

Public Document Pack

Scrutiny Board (Adult Social Services, Public Health, NHS) – 28 June 2016

Supplementary Information

Agenda Item 11 – Better Lives Strategy in Leeds

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Children’s Services)

Date: 28 June 2016

Subject: The Better Lives Strategy in Leeds

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Hyde Park and Woodhouse	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

1.0 Purpose

1.1 The purpose of this report is introduce two requests for scrutiny, alongside a report from the Director of Adult Social Services setting out the background and findings of recent consultation regarding proposals on the future provision of Council care home and day-centre services.

2.0 Report from the Director of Adult Social Services

2.1 In September 2015 Executive Board considered the report *‘Delivering the Better Lives Strategy in Leeds – Proposed Next Steps’* and approved that consultation should commence on the proposed closure of Middlecross, Siegen Manor and The Green Care Homes and their attached Day Centres along with Radcliffe Lane and Springfield Day Centres. It also approved consultation to commence on the proposed decommissioning of Wykebeck Day Centre and recommissioning of the unit as a specialist day service for complex needs.

2.2 Public consultation which took place from 1October 2015 to 23 December 2015, with feedback received from residents, families, carers and staff – set out in the attached report from the Director of Adult Social Services (Annex A). As set out in that report, the findings will be considered by the Executive Board when making its decision on the future of the Council’s care homes and day centres.

3.0 Requests for Scrutiny

- 3.1 In January 2016, the Scrutiny Board (Adult Social Services, Public Health, NHS) received a petition/ request for scrutiny in relation to The Green care home; and agreed to consider the issues raised in more detail through a working group of the Scrutiny Board. A working group meeting was held on 16 March 2016 and a final response to the issues considered was agreed by the Scrutiny Board in April 2016. In that response, the Scrutiny Board made the following recommendation:

That any decision regarding the long-term future of The Green be deferred for a minimum of 2 years, in order to:

- a) Re-consider the comparative costs of provision as the impact of a national living wage and the requirements of the Care Act 2014 take effect locally.*
- b) Assess the occupancy levels achieved through positive promotion of The Green to local residents and beyond.*
- c) Re-assess the overall 'quality landscape' across the care sector in Leeds and specifically the quality of alternative nearby provision in the independent sector.*

- 3.2 Since that time, two further requests for scrutiny have been received in relation to:

- Siegen Manor (May 2016); and,
- All three care homes and attached day centres, with particular emphasis on Middlecross (June 2016).

Siegen Manor

- 3.3 Details of the request included, *'I am sending this email to request the Scrutiny Board to undertake an enquiry into Siegen Manor Resource Centre, Wesley Street, Morley LS27 9EE ("Siegen") similar to the one that has taken place on The Green. This request is made on behalf of the families of the residents at Siegen and we would ask that a similar analysis of the figures is undertaken on Siegen.'*

- 3.4 This request for scrutiny was subsequently supported by Andrea Jenkyns MP as detailed in the attached letter.

Middlecross

- 3.5 Details of the request included, *'I appeal to the members of the board to look again at the closing of these 3 council homes and attached day centres and if possible to reverse the decision to close them.'*
- 3.6 Both requests for scrutiny included some personal details, which are not provided as part of this report (for reasons of confidentiality). However, the full details of both requests have been shared with members of the Scrutiny Board; and, in line with standard practice, those submitting the requests for scrutiny have been invited to attend the Scrutiny Board to outline the rationale of the requests and any supplementary details.

Options for the Scrutiny Board

3.7 When considering the information presented, the Scrutiny Board (Adult Social Services, Public Health, NHS) may wish to determine:

- If sufficient information to the satisfaction of the Board has been provided to enable the Scrutiny Board to reach a conclusion and where necessary make recommendations.
- If further information is required before additional scrutiny is undertaken
- If a similar or related issue is already being examined by Scrutiny or has been considered by Scrutiny recently.
- Whether a full inquiry should be undertaken, if the matter raised is of sufficient significance and has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements.
- Where the Board considers further work should be undertaken, the impact on the Board's current workload and the time available to undertake further scrutiny and
- The level of resources required to carry out further scrutiny.

3.8 It should be noted the decision whether or not to further investigate matters raised by a request for scrutiny is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.

3.0 Recommendations

3.1 The Scrutiny Board is asked to:

- (i) Consider the details presented in the report from the Director of Adult Social Services and determine the Board's response and/or any further scrutiny activity.
- (ii) Consider the requests for scrutiny received, including any supporting evidence, and determine whether or not the Scrutiny Board (Adult Social Services, Public Health, NHS) wishes to undertake further scrutiny of this matter.
- (iii) Make recommendations as deemed appropriate.

4.0 Background Papers

None¹

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Report of: Director of Adult Social Services

Report to: Scrutiny Board (Adult Social Care, Public Health, NHS)

Date: 28th June 2016

Subject: Delivering the Better Lives Strategy in Leeds –Progress Report

Are specific electoral wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of ward(s): Armley, Beeston & Holbeck, Gipton & Harehills, Killingbeck & Seacroft, Morley South and Pudsey		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number:		
Appendix number:		

1. Summary of main issues

- 1.1. On 23rd September 2015 the report *‘Delivering the Better Lives Strategy in Leeds – Proposed Next Steps’* was considered by the Executive Board. The report informed members that *“the cost of purchasing independent sector provision at the actual in-house occupancy levels at three care homes (Middlecross, Siegen Manor and The Green) / attendance levels at four day centres (Middlecross, Siegen Manor, Springfield and The Green) would offer the Council a saving of £2.186m”*.
- 1.2. This report followed on from an extensive viability review of Middlecross, Siegen Manor and The Green care homes and day centres, which was completed in July 2015. The review was carried out in conjunction with Trade Unions and staff and concluded that no other formal service reconfiguration could deliver a business case to financially justify the continued operation of the homes and day centres. This was due to the availability of alternative provision within the independent sector at a lower cost. The ongoing viability of the care homes and day centres is further questioned when reviewing the capital costs associated with maintaining the buildings to an acceptable standard in the coming years.
- 1.3. The viability review also considered three ‘stand-alone’ day centres – Radcliffe Lane, Springfield and Wykebeck and concluded that a business case could not be made for their continued use due to falling attendance levels and the

development of alternative community based services. Alternative models of service delivery were considered and in the case of Wykebeck it was proposed that the unit should be recommissioned to become one of three retained day centres offering a city-wide specialist day service for older people with complex needs.

- 1.4. In line with the recommendations made in the 23rd September 2015 report '*Delivering the Better Lives Strategy in Leeds – Proposed Next Steps*', Executive Board approved that consultation should commence on the proposed closure of Middlecross, Siegen Manor and The Green Care Homes and their attached Day Centres along with Radcliffe Lane and Springfield Day Centres. It also approved consultation to commence on the proposed decommissioning of Wykebeck Day Centre and recommissioning of the unit as a specialist day service for complex needs.
- 1.5. The consultation exercise which took place from 1st October to 23rd December 2015 has received feedback from residents, families, carers and staff. The findings will be considered by the Executive Board when making their decision on the future of the Council's care homes and day centres.

2. Purpose of this report

- 2.1. This report informs Scrutiny Board of the background to the consultation process and the findings of consultation regarding proposals on the future of Council care homes and day centres. This is in keeping with the statement made in the 23rd September Executive Board report that: "*It is proposed, at an appropriate point in the process and subject to approval to proceed by the Executive Board today, that the Health & Well-being and Adult Social Care Scrutiny Board be invited to consider the consultation and its conclusion to ensure they are relevant, focused and purposeful*".
- 2.2. Following Scrutiny Board review of the details in this report and the consultation process, a further report to Executive Board is scheduled. This is in line with the agreement made by Executive Board in November 2014, that progress made on proposals would be reported back in Summer 2015, with annual reports thereafter.

3. Background information

- 3.1. In 2010, Scrutiny Board undertook an inquiry into the Council's directly provided Care Homes and Day Centres for older people. The findings indicated that the demand for Council care provision had declined, many of the facilities required considerable capital investment to bring them up to the standard expected and the running costs were higher than the independent sector. The Council's homes were built for a different generation of older people than is now the case. As the Council has been increasingly successful in supporting older people to remain living in their own homes, the cohort that now live in care homes having higher support needs in terms of both mobility

and cognition. Modern purpose-built care homes are designed to be dementia-friendly and have a bigger space standard to support mobility / hoisting needs. They also have en-suite toilet facilities so people are more able to go to the toilet by themselves. This is a really important part of maintaining someone's sense of their dignity and independence. Therefore, the conclusion of the Scrutiny Board was that *"doing nothing was not an option"*. This triggered the *Better Lives for Older People* Programme which has been active in decommissioning outdated models of care and developing new models of care.

- 3.2. The implementation of recommendations approved by Executive Board in 2011 (Phase 1) and 2013 (Phase 2) has been successful in transferring 152 Care Home residents and 219 day service users to alternative provision and has achieved financial savings of over £4 million relating to running costs and by avoiding the future costs of maintaining and bringing buildings up to the necessary standards that are expected of a 21st century Care Home.
- 3.3. In November 2014, Executive Board members received a report entitled *'Delivering the Better Lives Strategy in Leeds – Proposed Next Steps'*. The report gave an account of a review and option appraisal of Adult Social Care's directly provided care services. The report restated the objectives for Adult Social Care to refocus and reshape its much smaller scale directly provided services on those that promote recovery, rehabilitation and support those people with complex needs and their carers.
- 3.4. Although the Executive Board approved the report requesting permission to consult on a number of recommended proposals, the Board also agreed that with respect to the future of Care Homes, Day and Long Term Community Support Services (as per minutes of 19th November 2014 at Item 104(a)): *"That it be noted that during the consultation on the future of Residential, Day and Community Support Services, confirmation will be sought (by means of a further review chaired by the Executive Board member for Adult Social Care or his deputy) that reviews already conducted are robust; and that work with staff and trades unions will be put under way to determine whether alternative service delivery models can be constructed which will deliver the required efficiencies. To note further that staff and trade unions in these areas of service are invited to bring forward workable proposals for alternative service delivery models, for consideration by Executive Board at a future meeting"*.
- 3.5. Following an extensive period of work with staff, Trade Unions and other interested parties, it was concluded that no proposal for alternative service delivery models was viable. This conclusion, with detailed evidence of the work undertaken and the analysis of the results, was contained in the Executive Board report dated 23rd September 2015. At this same meeting the Executive Board agreed that a period of formal consultation could take place on proposals for the future of Middlecross, Siegen Manor and The Green care homes along with their Day Centres. In addition, consultation on Radcliffe Lane, Springfield and Wykebeck day centres was also approved.

4. Main Issues

- 4.1. Leeds City Council has been a leading authority in the move from institutional models of care to independent living schemes for adults with disabilities and adults with mental health needs. Older people's services have not made this transition at the same speed or to the same extent and by default many older people end up in residential care homes. Few people choose to go into a long term care home and the likelihood is that their admission is dictated by a lack of immediately available alternatives and the stereotypical view of older people (particular those with some element of confusion) as being unable to live independently safely.
- 4.2. However good the care home is, choice and the opportunity to be involved in day to day activities is limited by the environment. National surveys reveal that 40% of care home residents suffer from depression. There is also a much greater chance of an older person (as opposed to someone under 65) going straight from an unplanned admission to hospital to a long term residential care home. In this instance, change to the existing model of care is required to ensure that people are able to find the relevant of care and support and if possible are able to undergo a period of rehabilitation and recovery to facilitate a return to their own home. The development of a recovery service, offering a 'step up' for those people who can be supported to avoid a hospital admission and a 'step down' for people who cannot be discharged directly to their own home should help reduce hospital admissions, readmissions and the need for long-term care.
- 4.3. Given the increase in the number of older people in society and the changing expectations and aspirations of the 'internet generation' any reliance on an institutional model of care is unsustainable, unaffordable and unwarranted in the light of alternative models of care and support.
- 4.4. *A new model of care for retained Council services*
- 4.5. The Council continues to investigate opportunities to realign services to better fit the needs and aspirations of older people across the city. This includes the development of an 'integrated recovery' model of services. This would see the integration of three key Council services: assistive technology, recovery support in people's own homes and recovery support in a residential care home.
- 4.6. The recovery service will offer:
 - the opportunity to recover from a spell in hospital
 - the opportunity to avoid an admission to hospital
 - recovery opportunities on a sessional day basis, e.g. chair-based exercise classes
 - a full "well-being MOT" that looks at how someone might improve their health and well-being and address any issues of loneliness and isolation
 - consideration of how assistive technology and citizen driven health technology may improve their safety and well-being

