Neighbourhoods and Housing	Councillor Peter Gruen
Children's Services	Councillor Judith Blake
Leisure	Councillor Adam Ogilvie
Adult Health and Social Care	Councillor Lucinda Yeadon
Leader of the Conservative Group	Councillor Andrew Carter
Leader of the Liberal Democrat Group	Councillor Stewart Golton
Leader of the Green Group	Councillor Ann Blackburn
Advisory Member	Councillor Jane Dowson
Advisory Member	Councillor Richard Finnegan

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

**LEEDS CITY COUNCIL**

**BUDGET AND POLICY FRAMEWORK DECISIONS**

<b>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>
Budget	Council	23 <sup>rd</sup> February 2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Council Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	
Children & Young People's Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Council Business Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Crime and Disorder Reduction Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environments and Neighbourhoods
Development Plan	Council		Via Executive	Report to be issued to the	Director of City

<b>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>
documents			Board	decision maker with the agenda for the meeting	Development
Local Transport Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Plans and alterations which together comprise the Development plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Youth Justice Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Licensing Authority Policy Statement	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Corporate Governance)
Leeds Strategic Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Health and Wellbeing Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Care
Economic Development Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development

<b>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>
Climate Change Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Leeds Housing Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Neighbourhoods and Environment

**NOTES:**

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council ( a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.

## EXECUTIVE BOARD

FRIDAY, 11TH FEBRUARY, 2011

**PRESENT:** Councillor K Wakefield in the Chair

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

Councillors J Dowson and R Finnigan – Non-Voting Advisory Members

### 159 Late Items

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

- (a) A revised version of the report entitled, 'The Future of Mental Health Day and Accommodation Services' (Minute No. 163 refers).
- (b) Copies of the equality impact assessments which had been undertaken in respect of the proposals detailed within agenda item 17 entitled, 'The Future of Mental Health Day and Accommodation Services' and agenda item 18 entitled, 'Proposal to Decommission a Non-Statutory Mental Health Counselling Service, known as the Leeds Crisis Centre. (Minute Nos. 163 and 162 refer respectively).

### 160 Declaration of Interests

Councillor Murray declared a personal interest in the item relating to the Outcomes for Looked After Children in the Care of Leeds, as his wife was employed within the Children's Services Department as an Independent Reviewing Officer (Minute No. 171 refers).

### 161 Minutes

**RESOLVED** – That the minutes of the meeting held on 5<sup>th</sup> January 2011 be approved as a correct record.

## ADULT HEALTH AND SOCIAL CARE

### 162 Proposal to Decommission a Non-Statutory Mental Health Counselling Service, known as the Leeds Crisis Centre

The Director of Adult Social Services submitted a report regarding proposals to decommission the counselling and support service known as the 'Leeds Crisis Centre', as part of a wider review of Council provided mental health services. The Director referred to the recent emails circulated by individuals expressing concern at the proposal, a petition which had been submitted and to the equality impact assessment carried out in relation to the proposal. In her detailed introduction to the report, the Director responded to the points raised in the emails and also to the petition.

John Lawlor, Chief Executive of NHS Leeds addressed the meeting and responded to Members' questions.

The report noted that a full equality impact assessment had been undertaken in respect of the proposals which had been presented for consideration. A copy of the equality impact assessment had been circulated to Board Members for their consideration prior to the meeting.

**RESOLVED –**

- (a) That the contents of the submitted report be noted.
- (b) That the proposal to decommission the Leeds Crisis Centre be approved.
- (c) That the joint approach with NHS Leeds to managing customer and referrer expectations be endorsed, and it be ensured that appropriate signposting / redirection to existing services which can meet the needs of the population be provided.
- (d) That the joint work with NHS Leeds to relocate staff with a planned closure date of June 2011 be noted.
- (e) That having approved the decommissioning of the service provided by Leeds Crisis Centre (as detailed at resolution (b) above), the premises at Spring Road be declared surplus to the requirements of Adult Social Care and handed to Corporate Property Management for disposal.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they both voted against the decisions taken within this minute)

**163 The Future of Mental Health Day and Accommodation Services**

Further to Minute No. 140, 15<sup>th</sup> December 2010, the Director of Adult Social Services submitted a report detailing proposals with regard to the reconfiguration of in-house mental health day services in Leeds, the undertaking of a recommissioning exercise for day service provision and proposing a review of options regarding the future provision of the supported accommodation services.

The report noted that a full equality impact assessment had been undertaken in respect of the proposals which had been presented for consideration. A copy of the equality impact assessment had been circulated to Board Members for their consideration prior to the meeting.