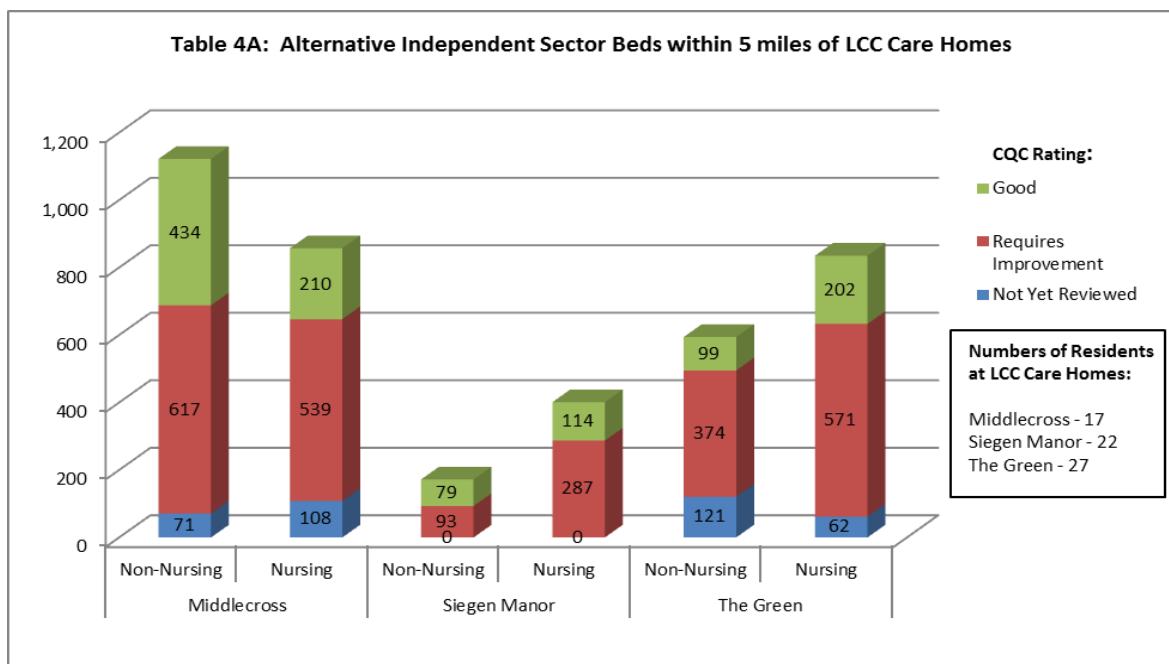
- act as a resource hub for older people to self-organise to hold social gatherings
 - link closely with the relevant Neighbourhood Networks and other voluntary sector partners
- 4.7. The recovery model has evolved from an identified need for specialist short-stay intermediate care services across the city and will be supported by the retention of three Day Care units providing a city-wide complex needs care and support service to older people and their carers that offer both an 'in-reach' and 'out-reach' service.
- 4.8. While the day centres currently provided by the Council remain popular among the people that use them and provide essential respite for carers, attendance at older people's day centres has shown a decline over the past five years and it is felt that they no longer represent the most effective response to meeting people's needs.
- 4.9. *Issues relating to quality*
- 4.10. The quality of care provided at the Local Authority provided homes is not in question and is not the reason for the proposals relating to the future of the homes. The Council remains committed to ensuring quality provision is available across the city and the quality of independent sector providers is assured through the statutory Care Quality Commission (CQC) inspections and also through the use of the Council's own extensive commissioning quality standards framework. The CQC ratings system rates the care provided at care homes and any reviews of homes carried out since 2015 will give a rating of: Outstanding, Good, Requires Improvement or Inadequate. Homes are scored on 5 categories to rate whether they are; Safe, Effective, Caring, Responsive to people's needs and Well-led.
- 4.11. In addition to CQC monitoring, the Council ensures the quality of provision in the independent sector through its Quality Framework. In December 2012, the five year 'Quality Framework Arrangement' was introduced with regard to independent sector care homes for older people in Leeds. This was the result of a comprehensive exercise to: establish the true cost of care in the city, introduce quality standards linked to fees, set a fee level that was acceptable and sustainable over a number of years and support stability of the market.
- 4.12. An agreed fee is paid at a core or enhanced level depending on the level of quality they have demonstrated. The Quality Framework standards are divided into three main areas:
- Quality Standards and Outcomes,
 - Environment and Resources,
 - Financial Security and Development.
- 4.13. Within these three main areas, there are 11 standards overall, on which the quality of the provider is assessed. The introduction of a quality standards framework linked to two fee rates, one core and one enhanced, is intended to

incentivise the market place to strive to achieve the best performing level of quality in order to be able to claim the higher enhanced fee rate.

- 4.14. The Council is also working closely with independent sector homes that have been identified as 'requiring improvement' by the CQC to ensure improvements are made.
- 4.15. *Options on alternatives*
- 4.16. The Council has closed a number of its care homes in the past and our experience is that residents use the closure as an opportunity to move closer to where their relatives live which can be across the whole of Leeds or even out of the city. As is detailed below only a small percentage of residents have family members who live locally and this needs to be borne in mind when looking at the choice available for those residents. Of course it is important that there is choice locally too for those who want to stay in the area.
- 4.17. An assessment of the market has been carried out by the Council, based on the availability and CQC ratings of independent sector provision within 5 miles of each of the Local Authority homes. The 5 mile radius has been used instead of looking purely at alternatives within the ward as the Council is aware that while the services do provide for local people, residents have come from further afield than the ward in which the home is based and crucially their relatives also travel from outside the local area to visit them. The details of which are set out at items 4.18-4.20 below (including Table 4A) and within Appendix 4.
- 4.18. Within 5 miles of Middlecross, there are 26 Care Homes providing 1,112 Non-Nursing care beds and 14 Nursing Homes providing 857 Nursing beds. Of the non-nursing care beds, 434 beds (13 Care Homes) have a 'Good' CQC rating and 617 beds (11 Care Homes) have a CQC rating of 'Requires improvement' and 71 bed (2 Care Homes) still require a rating under the new CQC system. Out of the Care Homes not yet reviewed under the new CQC system, 1 Care Home received ticks under all areas and the other in all but one area under the old rating system. Of the nursing care beds, 210 beds (4 Care Homes) have a 'Good' CQC rating and 539 beds (8 Care Homes) have a CQC rating of 'Requires improvement' and 108 beds (2 Care Homes) still require a rating under the new CQC system. Both Care Homes not yet reviewed under the new CQC system received ticks under all areas under the old rating system). The majority of residents in Middlecross previously resided in both Armley and Calverley & Farsley wards. At present, 4 out of 18 permanent residents (22%) lived in Armley ward in their previous home prior to becoming a resident at Middlecross. Only 2 of the 18 next of kin (11%) live in Armley ward. There are also 3 permanent residents (16%) from the nearby Calverley & Farsley ward. 4 (25%) of the Next of Kin live outside of Leeds.
- 4.19. Within 5 miles of Siegen Manor, there are 6 Care Homes providing 172 Non-Nursing care beds and 5 Nursing Homes providing 401 Nursing beds. Of the non-nursing care beds, 79 beds (3 Care Homes) have a 'Good' CQC rating and 93 beds (3 Care Homes) have a CQC rating of 'Requires improvement'.

Of the nursing care beds, 114 beds (2 Care Homes) have a 'Good' CQC rating and 287 beds (3 Care Homes) have a CQC rating of 'Requires improvement'. The majority of residents in Siegen Manor previously resided in Morley South, neighbouring Middleton Park and Beeston & Holbeck wards. At present, 5 out of 21 permanent residents (24%) lived in Morley South ward in their previous home prior to becoming a resident at Siegen Manor. Only 2 of the 21 next of kin (9%) live in Morley South ward. There are also 4 permanent residents (19%) from the neighbouring Middleton Park ward and 3 (14%) from the nearby Beeston & Holbeck ward. 7 (33%) of the Next of Kin live outside of Leeds.

4.20. Within 5 miles of The Green, there are 16 Care Homes providing 594 Non-Nursing care beds and 17 Nursing Homes providing 835 Nursing beds. Of the non-nursing care beds, 99 beds (4 Care Homes) have a 'Good' CQC rating, 374 beds (9 Care Homes) have a CQC rating of 'Requires improvement' and 121 beds (3 Care Homes) still require a rating under the new CQC system. Out of the Care Homes not yet reviewed under the new CQC system, two received ticks under all areas under the old rating system and the other has not yet been reviewed since registering in February 2016. Of the nursing care beds, 202 beds (5 Care Homes) have a 'Good' CQC rating and 571 beds (11 Care Homes) have a CQC rating of 'Requires improvement' and 62 beds (1 Care Home) still require a rating under the new CQC system. The Care Home not yet reviewed under the new CQC system, received ticks under all areas under the old rating system. The majority of residents in The Green previously resided in Cross Gates and Whinmoor and neighbouring Killingbeck and Seacroft ward. At present, 6 out of 28 permanent residents (21%) lived in Killingbeck and Seacroft ward in their previous home prior to becoming a resident at The Green. Only 4 of the 28 next of kin (14%) live in Killingbeck and Seacroft ward. There are 3 permanent residents each from Gipton and Harehills and Wetherby wards (10%). 4 (14%) of the Next of Kin live outside of Leeds.



- 4.21. The Council provides only a small proportion of non-nursing care homes in Leeds, compared the diverse and extensive independent sector nursing and non-nursing care home provision. While some independent sector homes do 'require improvement' according to their CQC ratings, the Council is looking to address this and is reassured by the range of alternatives available in homes rated as 'Good' by the CQC.
- 4.22. For people who currently use the day centres under consideration, there is a commitment that each person will have the same level of service as they currently receive. This is important to stress as some families have interpreted the proposal around closure as a service loss rather than a service change. People with complex needs such as advanced dementia will be guaranteed a place in the remaining day services. For other day centre users, we would work with them on an individual basis to identify alternative choices that would make for a stimulating and enjoyable day – this may be at the council-run Holt Park Active or a number of neighbourhood networks operating in the respective areas (see Appendix 3).

5. Corporate considerations

- 5.1. The Council is faced with significant and ongoing reductions in the amount it receives from central government. All areas of the Council's expenditure are subject to review to ensure that services represent value for money. In Adult Social Care there is a statutory duty (Care Act 2014) to provide services in response to individuals' (and their carers) eligible assessed needs. With an ageing population this increases the pressure on Adult Social Care resources. An increase in overall demand and a reduction in budgets require that Adult Social Care identifies services that achieve the best outcomes for individuals and can be delivered in a cost effective way.
- 5.2. The Council has to strike a balance between developing services to meet the emerging needs of older people across Leeds, while protecting the rights and wellbeing of the current residents and service users of its services, including those who call and consider residential care to be their 'home'.
- 5.3. The Council also needs to strike a balance in its budget between expenditure on statutory services and expenditure on wider universal services such as its leisure and culture offer which are also important services for older people and the wider population.

6. Consultation and engagement

- 6.1. Following Executive Board approval, a 12 week period of consultation took place from 1st October to 23rd December 2015 with service users, their families and carers as well as staff working at the care homes and day centres subject to review. Consultation involved:

- One-to-one interviews with those directly affected and use of a questionnaire
- Fact sheets have been produced setting out options and how these have been arrived at
- FAQs
- Ward Member briefings
- Feedback and Comments Box in each service
- Group Q&A sessions for people who use services and all interested parties, as requested
- Staff meetings/Drop in sessions
- Meetings with key partner organisations, particularly NHS partners
- Telephone helpline
- Dedicated email address

6.2. *Key themes: Residents, service users, their families and carers*

6.3. The consultation questionnaire was provided to 193 day centre service users with 187 providing a response which represents a 97% return.

6.4. The consultation questionnaire was provided to 97 residents with 92 providing a response which represents a 95% return.

6.5. There were also some people who did not complete the questionnaire, with a variety of reasons for non-completion (e.g. resident/ service user in hospital, declined or relative completed questionnaire on their behalf).

6.6. The following is a summary of the key themes emerging from the consultation process (full consultation reports are attached at appendices 1 and 2):

- 89% of respondents to the questionnaires either disagreed or strongly disagreed with the proposals to close their respective care home or day centres.
- Respondents suggested that savings should be made elsewhere in the Council.
- There were positive comments on the care home/day centre and the quality of care provided by a skilled, friendly and professional staff. It was felt that the services were good and the decision to close was simply about money
- Concern was raised about the potential negative impact on the health and well-being of vulnerable older people and what will happen to them if the home/day centre closes. The current services were seen as familiar, safe and secure environments with service users comfortable with their established routines
- Respondents felt that there was a lack of alternative services and had concerns about the quality and price of alternative services in the independent sector. This included comments that the independent sector was not well placed to meet the care needs of people with dementia, which is an area of increasing demand

- Criticism was voiced that a decision has already been made and the consultation is futile. People want their comments to be taken on board and be kept informed /involved as to what happens next
- There was concern that the needs of carers would not be met
- Suggestions were made that opening day centres only on certain days could save money (e.g. close on weekends)
- If the proposals were to be implemented, then it was suggested that the Council should consider a gradual phased shutdown of homes; i.e. not taking on any further permanent admissions, but allowing the current residents to continue living there
- If services do close, there needs to be clarity on what will happen to the buildings in the future

6.7. *Key themes: Staff*

6.8. The consultation questionnaire was sent to 139 staff, with 96 providing a response which represents a 69% return. In addition to the questionnaires, monthly staff briefings and drop-in sessions were held throughout the consultation period, 10 meetings took place between Chief Officer / Head of Service and staff and two meetings took place between staff and Ward Councillors.

6.9. The following is a summary of the key themes emerging from the consultation process with staff (full consultation reports are attached at appendices 1 and 2):

- Do not want the home/ day centre to close
- Concern about the health and wellbeing of residents/ service users who they consider as 'friends, not clients'
- Concern about their own future (employment, pensions, personal finances)
- Expressed a need for Dementia services as there didn't seem to be many alternatives in Leeds and this is an increasing area of demand
- Voiced concern over the lack of alternative options for respite.
- Perceived lack of alternative services in the area
- Felt that money should be saved elsewhere, not older people's services
- Perceived poor standards of care in the independent sector in comparison to the Council provided care

6.10. Staff have been involved throughout the consultation process and will continue to be supported throughout the implementation of any proposals agreed by Executive Board.

6.11. All correspondence and consultation feedback received during the consultation period has been logged, reviewed and analysed by the Adult Social Care Programme Team. This includes comments raised in staff and service user questionnaires, alongside phone calls, letters and emails received by the Programme Team. Two petitions against the proposals for The Green and Siegen Manor have also been received.

- 6.12. The report to be submitted to the Executive Board on the future of the Council's Care Homes and Day Centres will consider the key issues and concerns raised during the consultation process before a decision is made on the future of the services.
- 6.13. *Scrutiny Board*
- 6.14. During the consultation period, the Scrutiny Board (Adult Social Services, Public Health, NHS) received a petition/ request for scrutiny to "...stop the closure of The Green Home for Older People" – which was formally considered at the meeting on 27th January 2016. At that meeting, the Scrutiny Board agreed to consider the issues raised and examine the matter in more detail through a working group of the Scrutiny Board.
- 6.15. To help facilitate the attendance of key stakeholders – including the lead petitioner, a working group meeting was held on 16th March 2016.
- 6.16. Following on from the working group meeting and the provision of some further information, including details of the proposal including financial savings, resident profiles, alternatives homes in the area and their quality ratings, an initial draft response was considered by the Scrutiny Board at its meeting on 19th April 2016. At that meeting, the Scrutiny Board received comments on the initial draft response from the Executive Board Member for Health, Wellbeing and Adults and the Director of Adult Social Services. Members of the Scrutiny Board also highlighted additional comments.
- 6.17. It was agreed to reflect on the comments made and produce a further draft response, which was subsequently considered and agreed by the Scrutiny Board at its meeting on 29 April 2016. The response recommended:
- *"That any decision regarding the long-term future of The Green be deferred for a minimum of 2 years, in order to:*
 - a) *Re-consider the comparative costs of provision as the impact of a national living wage and the requirements of the Care Act 2014 take effect locally.*
 - b) *Assess the occupancy levels achieved through positive promotion of The Green to local residents and beyond.*
 - c) *Re-assess the overall 'quality landscape' across the care sector in Leeds and specifically the quality of alternative nearby provision in the independent sector".*
- 6.18. A further request for Scrutiny has been received relating to the proposals for Siegen Manor Care Home and this is scheduled for discussion at Scrutiny Board in June 2016.

7. Equality and diversity / cohesion and integration

- 7.1. A full Equality Impact Assessment was carried out during the consultation period to identify any equality issues and ensure sensitivity to specific needs

throughout the process. This will form part of the report to be presented to Executive Board in summer 2016.

8. Council policies and best council plan

- 8.1. The review of the directly provided Care Home and Day Care services for older people has been undertaken as part of the Adult Social Care's Better Lives Programme.
- 8.2. This programme focuses on the Council's capacity to help support the growing number of older people with their care and support needs.
- 8.3. It recognises the changing expectations and aspirations of people as they grow older and the need to match these with appropriate and affordable responses. Giving people more choice and control over the type of care and support that best meets their needs that offer greater choice and opportunities for maintaining independence is a priority outlined in *'Leeds Joint Health and Wellbeing Strategy 2013-2015'*.
- 8.4. Delivering the Better Lives Programme is one of the priorities in the Council's *'Best Council Plan 2015-2020'* out of which the Breakthrough Project *'Making Leeds The Best Place to Grow Old in'* has been established. The review also supports the Best Council Plan Priority to *"become a more efficient and enterprising organisation."*

9. Resources and value for money

- 9.1. As central government funding to local authorities decreases and demand for services increases Councils are under pressure to find more efficient and cost effective ways of doing things. The review recognises the need to refocus resources on affordable and sustainable models of service delivery that offer a personalised approach and better outcomes for older people. The financial savings attributable to the original proposals have been amended to take account of the impact the National Living Wage (see Appendix 5 – Potential Annual Savings).

10. Legal Implications, access to information and call in

- 10.1. The Review of residential care homes and day centres for older people has taken into consideration the Council's statutory duties and Adult Social Care's specific duties – including duties contained in the Care Act (2014) to meet the needs of those members of the community who require care services. Public consultation has been undertaken in accordance with guidance.

11. Risk management

- 11.1. Risks and issues to the programme are managed rigorously using the Council's project management methodology

12. Conclusions

- 12.1. The consultation exercise which took place from 1st October to 23rd December 2015 has received feedback from residents, their families, carers and staff which will support the Executive Board in making their decision on the future of the Council's care homes and day centres for older people.
- 12.2. The challenge for the Council's Adult Social Care services is to plan ahead for the type of services future generations of older people will require while carrying out the duty of care to existing residents and service users. This challenge is further compounded by cuts in the amount the Council receives from central government. The *Better Lives for Older People* programme has already overseen the development of new services, the successful transfer of residents and service users from Council care homes and day centres to new facilities and the programme has delivered cost savings. The consultation process currently under review by Scrutiny Board represents the third phase of the *Better Lives for Older People* programme.
- 12.3. Consulting on the proposals to close care homes is an emotive issue. The care homes are not just services they are the only home that the residents have. In consulting on the proposals for both care homes and day centres every effort has been made to ensure the consultation and its conclusion are relevant, focused and purposeful. This has been achieved by listening to people's concerns, being transparent in describing the issues the Council faces and remaining open to considering alternative proposals.
- 12.4. If closures were to happen assurances have been given regarding:
 - Guaranteeing the same level of service
 - People with complex dementia to be offered a place in the remaining day centres
 - Personalised planning with individuals to support choice
 - Supporting the retention of friendship groups
 - The Care Guarantee that no-one will be financially worse off
- 12.5. The Council is developing and realigning services to meet the needs of the people of Leeds and appreciates the efforts of the Scrutiny Board in highlighting the issues associated with the proposed changes to provision.
- 12.6. In particular, the Scrutiny working group queried the relative quality of care available in nearby independent sector establishments and found it to be 'variable; with a large proportion rated by the Care Quality Commission (CQC) as 'Requires Improvement'. Full details of the alternative homes in each area including their CQC rating are provided within Appendix 4.

- 12.7. Scrutiny's recommendations regarding The Green have been taken into account and as a result the impact of the national living wage has been factored in to proposed savings for all services subject to consultation proposals. This is set out in detail in Appendix 5.
- 12.8. The Council will continue to assess the quality of the independent sector provision to ensure any areas of improvement are identified and an improvement plan put in place where necessary.
- 12.9. Key stakeholders, including staff, residents, service users and their families / carers affected by these proposals will be kept informed of any developments and decisions relating to their care.

13. Recommendations

- 13.1. Scrutiny Board is recommended to note the work that has been undertaken in the consultation on future proposals for the Council's residential care homes and day centres.
- 13.2. Scrutiny Board are invited to consider the consultation and its conclusion to ensure they are relevant, focused and purposeful.

14. Background documents¹

- 14.1. Nil.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Better Lives for Older People
Day centres for Older People

Consultation Report June 2016

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Section one: Purpose of the report and background

Section two: Methodology and process

Section three: Overall summary of the consultation

Section four: Detailed findings relating to the proposal for each day centre

Section One - Purpose of the report and background

Purpose

The purpose of this report is to inform Executive Board of the outcome of a process of consultation in relation to the future of older people's day centres. It is also to give Executive Board sufficient information to enable it to make an informed decision about the proposed future options for these services.

This consultation report takes the opportunity to formally recognise and acknowledge the great deal of time and effort that has been put into the responses by contributors to the consultation.

All respondents offered very helpful and detailed comments which have provided a valuable insight into their opinions and wishes and helped to refine recommendations. The findings from the consultation, and the strength of feeling expressed by respondents, have enabled officers to consider the proposals whilst fully taking into account the key themes and issues regarding potential positive and negative impacts on those directly affected; and mitigations against these.

Background

A review of the council owned day centres has been completed and proposals developed that revise the current service model. This report follows the decision of the Executive Board in September 2015 to begin a period of statutory consultation on these proposals.

Section Two - Methodology and Process

How we got here – Step by Step

Step One: Consultation approval process

An extensive and inclusive consultation process undertaken as part of the 'Future Options for Long Term Residential and Day Care for Older People' review in 2011 was informed and endorsed by a Scrutiny Inquiry and aimed to seek the views of all key stakeholders, including current users of day centres, their carers and the staff who provide care and support. The wider consultation also involved discussions and engagement at a more general level with stakeholder and interest groups and the wider general public who may have expectations about the future of older people's care services.

Through a series of planned events, consultation was undertaken with a wide range of stakeholders including current users of adult social care services, carers, voluntary, community and faith organisations, and independent sector providers of adult social services, members of staff and equality and diversity groups and organisations.

The outcomes of the wider consultation described above, together with feedback from a range of stakeholders and the detailed consultation with those directly affected, provided the council's Executive Board in September 2011 with a mandate to approve and proceed with the Better Lives Programme aimed at reshaping local authority day centre provision for older people in Leeds.

The overarching themes arising in the consultation in 2011 have been evidenced throughout phase 2 and phase 3 consultations. The ongoing work undertaken by Adult Social Care to address these issues is as follows and is directly relevant to this third phase of the Better Lives Programme:

- It was generally agreed that maintaining people's independence is a priority; however, in the view of stakeholders, this requires the provision of preventative services allied with specialist services to support those with more advanced levels of need (e.g. nursing care, specialist dementia, respite support).
- *Leeds is already amongst the highest investors in preventative direct access social care services in the country. Neighbourhood Networks are working to develop new services that will help to prevent older people going into hospital unnecessarily, and supporting them by providing a greater range of activities using new funding available through direct payments. The Council is aware that those with more advanced care needs may not feel comfortable being supported in a community setting. For this reason it has retained specialist dementia day centres across the city to ensure the needs of people with dementia continue to be met.*
- There needs to be a strategic approach to change and setting priorities within the Council and across the partnerships.
- *The Council continues to work with partners in the public, independent and voluntary sectors to develop and modernise day services available to older people in Leeds. Holt Park Active is one such example. A joint project between Sport and Active Lifestyles and Adult Social Care, it is the result of a successful bid made by the Council for £28.894m of Government Private Finance Initiative credits (PFI) from the Department of Health. The plan for Holt Park Active is fundamental to the council's*

objectives for the integration of social care, health, learning, sport and active recreation in modern, accessible and flexible buildings. The plan also supports the implementation of the Council's on-going social care agenda in accordance with the transition to personalised services, focusing on helping people to live at home and maintaining independence.

- A number of issues arose relating to the management of change for the people affected by the proposed changes, with specific reference to the support available for older people transferring between services.
- *Following the Executive Board decision in September 2011 an extensive programme was undertaken to implement the agreed proposals. A team was recruited, from existing resources, to work with the residents, day centre service users and the families of those people affected by the decommissioning of residential care homes and day centres. This work involved re-assessing residents' and day centre service users' needs and ensuring that their transfer to alternative accommodation was done safely and in accordance with their choice. A Leeds specific 'Care Guarantee' and an Assessment and Transfer Protocol were developed and the transfer process was quality assured to minimise risk and address any issues of concern. This process was replicated in phase 2 and will be implemented in any future change to services to ensure the residents and service users and their families and carers are supported in making decisions regarding their care and treated with dignity and respect.*
- Carers emphasised the need for ensuring that the council maintain specialist services for people with dementia.
- *The phase 3 proposal to transform the service at Wykebeck Valley into a specialist dementia day centre is part of the councils overall strategy to retain an adequate level of dementia day centres across the city. Along with two other day centres, this retention and specialisation of services is expected to meet the needs of the current service users with a dementia need across the city and those with needs in the future.*

The lessons learned from the consultation and decommissioning process conducted in during phase 1 and 2 have been used by the phase 3 team to help shape the third phase of the review and in November 2014, Executive Board gave approval to consider the future of other directly provided services, to identify how they could be delivered more effectively and efficiently, meeting the needs of the people of Leeds and representing value for money.

Following an extensive review of the remaining day centres, on 23 September 2015 the Executive Board approved the commencement of formal statutory consultation on the proposed options outlined in this report which ran from 1 October to 23 December 2015.

Step 2: Consultation – methodology and process

As in Phase 1, the aim of the detailed consultation on the proposals was to consult with those directly affected and as a priority the existing users of day centres and their families and carers. Detailed consultation also took place with affected staff and Trade Unions, with related stakeholders within the locality, including elected members and partner organisations.

Establishing clear lines of communication

Letters were sent to users of day centres and their families and carers on 30th September 2015 advising them of the Executive Board's decision to commence consultation on the future of day services.

A telephone helpline, staffed by experienced officers in the Programme Team was made available to provide service users, their relatives and carers with the appropriate level of information from the beginning of the process.

Fact Sheet

A fact sheet providing background information to the proposed changes, details of the proposals, the consultation process and where to seek further help and information was sent to all those directly affected.

Detailed questionnaire

As part of the consultation with day centre users and their families a detailed questionnaire has been used in one to one interviews as a tool to capture responses to the proposed option for each individual day centre. Minor changes were made to improve the consultation process following the evaluation of phase one of the programme and questionnaires for day centres were developed with specific questions designed to help describe what people want from the care services they receive.