A revised version of the report which contained amendments to paragraphs 3.1.8, 3.2.5 to 3.2.6 and 7.3 to 7.8 was tabled at the meeting for Board Members' consideration.



## **RESOLVED -**

- (a) That the contents of the submitted report be noted.
- (b) That approval be given to the reconfiguration of the directly provided mental health day services along the lines envisaged in the i3 service model, which will consolidate buildings based services on one site, enabling cost efficiencies whilst also delivering a modernised and enlarged community focused service. (Paragraphs 3.1.1 to 3.1.11 of the submitted report refer).
- (c) That in order to assist the process detailed at resolution (b) above, approval be given to beginning a personalised consultation with service users on how their needs are best met within the new service model, with appropriate levels of consultation with staff and Unions following and with service changes to be completed between July and September 2011 in order to allow time to arrive at individual agreements with service users over their future needs and that there be no closures until alternative services are available and in place. (Paragraphs 3.2.1 to 3.2.5 of the submitted report refer).
- (d) That approval be given to the establishment of a Stakeholder Involvement Group as described in paragraph 3.2.5 of the submitted report, which will meet regularly as implementation is put under way.
- (e) That a further report in relation to how the service model has been implemented and how service users have moved into their new support arrangements be submitted to Executive Board in November 2011.
- (f) That approval be given to the decommissioning of existing mental health day services across the internal and third sectors, and that approval also be given to the tendering of new, modernised services across the care pathway (as detailed within the 'i3 Project Final Report'), which are fit for purpose, with this beginning in February 2011. (Paragraphs 3.4.1 to 3.4.5 of the submitted report refer).
- (g) That approval be given to the consideration of options for the future provision of supported accommodation services in line with Best Value, with a further report and recommendations being submitted to Executive Board in July 2011. (Paragraphs 3.5.1 to 3.5.3 of the submitted report refer).

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they voted against the decisions taken within this minute)

## **RESOURCES AND CORPORATE FUNCTIONS**

### **164 Financial Health Monitoring 2010/2011 - Third Quarter Report**

The Director of Resources submitted a report outlining the financial position of the authority after nine months of the financial year in respect of revenue

Draft minutes to be approved at the meeting  
to be held on Wednesday, 9th March, 2011

expenditure and income projected to the year end. In addition, the report also highlighted the latest position regarding other key financial indicators, including Council Tax collection and the payment of creditors.

**RESOLVED –**

- (a) That the projected financial position of the authority after nine months of the financial year, together with the level of reserves carried forward to 2011/2012, be noted.
- (b) That approval be given to the release of £500,000 from Housing Revenue Account reserves in order to offset the pressure as a result of the Lifetime Homes PFI project not proceeding.

**165 Revenue Budget 2011/2012 and Capital Programme**

(A) Revenue Budget and Council Tax 2011/2012

Further to Minute No. 119, 15<sup>th</sup> December 2010, the Director of Resources submitted a report on the proposals for the City Council's Revenue Budget for 2011/2012, on the Leeds element of the Council Tax to be levied in 2011/2012 and on Council House rents for 2011/12, which had been prepared in the context of the Council's initial budget proposals agreed by Executive Board in December 2010 and the Local Government Finance settlement.

The report noted that where appropriate, a full equality impact assessment had been undertaken in respect of the budgetary proposals and associated decisions which had been presented for consideration, and in response to Members' enquiries, the Board was provided with details of the formal assessment process and how that process had influenced the submitted proposals.

On behalf of the Board, the Chair paid tribute to all those officers and Members who had been involved in the preparation of the 2011/12 budget setting process and thanked them for their efforts. In addition, the Chief Executive paid tribute to all of those employees who had, or were due to leave the employment of the Council as part of the Early Leavers Initiative. In doing so, the Chief Executive thanked them for their many years of loyal service and acknowledged their vast experience.

**RESOLVED –**

- (a) That Council be recommended to approve the Revenue Budget for 2011/2012 totalling £582,228,000, as detailed and explained within the submitted report and accompanying papers, with no increase in the Leeds element of the Council Tax for 2011/2012.
- (b) That with respect to the Housing Revenue Account, Council be recommended to:
  - (i) approve the budget at the average rent increase figure of 6.84%;
  - (ii) increase the charges for garage rents to £6.49 per week;

Draft minutes to be approved at the meeting to be held on Wednesday, 9th March, 2011

- (iii) increase service charges in line with rents (6.84%).
- (c) That the Director of Resources be authorised to make minor changes for the purpose of clarification, with such changes being highlighted within the subsequent report to Full Council.

(B) Capital Programme Update 2010-2014

The Director of Resources submitted a report setting out the updated Capital Programme for 2010-2014, which included details of forecast resources for that period.