The purpose of using a questionnaire was to ensure consistency throughout this process. Each individual meeting has been logged and interpreted using a quantitative and qualitative approach.

The questionnaire has 3 rating-style questions and 5 open comment boxes to capture concerns, impact, comments and other ideas or options. The methodology for the collection and analysis of the data is outlined below.

Approach to the evaluation

The evaluation draws upon the following data sources:

Quantitative data.

All quantitative data has been collated and analysed in spread sheets from which charts and tables have been produced and are included in this report in section 4. For rating-scale questions, the frequency of responses for each rating (strongly agree, agree, disagree and strongly disagree etc.) was assigned a numeric value.

Qualitative data.

To capture the views, thoughts and feelings of respondents, a qualitative methodology has been chosen. This data has been gathered from the open comment boxes. Comments have been analysed for recurring themes and general trends. Comments have been analysed for recurring themes and general trends and categorised under the following headings, used in section 3 of this report:

- Methodology
- Strategic
- People
- Financial
- Quality
- Locality

Step 3: Detailed consultation

Detailed consultation on the proposals took place between 1 October and 23 December 2015 with those directly affected as follows:

Total questionnaire responses	187
Service user	121
Relative	56
Representative	2
Carer	8

The consultation, undertaken in a 'person centred' way, involved talking directly to day centre users, their families and carers about why the changes are being proposed and to ensure that the rationale behind the proposals is clearly understood.

Staff working in the day centres assisted the coordination of the consultation, using their expertise and experience to help support to those affected.

The manager in each centre arranged a suitable date and time for one-to-one interviews to take place. Relatives, carers and representatives were invited to attend. The questionnaire, available in a range of formats has been used. The aim was to:

- Capture people's responses to the proposed changes
- Determine the impact on individuals and how this might be reduced as plans are developed.

Care and consideration was given to any communication issues for each individual user of the day centres. The programme team worked with each centre manager prior to the engagement with service users to identify individual communication needs.

As some of the day services affected by proposals in phase 3 cater for a large number of service users with dementia care needs, some service users did not have the capacity to complete a questionnaire by themselves and were either assisted to complete the questionnaire, or represented by relatives or carers in their response, hence the high proportion of questionnaires completed by relatives, representatives and carers. Capacity to participate in the consultation was determined by the centre managers. Guidance notes were issued to prompt and guide managers in obtaining the views of service users with dementia. Where service users were supported by relatives/ carers in completed the questionnaire, the respondent has been logged as a service user, but the comments from the relative/ carer have been captured for completeness in section 4 of this document.

Feedback from this consultation is summarised in sections 3 and 4 of this report

Step 4: Consultation – Elected Members and Members of Parliament

Elected Members

Steps were taken to ensure that all elected members were kept fully informed on the proposed options a briefing note provided to all Elected Members on 20th October 2015. The aim was to;

- provide Members with background information to the proposed changes and outline details of the consultation
- outline details of the proposed options for each facility
- provide information on where they can direct people for further help and information.

Members of Parliament

A briefing note was provided to all 8 Leeds MPs on 20th October 2015.

Step 5: Consultation and Engagement with staff

Keeping our staff informed and involved is expected as a good employer. However it is also integral in helping to provide a greater sense of security on the part of residents. If staff who

are affected by change feel confident and involved then not only is this consistent with their employment rights but also makes the management of change easier. It also removes a potential source of anxiety on the part of residents and relatives who will be concerned to know what will happen to the people who look after them. Staff also contribute a wealth of experience and expertise to draw upon as the change programme moves forward.

Staff were engaged in the review of services throughout 2015 and in the week following Executive Board on 23 September 2015, meetings took place between the Head of Service with all directly affected staff to advise of Executive Board decision to commence with consultation. Letters were sent to staff on 1/10/15 confirming the consultation approach and providing them with details of next steps.

Staff briefings and drop-in sessions took place each month during the consultation period and a questionnaire was approved by the Trade Unions and made available to all staff for completion.

Separate briefings on employee matters took place concurrently with managers from adult social care. The programme worked closely with trade unions to ensure employee matters were given high priority and regular meetings with trade unions have and will continue to take place.

Across the residential homes and day centres subject to the proposals, 96 questionnaires have been received, which represents a response rate of 69%.

Details of these responses are outlined in section 3 of this report.

Step 6: Consultation – Trade Unions

Trade union representatives play a key role in supporting employees through organisational change and monthly consultation meetings have taken place to ensure that arising employee matters are addressed.

In addition to this, representatives from Unison, GMB and Unite Trade Unions were invited to participate in the consultation process and this has been a standing agenda item at the meetings between them and ASC senior management. The Trade Unions have been kept apprised of all developments in this process and will be consulted further on workforce issues, depending on the options selected.

Step 7: Consultation with other stakeholders

NHS Leeds

Stakeholders within the NHS were engaged through communications and existing groups.

Town and Parish Councils

Letters were sent to Town and Parish Councils informing them of the consultation process and providing them with contact details if they required further information.

Media relations

The programme team have liaised closely with Corporate Communications and the Press Office to ensure continuing contact with various media for the purpose of informing the public of progress on the review in a positive, consistent and credible manner and to ensure timely and widespread media coverage.

Petitions

During the consultation period, one petition was received regarding the future of Siegen Manor Day Centre (154 signatures opposing closure of the home and day centre). A further

petition was received for The Green Care Home (3,863 signatures opposing closure of the home) where a day centre is attached.

In addition, after the consultation period had ended, a petition to keep Siegen Manor care home and day centre open was submitted by Andrea Jenkins MP on 29th January 2016 to the Director of Adult Social Services – this petition was signed by 1,360 signatories.

Scrutiny Board

As a result of these petitions the Scrutiny Board received and accepted a request for scrutiny around the proposed closure of The Green, which was formally considered at the meeting on 27th January 2016. At that meeting, the Scrutiny Board agreed to consider the issues raised and examine the matter in more detail through a working group of the Scrutiny Board.

The Scrutiny Board working group considered a wide range of issues including: the high quality of the care provided by the staff at The Green; cost comparisons with the independent sector; the quality of alternative care in the locality; and the impact on the care market if the Council withdrew directly provided care services. The working group findings included:

- The Green serves a local population and caters for local residents
- The Green has a clear local focus and could take more residents
- Families and residents are happy and feel safe at the home
- Care is good – it has been judged so independently by the CQC
- The quality of alternative nearby provision in the independent sector is 'variable'.

Following the working group's findings, the Scrutiny Board made the following draft recommendations: That any decision regarding the long-term future of The Green be deferred for a minimum of 2 years, in order to:

- a) Re-consider the comparative costs of provision as the impact of a national living wage and the requirements of the Care Act 2014 take effect locally.
- b) Assess the occupancy levels achieved through positive promotion of The Green to local residents and beyond.
- c) Re-assess the overall 'quality landscape' across the care sector in Leeds and specifically the quality of alternative nearby provision in the independent sector.

Additional deputation requests have been made to Scrutiny Board to look at the proposals to close both Siegen Manor and Middlecross care homes and day centres. These proposals will be considered at their meeting on 28th June 2016.

Full Council

A deputation is also being presented at the Full Council meeting on 29th June 2016 regarding The Green HOP and Day Centre.

Equality and Diversity

The proposals are the subject of Equality Impact Assessments (EIA) which have been completed as a parallel process to the consultation. The EIA is submitted with this consultation report to be considered through the council's decision making process. It is proposed that should agreement be given to progress with the proposed options, that an implementation plan is developed in line with the Assessment and Closure Protocol which is appended to the Executive Board report. This would show how any closures would be managed over the agreed timescales and how residents, relatives, carers and staff will be supported to safeguard human rights and equal rights, minimise distress and maximise benefits to individuals.

Section Three – overall summary

This section of the report provides detail on each of the consultation elements broken down by stakeholder group. Further and more detailed information from the feedback and responses from consultation undertaken with day centre users and their relatives and carers is contained in section 4.

Below is a table which outlines the key submissions we have received from stakeholders throughout the consultation process (1st October to 23rd December 2015).

Stakeholders	Consultation responses included within the analysis
Day centre users, relatives and carers	187 questionnaires completed 12 contacts from day centre users, relatives and carers with 8 comments were also received via comment boxes placed in day centres. Total of 20 contacts.
General public	No enquiries by Email, telephone or letter.
Public meetings	No public meetings took place specifically relating to the day centres. Details of a public meeting relating to The Green residential home can be found in the accompanying residential care consultation report.
Petitions	1 petition with a total of 154 e-petition signatures were received in respect of: Siegen Manor – 154 e-petition signatures
Day centre staff	38 day centre staff questionnaires completed and returned 10 Chief Officer/ head of service meetings with staff across homes and day centres. 2 Ward Councillor meetings with staff across homes and day centres.
NHS Leeds	No formal contact received
CCGs	No formal contact received
Trade Unions	Strategic meetings chaired by Chief Officer, Access and Care Delivery and to which all Trade Unions are invited (where the review of LCC residential and day services are a standing item): 05/10/15 and 11/11/15. Routine Business meetings chaired by Head of Service and to which all Trade Unions are invited (where the review of LCC residential and day services are a standing item): 09/11/15.
Elected Members	In total 17 responses have been made to enquiries for further information received from Elected Members. In addition two requests for meetings from Councillors were fulfilled by the Director of Adult Social Care to discuss the proposals.
MPs	Eight MPs were provided with letters with details of the proposals for consultation and proposals for the future of social care. Three meetings were held between Head of Service/ Chief Officers with MPs to discuss further.
Full Council	No meetings requested / took place within the consultation period.
Scrutiny Board	No meetings requested / took place within the consultation period.

Parish and Town Councils Attended by Officers	No meetings requested / took place within the consultation period.
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Voluntary, Community and Faith Sector (VCFS)

The following submission was made by Leeds Hospital Alert to Leeds City Council Adult Social Care proposals and makes specific reference to day centres and the future provision of day care and respite:

We understand and are sympathetic to the huge financial pressures which Leeds Adult Social Care is facing. All decisions in the present climate, which in many ways is hostile to the needs of the most vulnerable in our population, and to proper funding of the staff who care for them, are very difficult. However we have grave reservations about these decisions to effect closures, based on our knowledge and understanding of the needs of older people in Leeds and the likely consequences of these closures on NHS services in the city.

- 1. The movement of very vulnerable older people with dementia from these Care Homes, which are their homes, will inevitably be extremely distressing to them and could even be dangerous for some individuals.*
- 2. We are not convinced that the private sector is in a position to find suitable accommodation for people moved from these Homes, or people who might need a place in the future. As we all know, the private Care Home sector is in a period of great uncertainty and volatility, and these people will need specialist care. There are reports of shortages of beds across the city at present, before these closures take effect.*
- 3. There are regular reports of the problems caused by older people occupying hospital beds long after they no longer require hospital care- because of the lack of suitable Care Home vacancies in the city, as well as community-based Social Care. This is one of the huge pressures on the NHS around the country. Closing Homes and Day Centres in this situation seems completely counter-productive.*
- 4. Day Care and Respite: we are pleased to see that two Care Homes (Richmond House and Suffolk Court) and three "complex needs" Day Care hubs are to be retained for support and respite, but remain very concerned for adequate provision to meet the needs of Carers of people with dementia for respite breaks and regular support if these closures go ahead.*

A detailed response was provided to the issues raised.

Consultation with day centre staff

Out of a workforce of 139 staff in the homes and day centres subject to consultation, 96 questionnaires were completed and returned (38 day centre staff). In addition to the questionnaires, monthly staff briefings and drop-in sessions were held throughout the consultation period, 10 meetings took place between Chief Officers/ Heads of Service and staff and two meetings took place between staff and Ward Councillors.

Staff raised issues related to the following key themes:

- Concerned about losing my job and opportunities elsewhere
- Worried for service users who feel like they are part of my family
- Feel the families and carers of service users would struggle with no respite
- Feel training has been wasted
- Would not want to work in private sector
- Do not feel other services could cope with dementia needs
- Do not feel there are sufficient alternatives for either service users or staff
- Feel that there is a need for dementia services
- Feel that savings should be made elsewhere
- Suggested changes to services could help them stay open (eg open on weekends)

Staff have been involved throughout the consultation process and will continue to be supported throughout the implementation of any proposals agreed by Executive Board.

A full summary of the staff questionnaire responses can be found in section 4.

Consultation – Trade Unions

Trade union representatives play a key role in supporting employees through organisational change. Consultation has taken place with Trade Unions throughout the initial review of services and during the consultation period. Monthly consultation meetings have taken place to ensure that arising employee matters are addressed. The Trade Unions have been kept apprised of all developments in this process and will be consulted further on workforce issues, depending on the options selected.

Consultation with other stakeholders

Stakeholder Contacts – Meetings, letters, telephone calls and e-mails

20 contacts have been received from all stakeholders affected by the proposed changes. Individual responses have been provided to everyone who has made contact regarding the proposals.

The following is a summary of comments and issues raised:

- Don't close the day centre
- Positive comments on the day centre, staff and the quality of care provided
- Impact on the health and well-being of vulnerable older people
- What will happen to people if the day centre closes?
- Critical that a decision has already been made
- Concern for loss of friendships and risk of social isolation
- The facility is an important local resource
- Loss of a skilled workforce
- The need for specialist dementia services
- The need for full day respite to support family and carers
- Concern about the availability and quality and price of alternative services
- The council should make savings elsewhere
- Older citizens need the support they deserve
- Loss of a familiar environment and routine
- How will LCC provide for the future requirement of an ageing population?
- What will happen to this building?
- Keep informed /involved as to what happens next
- Take my comments on board

One-to-ones and completion of questionnaires

The responses to the questionnaires were detailed and diverse. The free-form boxes lend themselves to allowing people to express their views on the proposals and as such emotive responses were gathered. As well as meeting care needs, the Day Centres fulfil a key role in ensuring people get to socialise, make friends and maintain mental as well as physical wellbeing. Activities, bathing and the provision of hot meals were also seen as benefits of going to the day centre. Day Centres were seen as an essential resource for family and carers to allow them a break, with the peace of mind that their relative would be safe, secure and happy at the day centre. This allowed them to work, carry out household tasks and pursue their own hobbies and friendships which was seen as an important supporting factor in maintaining carer wellbeing and helping the service user to remain living at home.

Key themes have emerged from the responses to the questionnaire. The key issues and messages are captured in the following sections below. A response from Adult Social Care is also included.

People

Respondents to the questionnaire described what the current service means to them:

- The overall view is that the council provides a very good quality service and that the day centres should not close.
- There was much praise for the standards of care and the professionalism, understanding and friendliness of the staff.
- There was a feeling that alternative services were insufficient in quantity, quality or suitability, particularly in terms of dementia and carer respite needs

Service users, relatives and carers were asked what impact the proposals will have on them if they are implemented:

Comment

People have said that the proposals will result in deterioration in their physical and mental health. There were particular concerns expressed for service users with high care needs and those with dementia who will find change hard to cope with. Relatives and carers attribute the improved health and well-being of their loved ones to the care and social interaction they receive from services and are worried that they will not receive the same level of care elsewhere and the impact this will have on their physical and mental health.

Our response

Should the proposals be agreed, the needs of day centre users and their carers will be at the heart of all implementation plans. If a decision is made to close any of the Council's care facilities the transfer of service users will be carefully planned and carried out professionally, sensitively and safely. This will be done within a timescale which will minimise the disruption and discomfort for those affected. Other Council care services have closed in recent years and in order to facilitate those closures a specialist team was established. The Team would be engaged in any further service closures and Team members are experienced, knowledgeable and sensitive in carrying out the assessment and transfer of service users in line with their needs. They follow an "assessment and transfer policy" which ensures they are fully conversant with the needs of service users, including people with dementia. The assessment and transfer process is also monitored by a quality assurance group that offers support to the specialist team and ensures the correct protocols are followed. Family members would be involved in the transfer process including the choice of an alternative day service. Where a service user could not make an informed choice or has no family an independent advocate would be made available. Service users will also be supplied with a Care Guarantee clearly stating the service user's and carer's rights.

Comment

There are strongly expressed wishes to stay with groups of friends and maintain the peer companionship that in some cases has been struck up over many years. Also to remain in the local area they are familiar with.

Our response

The Council is aware of the importance of friendships formed between the older people who use day centres. In earlier day centre closures, service users were able to transfer to alternative day activities together and friendship groups were maintained. Should the proposals be agreed, current staff will play a lead role in helping service users make the right decisions and support them in adapting to a new environment and changes in routine.

Comment

Concerns were expressed for the needs of carers. Family members and carers have stated that day centres provide them with a much-needed break and they are concerned that

closure of the centres will force more caring on them at home. Comments indicate that the centres and the respite they provide helps them to cope with the demands of caring and that they are happy in the knowledge that their relative is safe. Reduction or removal of this respite will cause many more people to go into permanent care.

Our response

The impact on carers respite should be minimal as all current service users would be offered alternative day time activity and support, however in managing the change it is important to consider and engage with carers throughout. Should the proposals be agreed, the needs of carers will form part of the assessment process detailed in this report.

Finance

Comment

There is a perception that the revised eligibility criteria has made it more difficult to access the service; also that the new charging policy mean that older people are unable to afford day care. This in turn has seen a decrease in attendance at the day centres.

Our response

Fair Access to care services (FACS) was the system that was used until 1st April 2015 for deciding how much support people with social care needs can expect to help them cope and keep fit and well. In Leeds, the eligibility level was set in April 2005 between the moderate and substantial categories to ensure that those people with critical and substantial needs were able to access the appropriate level and quality of statutory services. This has been replaced, since April 2015, with the national eligibility framework set out in the Care Act 2014 and its guidance notes. Its aim is to help social care staff make fair and consistent decisions about the level of support needed. Where people are ineligible for services they are provided with information on alternative sources of support and advice and advised on how these can be accessed. As part of the assessment process, service users are given benefits advice to help them maximise their income to help them pay for their social care needs. The council's charging policy takes account of income when setting the relevant charge for services.

Comment

People suggest that the council should invest in the services and make savings elsewhere.

Our response

The council has sought every means possible to ensure that the services received by people with statutory social care needs are impacted as little as possible by the current financial circumstances. This has meant significant efficiencies have already been made and will continue to be made; however, it is clear that in some areas alternatives to council provision present far better value for money.

Locality

Comment

Day centre provision should be local, in walking or easy travelling distance to people's homes and of a similar nature and quality. Comments were made that people with dementia would suffer if travelling over longer distances.

Our response

The new service model will provide a more flexible approach and it will be possible to support older people in different situations, improving their access to a wider range of activities in more socially inclusive settings. Accessing these service may not depend on travelling to a centre. The service will support older people in working out personalised activities plans and will be proactive in ensuring that older people benefit from the

opportunities available through Self Directed Support arrangements. In terms of dementia needs, the continuation of day services at three strategic sites across Leeds should ensure that people can still access services within a reasonable travelling distance.

Strategic
Comment

An increasingly ageing population means that day centres should not be shut.

Our response

Although people are living longer they are also accessing greater choice over how their care needs in later life are met. Older people tell us that they want to stay living in their own homes for as long as possible. This has been made possible by the availability of new, specialist support services, which we have developed to help them do so.

Comment

There is a need for specialist dementia services to enable older people to remain living in their own homes. Some people who attend the centres have high care needs (specifically dementia) and relatives consider them vulnerable and are concerned that their needs will not be met in other independent sector services or community based services.

Our response

The council has maintained three centres which will be further developed as specialist resource centres to cater for people with dementia needs and to provide support to their carers during daytime hours. The programme of change will result in improved personalised services for people with dementia and their carers with improved outcomes.

Methodology

Comment

Respondents felt that decisions have already been made and that the consultation exercise was futile. It was also expressed that service users/ families/ carers should have been provided with more detail on the alternative services in the area.

Our response

In previous phases of the programme, consultation has changed the original proposal and has seen services retained or developed under a different operating model. Consultation is a vital part of the process of shaping the future of services and allows the council to understand the issues people would like to raise.

Comment

Many felt that nothing has been done with the buildings where centres have closed in earlier phases and these could be sold to bring in money.

Our response

Where services have closed in previous phases, buildings have been re-used for alternative council services or have been identified for disposal/ sale. Should the proposals be agreed, and on completion of the transfer of residents and service users to alternative provision, the buildings will be handed over to Corporate Property Management who will ensure the continued safety and security of the building. Discussions around the future use of the building will take place with local elected members and key partners.

Section Four – detailed consultation findings relating to the proposal for each day centre

The following information represents feedback and responses from consultation undertaken with day centre users and their relatives and carers. The questions highlighted are taken directly from the questionnaire.

Day centre	Registered Day Centre Service user at the time of the questionnaire	Responses received from service users/ families/ carers
Middlecross	18	18
The Green	32	29
Siegen Manor	13	17
Springfield	39	31
Radcliffe Lane	63	65
Wykebeck Valley	33	27
Total	198	187

In some circumstances there were a greater number of responses than number of service users. This is due to responses coming from a combination of service users, carers and families.

There were also some people who did not complete the questionnaire, with a variety of reasons for non-completion (e.g. service user in hospital, declined or relative completed questionnaire on their behalf).

Measures were taken to ensure that people with dementia who may not be able to complete a questionnaire by themselves were supported to do so.

As an 'open comments' section was used in the questionnaire, some respondents made multiple comments in these sections which is why the number of comments is generally greater than the number of people responding to the questionnaire.

Middlecross day centre

18 people responded to the proposal to decommission the day centre

How much do you agree or disagree with the proposal?

- 88% strongly disagree
- 6% disagree
- 6% Agree

Reason for your answer?

Key themes

- Make cuts elsewhere
- All staff very friendly and helpful.
- Would have to go into a residential home if they didn't attend Middlecross Day Centre.
- These services are needed. More people suffering from dementia.
- Need the service to prevent social isolation
- Staff are trained
- Enables me to keep my relative at home.
- I need respite care - where will he go if there is no specialist care.
- Lack of alternative dementia care- a number of people went to alternative provision at Bramley Elderly Action/ Armley Grange/ Care UK but they said they couldn't cope with dementia needs.
- Has a bath at Middlecross
- Worried about quality of private care.

If the proposal to close the day centre goes ahead what might the impact be on your family and carers?

Key themes

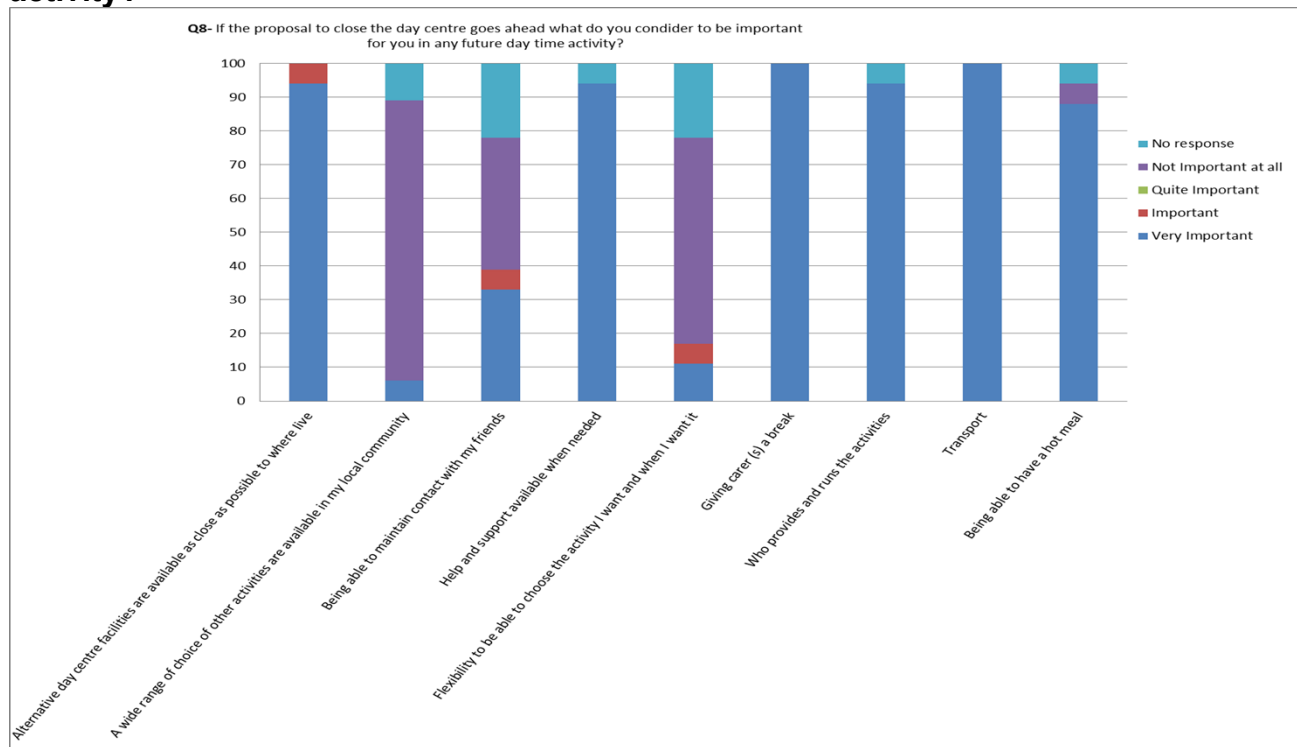
- I would need to care for my mum instead of spending time with my children.
- Middlecross is a valuable service and this is a lifeline for me and my family and it enables us to spend time together
- Could not work and support relative without help from the day centre.
- Gives respite and peace of mind that they're safe when I'm not there.
- Very hard to find another centre. I would need many more carers in and this would disrupt my life.
- If dad didn't attend the day centre then that would force me to give up work to look after him, but I can't afford to do that.
- If the day centre was to close this will affect my health- without the day centre I wouldn't be able to manage him at home.

What could the council do to reduce the impact?

Key issues

- Keep Middlecross open- find the money from somewhere.
- Would need daily carers. I don't want a different person coming in daily. Would also cost the Council a lot more money.
- Something is needed in this area for people with dementia.
- We need support for later stages of dementia for people who cannot access things in the community.
- Provide support and services for my dad and our family to enable us to continue to care for him at home.
- We need specialist care locally.

If the proposal to close the day centre goes ahead what do you consider to be important for you in any future day time activity?