The report noted that the capital programme outlined a plan for future capital expenditure and highlighted that as more detailed information became available in terms of how of such expenditure would potentially impact upon services, buildings and people, then directorates would undertake equality impact assessments as part of the rationale in determining specific projects from capital budgets.

**RESOLVED –**

- (a) That the following be recommended to Council:
  - (i) That the capital programme, as attached to the submitted report, be approved;
  - (ii) That Executive Board be authorised to approve in year amendments to the capital programme, including transfers from and to the reserved programme in accordance with Financial Procedure Rules;
  - (iii) That the proposed Minimum Revenue Provision policies for 2011/2012, as set out within paragraphs 5.5 and 5.6 of the submitted report, and as explained within Appendix F be approved.
- (b) That the capital strategy, as attached at Appendix D to the submitted report be agreed.
- (c) That the list of land and property sites shown in Appendix E to the submitted report be disposed of in order to generate capital receipts for use in accordance with the capital strategy.
- (d) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments in order to ensure that the programme is affordable.

(C) Treasury Management Strategy 2011/2012

The Director of Resources submitted a report setting out the Treasury Management Strategy for 2011/2012 and outlining the revised affordable borrowing limits under the prudential framework. The report also provided a review of strategy and operations in 2010/2011.

**RESOLVED –**

- (a) That approval be given to the initial treasury strategy for 2011/2012, as set out within Section 3.3 of the submitted report, and that the review of the 2010/2011 strategy and operations, as set out within Sections 3.1 and 3.2 of the submitted report, be noted.
- (b) That Council be recommended to set borrowing limits for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.4 of the submitted report.
- (c) That Council be recommended to set treasury management indicators for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.5 of the submitted report.
- (d) That Council be recommended to set investment limits for 2010/11, 2011/12, 2012/13 and 2013/14, as set out within Section 3.6 of the submitted report.
- (e) That Council be recommended to adopt the revised Treasury management policy statement.

(The matters referred to in parts A(a), A(b)(i) to (iii), B(a)(i) to (iii), and C(b) to (e) being matters reserved to Council were not eligible for Call In)

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

**DEVELOPMENT AND REGENERATION**

**166 Draft Interim Affordable Housing Policy 2011**

The Acting Director of City Development submitted a report detailing the outcomes arising from the Economic Viability Assessment (EVA) which tested the viability of implementing affordable housing targets across Leeds, in addition to presenting for approval for the purposes of public consultation, a Draft Interim Affordable Housing Policy, which had been informed by the EVA.

Members emphasised the importance of a flexible policy which could adapt to changes within the housing market, with reference being made to the policy being further considered by the Board should the need arise.

**RESOLVED –**

- (a) That the publication of a Draft Interim Affordable Housing Policy, as appended to the submitted report, and which had been informed by the Economic Viability Assessment, be approved.
- (b) That a four week public consultation exercise be undertaken on the Draft Interim Affordable Housing Policy.

- (c) That the outcomes from the public consultation exercise be reported back to Executive Board, along with any further recommendations for changes to the draft policy.

## **NEIGHBOURHOODS AND HOUSING**

### **167 Housing Adaptations Strategy 2010 - 2013**

The Director of Environment and Neighbourhoods, the Director of Children's Services and the Director of Adult Social Services submitted a joint report providing an update on the development and content of the Housing Adaptations Strategy for 2010-2013, outlining the recent developments in service delivery, whilst also presenting the strategy for formal approval.

Copies of the strategy had been circulated to Board Members for their consideration at the time of the agenda publication and despatch.

**RESOLVED** – That the Adaptations Strategy 2010 – 2013 be approved, and that officers be instructed to report back to Executive Board in due course on the progress made with the delivery of the related action plan.

### **168 Scrutiny Board Recommendations**

The Chief Democratic Services Officer submitted a report providing a summary of the responses to a number of Scrutiny Board recommendations which had been received since the last meeting of Executive Board. The recommendations had arisen from the recent Scrutiny Board (Environment and Neighbourhoods) inquiry into gypsies' and travellers' site provision within Leeds.

The Executive Member for Neighbourhoods and Housing thanked the Scrutiny Board (Environment and Neighbourhoods) for the comprehensive inquiry it had undertaken on this matter.

Councillor Anderson, Chair of the Scrutiny Board (Environment and Neighbourhoods), attended the meeting in order to present the Board's findings.

The Board noted that recommendations 1, 2 and 4 of the inquiry report which had been made specifically to Executive Board were substantial recommendations, and therefore further work was required to be undertaken and reported back to the Board, in order to determine what action should be taken in response.