Summary of other comments

- Needs to be familiar with surroundings- don't want different places every day.
- Transport is important - gets distressed if journeys are long so it is important that services are closely available.
- Some activities are not secure as he will 'escape' and he is at high risk when out alone.
- That staff are trained and experienced in dementia care and the service is safe and secure.
- In the past has tried community based activities but these didn't work due to dementia.
- Personal care is very important
- Hot meal is important - gas disconnected at home due to fire risks.
- Social interaction is very important especially interaction from people outside the family.

Is there anything else you would like to tell us?**Key themes**

- Staff are excellent- has taken time to build trust and this will be lost.
- There are more people with dementia and fewer services.

The Green

29 people responded to the proposal to decommission the day centre

How much do you agree or disagree with the proposal?

- 100% strongly disagree

Reason for your answer?**Key themes**

- Because it is a popular centre.
- It's a lifeline, they need to be with other people with Dementia.
- Need to find the savings from somewhere else.
- Not convinced that we will get something as good.
- I understand the reasons, I feel that pushing looking after people in the community - one size fits all and it doesn't.
- It is a good facility, staff are trained. Why relocate to Wykebeck and spend more money to train staff.
- We are so dependent on it.
- Essential for the area.
- Dementia day centres are limited and should not be removed.

If the proposal to close the day centre goes ahead what might the impact be on your family and carers?**Key themes**

- Take this away and they will have to go into permanent care.
- It's a lifeline and you are taking it away. If it closes both me and my husband will end up in a home.
- We would have no respite, mum would have no outside stimulation.
- I get a break when he is at the centre. I sleep so I can cope when he comes home.
- When she is at The Green DC I have the chance to get some jobs done and relax.
- If the centre closed it would have an impact on my health. It is stressful to be with him 24/7.
- The Green gives me a couple of days freedom a week.
- I would have to keep her at home. I will not have the confidence in a new service not knowing my mum.

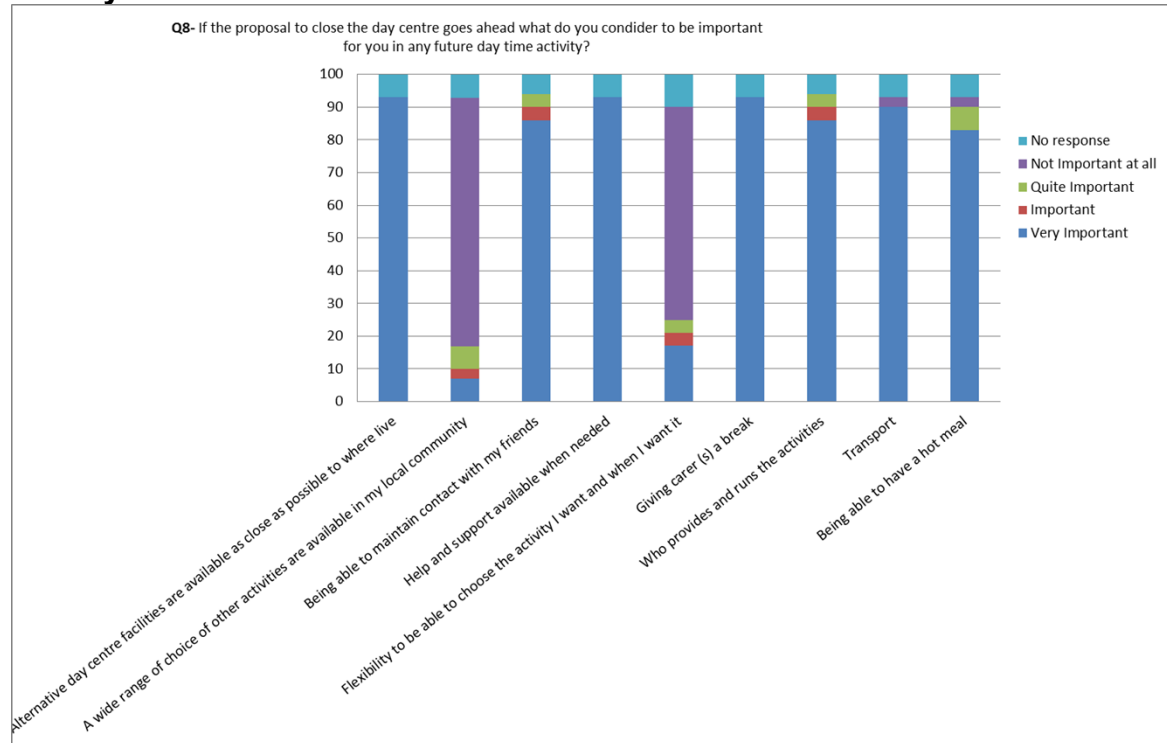
- It gives me a day when I can relax and know she is safe.
- I work full-time and I'm a carer. My mum lives with me and couldn't cope without the service.
- I need to increase this not lose it. It gives me freedom to do things, meet friends.

What could the council do to reduce the impact?

Key issues

- Don't close it. Where is the suitable alternative?
- Leave it alone, keep adult service (dementia).
- If it does close, need another day centre that is dementia friendly, safe and secure.

If the proposal to close the day centre goes ahead what do you consider to be important for you in any future day time activity?



Summary of other comments

- Doesn't like change so would need to go to the same place each time.
- What local community activities are there available? Dementia sufferers need specialist carers.
- At the moment relative provides transport. If day centre is further away it will be harder.
- Needs are so complex- will not be safe anywhere but The Green.
- As long as the service is safe. I have not got confidence in private providers.

Is there anything else you would like to tell us?

Key themes

- The centre is a caring and welcoming facility which provides the necessary stimulation for dementia sufferers, alongside giving respite and care for carers. If this facility is not available sufferers/families will lose one more lifeline in a cruel and debilitating illness. People living with dementia need outside stimulation as long as possible, home visits do not provide this.
- Work with colleagues to do repairs and maintain building.
- My mum was in a private service for one week. They phoned me because they said they couldn't manage her.
- Feel it is a done deal. Consultation will not change anything.
- People with dementia do not like change.
- I don't understand why it will be cheaper to use private sector.
- There is a need for dementia day care. My mum lives alone. We as a family know she is happy and safe at The Green. It has prevented her going into permanent care.
- The Green has opened up a new life for us both.
- I need a full day not a couple of hours.
- The Council should listen to the volume of people who live local who all agree that The Green should stay open. The impact will be massive.

Siegen Manor

17 people responded to the proposal to decommission the day centre

How much do you agree or disagree with the proposal?

- 70% strongly disagree
- 24% disagree
- 6% strongly agree

Reason for your answer?

Key themes

- Staff show care, patience and understanding and to lose this expertise would be a loss to the care of older people in Leeds.
- Without the use of the centre, both our lives would be greatly affected. He now has access to outside stimulation and interaction which is important to him and his needs.
- The home/day centre is a help for my mum and helps me and my wife have a bit of time to ourselves and know she is safe.
- This provides my husband with the opportunity to meet other people, engage in social activities and get out of the house.
- This provides me with an essential respite from my caring duties and reduces the stress.
- Going to Siegen Day Centre provides my mum with very important socialising time which she wouldn't have staying at home all day. I feel that the care given has slowed the progression of her Alzheimers.
- I understand that things always need reviewing.
- This would increase the disorientation of customers living with dementia.
- Provides relatives with essential respite.
- If he didn't attend the day centre, there is concern that his memory would deteriorate. He would miss the social stimulation.
- This service allows me to continue to support my partner at home.
- The day centre provides a great service and it is local to our home address.

If the proposal to close the day centre goes ahead what might the impact be on your family and carers?

Key themes

- Further away/longer journey etc to alternative provision.
- The centre and staff offer respite- I would have no personal time.
- My levels of stress will increase substantially and affect my mental health. We would become more socially isolated.
- More pressure on me as a carer will affect my health I couldn't give mum the care she will need.
- I would need to look at accessing permanent residential care.

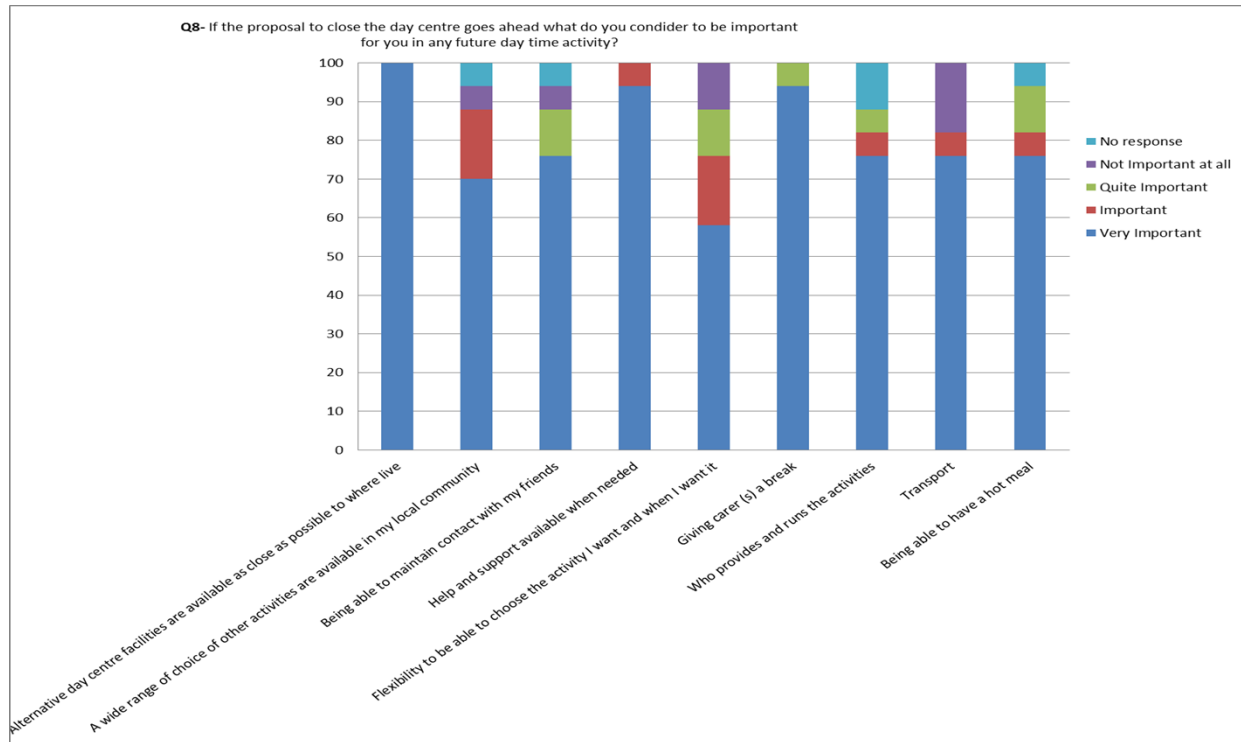
- My brother visits mum at the centre weekly. He lives locally and doesn't drive so wouldn't be able to visit if she moved.
- If we lost the support from the day centre, the level of stress would increase substantially.
- We will worry about his safety at home alone.

What could the council do to reduce the impact?

Key issues

- Keep the centre open.
- Still be able to have interaction outside my home in a place I feel safe and cared for by regular staff which offer me continuity which I desperately need.
- If the centre was to close we would consider Laurel Bank DC as this is still within 'local' travelling distance.
- They could give assurance that a day care service with trained staff will still be available as well as the opportunity for respite care.
- Source another centre in Morley
- Possibly a personal assistant to accessing services in the community.
- Rearrange provision elsewhere nearby that would include socialising with other people and have a meal and enjoy activities appropriate for someone with dementia.

If the proposal to close the day centre goes ahead what do you consider to be important for you in any future day time activity?



Summary of other comments

- Maintain routines.
- Needs structure and routine.
- Has good relationships with the staff.

Is there anything else you would like to tell us?

Key themes

- Too many services are handed over to profit making organisations. Council should look at running services more efficiently.
- The stimulation of interacting with other people gives her a better quality of life and the difference is noticeable to me.
- We do not think a PA would be helpful. He already has home care. He enjoys being a 'member' of the day centre.

Springfield

31 people responded to the proposal to decommission the day centre

How much do you agree or disagree with the proposal?

- 94% strongly disagree
- 3% disagree
- 3% agree

Reason for your answer?**Key themes**

- Should find another way to keep it open.
- Relative has just got settled and will be upheaval and finding alternative.
- The service helps me to continue to live at home.
- Excellent staff at the centre- The care here is very good.
- Need weekend service.
- This has given me reason to get out of bed on a daily basis.
- Lives in Morley.
- Do lots of activities to keep busy.
- Meet different people and I have made my own friends here
- I appreciate cut backs need to be made but not in this way.
- Gets hot meals here.
- I used to go to Holbeck Day Centre and they shut that.
- There is nowhere around me to go to.
- More positive after attending the centre.
- Agree with proposal- I understand they can't keep throwing money at things that are not cost effective.

If the proposal to close the day centre goes ahead what might the impact be on your family and carers?**Key themes**

- More pressure on son who is main carer as he provides transport to and from day centre.
- Daughter gets a break to do her daily tasks whilst I am at the day centre.
- Has no family locally and if the centre closes would be housebound.
- Peace of mind for relatives- don't have to worry when they are at the centre. This will be lost if the centre closes.
- Has dementia and comes to the centre with her husband, who is her carer. Husband would lose support if centre closes.

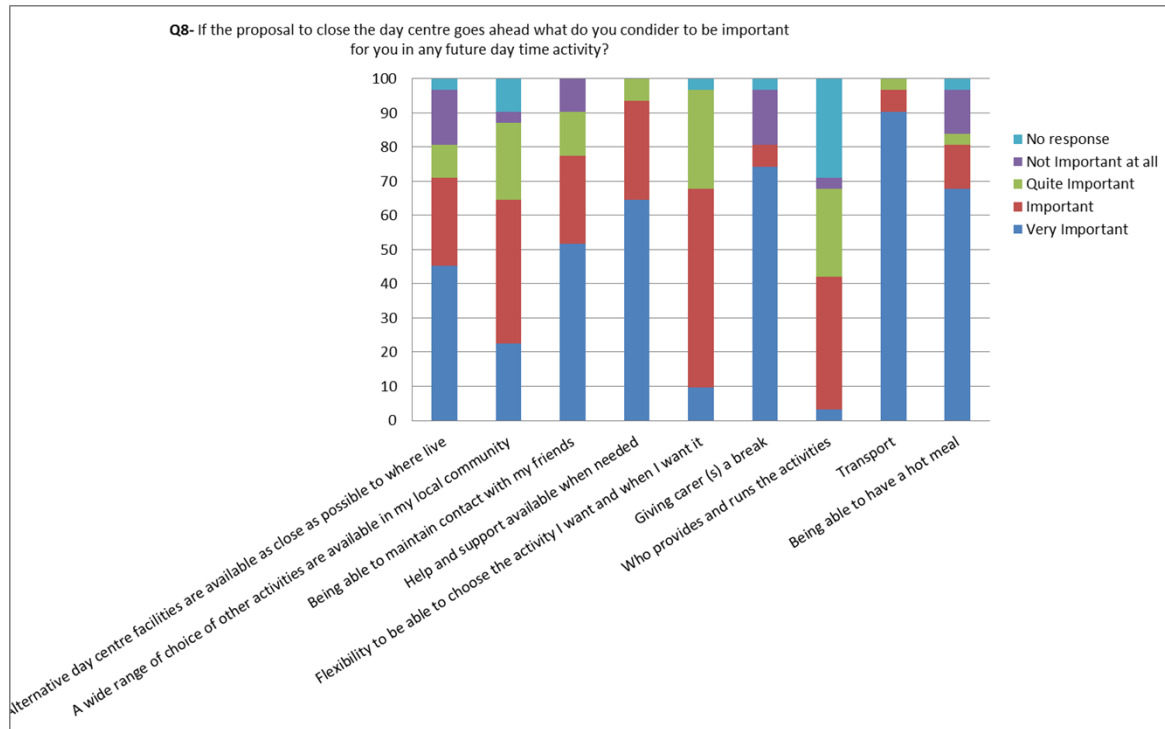
- Wouldn't be able to continue working.
- Would put more pressure on family (eg night time phone calls from relative, wandering, misuse of falls pendant etc)
- I cannot attend luncheon clubs due to needing assistance with personal care.
- If it closes it closes and we will get around it.
- I will not be able to pursue my hobbies

What could the council do to reduce the impact?

Key issues

- Keep us informed and let us know what alternatives are available. Reassurance.
- Offer another place to be able to go with my friends from day centre.
- Will the Council plan look at day services for older people that don't have Dementia?
- Find another place where transport can take and pick up.
- Take on board our views and concerns.
- Must be able to provide an alternative on a Sunday.
- Like for like provisions.
- Need to be able to offer personal care
- Meet Dementia needs.
- Look at ways to increase attendance.
- To provide a suitable alternative. Community groups not suitable as needs assistance with personal care. Does not have any diagnosis of dementia, so choices will be limited.

If the proposal to close the day centre goes ahead what do you consider to be important for you in any future day time activity?



Summary of other comments

- Would need to have hot meal as does not cook at home.
- Understands that the service has few customers coming now and has been worried about how long it would remain open.
- Thinks the cost of coming to the centre has forced people away, too expensive.
- Other services do not offer support and notice any changes like staff do at day centre.
- Attends other luncheon clubs in Morley area twice a week.
- As long as they are nice people I'm not bothered who runs it. I am flexible with changing days.
- Needs assistance to join in activities.
- I would be happy to go somewhere new.
- I would prefer somewhere nearer to where I live.

- I need help with personal care issues.
- Also goes to Siegen Manor Day Centre and has respite in Siegen Manor HOP. Does not manage well with change.
- My sight would impact where I went. I would need transport.
- To look at visiting Holt Park Active.
- Going more to give wife a break rather than him wanting to go.
- I need somewhere that can offer me a bath once a week.
- Spoke about Holt Park Active. Daughter not keen as it is a public building and members of the public will be walking around.

Is there anything else you would like to tell us?

Key themes

- Why have other sites that have closed not been sold to recuperate some money?
- Really need somewhere to go in a wheelchair so would really need transport.
- Affected by closures before (Holbeck, Burley Willows)
- Willing to go to another day centre if this closes.
- Just want her looked after as well as she is at Springfield.
- Just seems that they want us to take different options like people coming in to our home, but they are only there a short time.
- Attends other services in the area but days/ activities are limited (Elderly Action, Church group, Dewsbury Road over 55's)
- If they say they're going to close it then they are going to close it. What difference will it make putting this down in writing?
- Instead of closing Springfield why couldn't you have a day centre Mon to Fri, close on a weekend. May be reduce the hours a bit throughout the week to save money and keep the centre open. Look at changing but do not close.
- What is going to happen to all the staff?
- I am happy to try anywhere as long as they can meet my needs. I would like to attend 2 days but not sure if I could afford it.
- Registered blind and cannot go out on my own. I go to The Heart in Leeds once a fortnight but that is closing soon.
- Used to attend Armley Helping Hands but this service was withdrawn due to mobility issues and personal care needs.

Radcliffe Lane

65 people responded to the proposal to decommission the day centre

How much do you agree or disagree with the proposal?

- 89% strongly disagree
- 7% disagree
- 2% neither agree nor disagree
- 2% did not answer

Reason for your answer?

Key themes

- Break for my relative
- I disagree with the proposed closure as the day centre support me as I have dementia. The centre is familiar with the layout.
- Nice to be able to get a bath.
- Enjoy company and activities
- hospital admissions would increase
- without support how do I continue to care
- Radcliffe meets my needs.
- Local to where I live.
- Part of my routine
- was affected by closure of Bramley Lawn
- feels decision has already been made
- I get support from staff.
- Wouldn't be able to have a bath.
- would impact on wellbeing
- It keeps me mentally stimulated.
- I enjoy the transport as it means I can come in all weathers.
- Get a hot meal
- Gives husband a break to pursue his hobbies and do shopping etc
- No alternative as yet outlined. Costs not specified.

If the proposal to close the day centre goes ahead what might the impact be on your family and carers?

Key themes

- Would lose free time at home, following hobbies, attending to our own health needs or banking and other essential chores.
- No break for husband who is main carer. No opportunity to socialise on my own. Would cause carer strain.
- Lose the support.
- Family would be concerned about well-being and safety
- Greater burden on family.
- Would reduce time off (respite) from caring role
- Would need alternative service.
- We work and I don't know how we would fill the gap.
- It would add to my levels of stress as I also care for others.
- would impact on work/life balance, also a social issue.
- May impact financially if had to stop working.
- I would have to leave my cared for alone to go shopping etc. which would really concern me.
- I would need an increase in community care package.
- I would not get adequate, safe care for my husband at an affordable price.
- This helps me to ward off depression which can build up when caring without respite.
- Will reduce my quality of life and social interaction. Will increase my isolation.
- The latest budget states that a 2% increase in council tax is to be spent on care so why does the centre need to close?

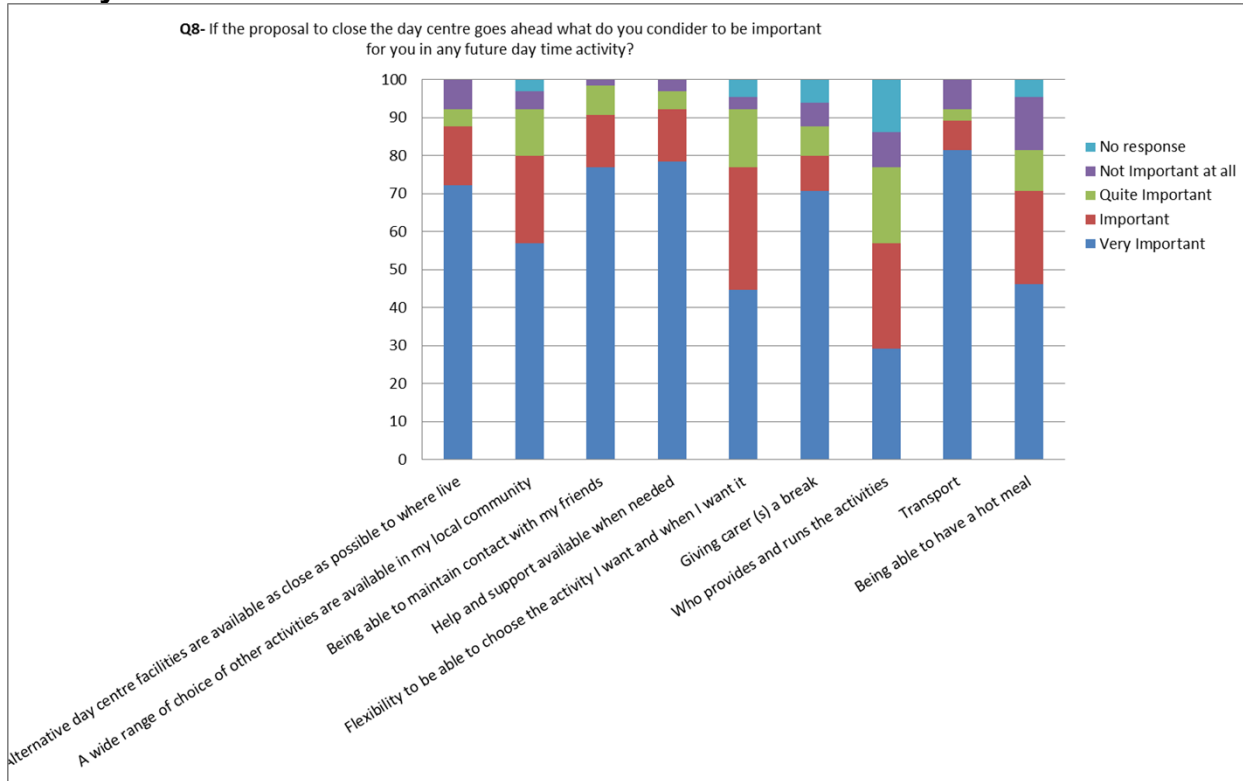
What could the council do to reduce the impact?

Key issues

- I would like to think that we could all go to a new centre together.
- Would like to keep the same staff as have gotten used to them.
- Could amalgamate Sat/Sun into the week and close on weekends to save on costs. Could the facilities of the day centre be used outside of day centre hours to generate income?
- Keep the centre open. It's the only centre in the area that provides this level of support.
- In the letters from Director of LCC ASC an absolute assurance is given that no-one will receive a lower level of care than they do now.
- Continue with updates of decision.
- Keep the day centre open and make better use of the facilities. Keep training staff to provide the service that they do.

- Could a smaller building save money?
- Give adequate details of alternatives proposed.
- I think the Council should provide more for older people not less.

If the proposal to close the day centre goes ahead what do you consider to be important for you in any future day time activity?



Summary of other comments

- Would prefer to attend a facility where I don't have to travel too far as I am a wheelchair user.
- Important to have staff that can offer me a bath and are trained.
- Concerned about private sector. I trust the existing service.

- Important to have staff that understand my mental health issues (dementia)
- Would go anywhere for day centre facilities as long as there was transport.
- Concerns re: what will happen to staff jobs.
- Local community group does not provide a whole day out with transport.
- I would not want to travel too far from where I live.
- Been through closure previously (Bramley Lawn).
- Feels his needs are complex and unsure if community resources could or would accept him.
- Would like negotiation to keep it open.
- Staff monitor weight as advised by dietician re. concerns about losing weight. I could not do this at home.
- Continuity and routine are very important as part of the day centre package.
- A hot meal is important as doesn't cook at home.
- If the food was prepared and cooked on the premises then I would gladly pay for a hot meal because at the moment it arrives in containers and does not look appetising and at a cost of nearly £6.00
- I get hot meals delivered daily.
- The day centre has carers who can hoist my husband, give him a bath, emotional support and a sense of purpose.
- My dietary and cultural needs are well met at the centre (Hindu, vegetarian).
- I am a wheelchair user so would need transport. I have physical impairments and need support.

Is there anything else you would like to tell us?

Key themes

- The centre do a log of preventative work and do keep people out of hospital by flagging up issues with families.
- Would like to attend another day but can't because of the cost.
- Re-made friends from the past at the centre and don't want to lose contact again.
- Change would not be good for continuity of care
- It's a good service, the best that money can buy but we could do with a few more staff.
- I cannot see properly/registered blind. Also deaf. I rely on this centre.
- With the closure of the Council's respite care facilities it has become almost impossible to get respite care. We are allowed 6 weeks a year in theory but despite ringing weekly to book respite I have only been able to get 2 weeks this year.