The report noted that if Executive Board undertook to proceed with recommendations 1, 2 and 4 of the Scrutiny Board's report, then a risk benefit analysis and an equality impact assessment should be undertaken as part of the implementation process.

#### **RESOLVED –**

- (a) That recommendations 1, 2 and 4 of the Scrutiny Board's inquiry report, as appended to the submitted report, be noted, with further work

being undertaken and reported back to the Board, in order to determine what action should be taken in response.

- (b) That recommendations 3 and 5 to 12 of the Scrutiny Board's inquiry report, together with the formal responses from the relevant Directors and Executive Board Members to the Board's recommendations be noted.

## **CHILDREN'S SERVICES**

### **169 Introduction of the Newly Appointed Strategic Leader of Education Integration**

The Board welcomed Simon Flowers to his first meeting of Executive Board following his recent appointment to the position of Strategic Leader of Education Integration on a temporary basis.

### **170 Deputation to Council - Friends of Allerton Grange regarding Allerton Grange Playing Fields - Community Access**

The Director of Children's Services submitted a report in response to the deputation to Council on 17<sup>th</sup> November 2010 from Friends of Allerton Grange organisation regarding community access to Allerton Grange playing fields.

#### **RESOLVED -**

- (a) That the contents of the submitted report be noted.
- (b) That meetings with the Friends of Allerton Grange continue, and that subject to the outcome of the statutory process to create new primary provision in the area, if the proposal is agreed, to continue to engage with the Friends organisation through any subsequent design and planning stages.

### **171 Outcomes for Looked After Children in the Care of Leeds**

The Director of Children's Services submitted a report summarising the progress made in respect of provision for Looked after Children in Leeds and identifying strategies which have supported improvement in those outcomes. The report also outlined the progress achieved with respect to regulated Fostering, Adoption and Residential services.

#### **RESOLVED –**

- (a) That the contents of the submitted report be noted, and that the Board recognise the improving outcomes for looked after children in Leeds in light of the fact that this matter remains one of the highest priorities for children's services and the city.
- (b) That the key role that Elected Members, as corporate parents, play in supporting work with looked after children be acknowledged, both through formal arrangements such as Fostering and Adoption Panels and at a local level through links with, for example, schools, children's homes and foster carers, and that this work continue to be supported and encouraged.

- 172 The Ofsted Inspection of Leeds City Council's Adoption Service 2010**  
The Director of Children's Services submitted a report providing details of the December 2010 Ofsted inspection of Leeds City Council's Adoption Service.

The Board paid tribute to and thanked all those involved in achieving the positive inspection results.

**RESOLVED** – That the contents of the submitted report be noted, and that the key role played by adopters and the adoption service in improving outcomes for children and young people in Leeds be recognised.

- 173 Her Majesty's Inspectorate of Probation Inspection of the Leeds Youth Offending Service 2010**  
The Director of Children's Services submitted a report detailing the outcomes from Her Majesty's Inspectorate of Probation (HMIP) inspection of the Youth Offending Services (YOS) in Leeds.

The Board paid tribute to and thanked all those involved in achieving the positive inspection results.

**RESOLVED** - That the contents of the submitted report be noted, in the context of the significant role that Youth Offending work plays in creating a safer, more prosperous city.

- 174 Annual Standards Report - Primary Schools**  
The Chief Executive of Education Leeds submitted a report providing an overview of primary schools' performance as at the end of the 2009/10 academic year, and as demonstrated through statutory national testing and teacher assessment.

**RESOLVED** –

- (a) That the progress which has been made and the challenges which remain be noted, and that the implications of the revised Ofsted framework and the proposed raised floor standards be acknowledged.
- (b) That the future proposals for support, challenge, monitoring and intervention in Leeds, as outlined within the government white paper, 'The Importance of Teaching' be noted.
- (c) That a report be submitted to a future meeting of the Board regarding the strategies and partnerships being developed which are aimed at ensuring better opportunities and outcomes for the young people of Leeds.

- 175 Annual Standards Report - Secondary Schools**  
The Chief Executive of Education Leeds submitted a report summarising the progress made in relation to secondary school improvement in Leeds and providing a commentary on the challenges faced with respect to further improvement in the future.

**RESOLVED –**

- (a) That the progress which has been made and the areas which need further improvement be noted.
  
- (b) That the future provision of support, challenge and intervention required in Leeds to ensure that progress continues to be made, in light of the government white paper, 'The Importance of Teaching', be noted.

**DATE OF PUBLICATION:** 15<sup>TH</sup> FEBRUARY 2011

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 22<sup>ND</sup> FEBRUARY 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12noon on 23<sup>rd</sup> February 2011)