Wykebeck Valley**27 people responded to the proposal to change the day centre****How much do you agree or disagree with the proposal?**

- 44% neither agree nor disagree
- 26% agree
- 15% did not respond
- 11% disagree
- 4% strongly agree

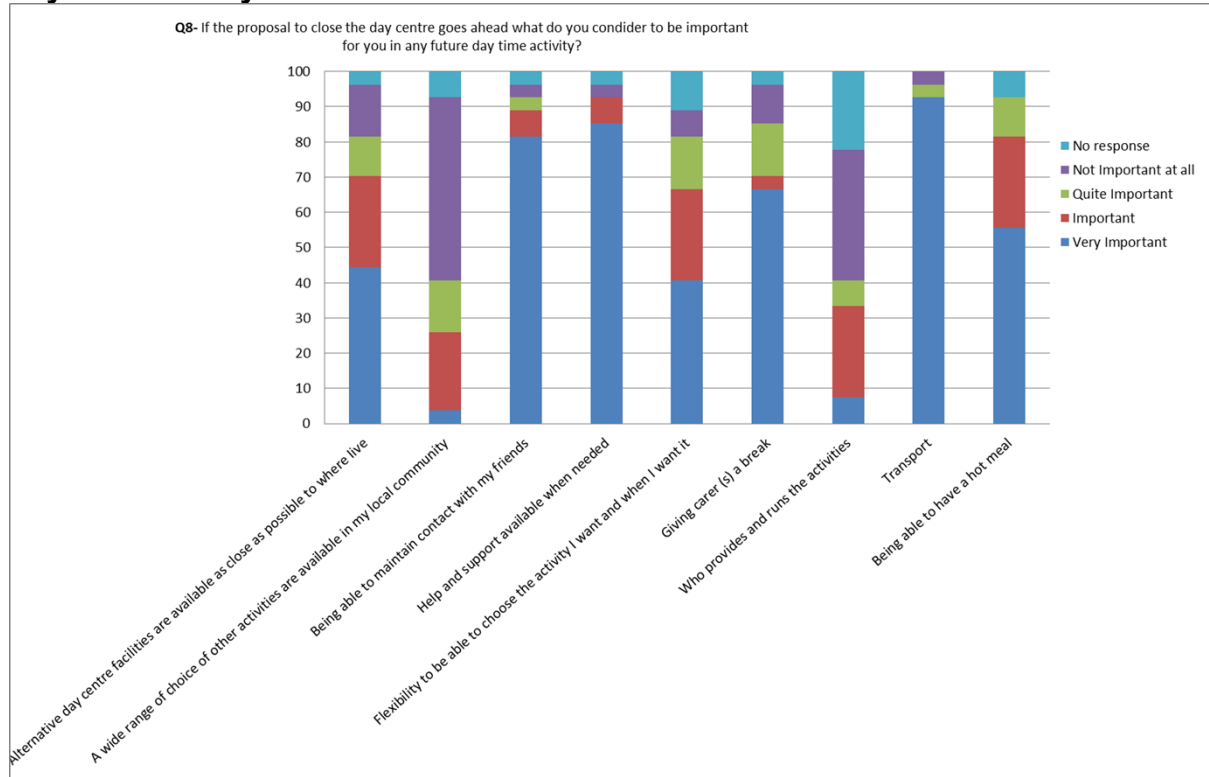
Reason for your answer?**Key themes**

- Concerns around provision changes and how impacts on overall environment (eg how will the social element change? Will the service users be more specialist with less social space and more of a residential type environment?)
- LCC should take regular customers into consideration and not just people with Dementia - even though I know how much a person with Dementia needs care
- As long as she is getting a service she will be happy.
- I have concerns around the service changing to Dementia/specialist as I do not have either and need a mainstream service.
- I couldn't attend The Green when their service changed. I feel that time it wasn't done properly and it really upset me.
- As long as I can still attend this will not affect me.
- Everybody deserves the proper care and opportunities to be looked after.
- Family can understand need for the change of services as the service is under used.
- Not happy about possible change to Dementia/complex needs. I find it difficult to be around others with Dementia.
- I don't really have an opinion on the changes and I know the service is needed for people with dementia.

If the proposal to close the day centre goes ahead what might the impact be on your family and carers?**Key themes**

- Family don't want her to deteriorate if she is around more complex needs.
- Attends for her personal care and also to get a break from her husband as he has Alzheimers. Son visits daily.
- Has a diagnosis of dementia. Would need to continue at Wykebeck Valley Day Centre to reduce carer stress.

If the proposal to change the day centre provision goes ahead what do you consider to be important for you in any future day time activity?



Key themes

- Hope that the type of provision still suits needs.
- Very settled in current environment, i.e. relaxed atmosphere. If changes result in bigger numbers of service users, then this could impact on how much she wants to attend the day centre.
- Willing to go or stay at Wykebeck, so long as she will definitely have another service similar to this
- Would still want to attend a specialist service regardless of changes.

- Would need more help if I didn't come here to help me take part in activities and get out.
- Majority would still want to attend, with many having dementia needs already.
- Concern for those with non-dementia needs that their health may decline if mixing with people with dementia
- Important to give family/ carer a break
- Community groups could not meet my personal care needs (bathing/ support going to the toilet etc)
- Relies on the day centre to be able to go out. Needs transport to be able to get out. Family support at a weekend.
- Would become very sad if he didn't come and see his friends. Would suffer with social implications if he did not attend.

What could the council do to reduce the impact?

Key issues

- Would be useful to be consulted, perhaps involved in a 'focus group' to discuss concerns, and see the positives of the changes in more details
- Ensure that services still provide for all service users, not just those with dementia
- Keep me in the service and allow me to stay at Wykebeck.
- Communication - Tell me the truth
- As long as I could still attend the day centre, even if changes are made, this would not affect me or my family.
- Has carers 4 times a day but they do not have much time to do things at her pace as they are short of time.
- As long as he can still attend a day centre and it is not too far, he would be happy.
- Has a diagnosis of dementia- would still be happy attending the day centre.
- Wants to remain at the day centre as she is unable to attend the community groups as she needs assistance with visiting and accessing the toilet.
- I would like them to leave the centre as it is.
- Would prefer to stay in the day centre as it is familiar and close to home.

Summary of other comments

- A number of people already affected by Phase 1 and 2 closures (specifically Firthfields and Doreen Hamilton).
- I would like an input into my relatives support, if things change
- Keeping/retaining correct staff for continuity and familiarity
- Several activities delivered to ensure all individuals can engage with something they enjoy and feel confident in
- Ideally stay as local as possible but there are no other day centres nearby.
- I need help with my personal care and prompting to take medication.

- Also attends Cross Gates Good Neighbours- they have transport and she cannot get out alone.
- Needs day care for personal care needs and mobility and communication difficulties.
- I do not want to attend any other community group.
- Needs staff assistance to help with personal care, support and prompting.
- The most important thing for me is my bath which I access at the centre.

Is there anything else you would like to tell us?

Key themes

- Upset that nothing has been done with other centres that have closed.
- Please keep me and my family informed
- I don't think that people with Dementia and people from mainstream can mix within one service as they have different needs and choices.
- Tried HPA after the closure of Doreen Hamilton and this did not meet needs.
- I have been in Phase 1 and 2 closures. I do not want to leave here or move again.
- The amount charged for day care and transport has increased which has caused the day centres to lose people.
- Would like to increase the number of days I attend
- Do not like change and need to keep structure to my day.

Staff questionnaire responses

Middlecross Day Centre

10 members of staff responded to the proposal to decommission the day centre

How much do you agree or disagree with our proposal for the service you work at?

Disagree 10%

Strongly disagree 90%

Reason for your answer ?

Key Themes

- I see first-hand the need for day care services for customers and for the carers. Without local services that cover a large area, the majority of customers will end up in residential care before they need to.
- Day services are very much needed in our community and should be offered more freely by social workers to the vulnerable people suffering with dementia and their carers.
- We need to keep the service open to help the carer and customer to have the respite apart, so they can have a better life with each other, as their illness will not get any easier.
- There is no other service like this day centre that provides the care and activities for clients that attend.
- We are one of the specialist units in Leeds for dementia and we need to stay open. Dementia is on the rise.
- The service is valuable and the Council should be proud of it.

Is there anything you think we should be taking into account in considering the options?

- How customers will settle in other centres (if there are any) when they know the staff within our day centre. I think it will be most upsetting for them.
- Take into consideration the fact that the carer needs a break/respite as the illness is 24/7 and with people living longer the service is really needed.
- More people will suffer from Dementia in years to come
- What tax payers would like their money spent on, essential services like looking after the elderly in our community.

- The people that use these services and the many more that would be using them in years to come as Dementia rates are constantly rising and Leeds seems less 'Dementia friendly' than ever before.
- The staff that have been highly trained to carry out their jobs, where are they likely to go as there will be no similar roles?
- Save money in the Council on things that are not really needed i.e. events and other activities that are being spent on.
- People with Dementia need routine and safety.
- Customers will travel further and this is too far for an older person with Dementia. How much will the extra travel cost?
- Other services cannot cope with people with dementia needs
- Our customers are very vulnerable and need routine and a secure safe place to attend.
- We are the only specialist day centre in West Leeds that provides a service for clients to stay in their own homes and have a home environment to come to, and also give carers respite care.

How might the proposals impact on you as a member of staff?

- The loss of my job that I enjoy very much and I feel it is a very worthwhile job.
- Very limited employment opportunities within the Council
- It is very emotional and stressful to look after our customers and carers and to wonder where they will end up.
- Morale at the day centre is very low as staff are in limbo as to what is happening.
- Worry about training for another job.
- Feel as though I'm letting the customer/carer/family down for not letting them have the service they need and want
- The proposals will have a poor impact on me as a member of staff, having to look for another job and expected to work in a different job from care.
- I have experienced closures before and it is not nice to not know where you are going to end up. Before I always knew I would be placed still with the elderly but if they close all the services, where does that leave me because all my qualifications are based around looking after and caring for elderly and Dementia?
- I have worked for LCC for 28 years. I've never done anything else. This will cause me a lot of distress.
- Further travel- if I get a job will cost me more money. I can walk to work at present.
- I have had to sell my house and buy something smaller as I was worried I would not be able to pay my mortgage.
- I feel these Dementia services are very important to the people of Leeds and need to stay within our council. We read so many times about safeguarding issues within the private sector.

- Worried there is going to be nothing in this area for service users.

Any other comments?

- Service users will be travelling further afield to other centres that have to cater for the whole of Leeds.
- I think it is a poor excuse to use money as the excuse of closing these day centres and homes, when there are many good things that happen in them. The staff are very well trained, compassionate and very caring. I do think in years down the line you will regret it as paying for private care will soon cost a lot more because they will have the monopoly like most things that have been privatised.
- Having day services remain at Calverlands, Laurel Bank and the possibility of Wykebeck Valley are of course a good thing but Middlecross serves the West of Leeds and covers a wide area.
- To me filling this form in is a waste of time. We all know it's going to close anyway.
- Clients coming into the centre that come from hospital and using the CIC beds in the HOP enjoy the service we provide. Helping them continue with home environment.

The Green Day Centre

11 members of staff responded to the proposal to decommission the day centre

How much do you agree or disagree with our proposal for the service you work at?

Neither agree nor disagree	9%
Disagree	37%
Strongly Disagree	54%

Reason for your answer ?

Key Themes

- The Council should prioritise facilities for our old and needy.
- I understand that the government is cutting funding which has a huge impact on the Council's budget. Although I do not fully believe that people are choosing alternative services themselves.
- Cutting these services is ridiculous. I do not agree that the private sector is able to cope with the demand there will be.
- If The Green closes more people will be admitted to hospital or permanent care.
- I believe that our day service is the best and the staff go above and beyond in looking after our service users.
- The Green is a trustworthy and reliable day centre and helps carers to have a rest and for service users to get out, socialise and keep active.
- The number of people with dementia is increasing so the service is needed

Is there anything you think we should be taking into account in considering the options?

- The service users will not receive the exceptional care anywhere else, like they do at The Green. The carers should also be taken into account. They receive a rest knowing their loved ones are being cared for.
- The day centre could keep open Monday to Friday. The weekend could be open for another service, drop-in centre for coffee mornings. This could bring money in.
- This is huge impact on the people who access the day centres. Sometimes it is the only one chance for them to get out from their houses and meet others.

- This is the only service some get and as many of them live alone, this is the only contact they have with people and look forward to seeing service users who they have made friends with.
- I believe the private sector to be run as a business NOT a service and it will be all about what a person can afford to pay for.
- I think closing our service will leave a void for people and their families living with Dementia. Sitting services or personal assistants do not fully provide the respite needed for those living with Dementia.

How might the proposals impact on you as a member of staff?

- I love my job at The Green and do not want to be uprooted into another position.
- I have received extensive training within my role.
- I do not wish to work in the private sector.
- This will be the second time for me going through a proposal to close.
- It's given me insecurity about my future.
- I think there will not be enough work places for people when the services shut down. I am worrying about my financial side, as I have a mortgage to pay and young child.
- At my age I feel it would be hard to get new employment and would feel the loss of colleagues whom are like friends to me now.
- I will come out of a profession after 11 years and go into retail. What a waste of training and waste of money and skills.
- I will have to leave my job for the Council and work for the private sector and work longer hours for less pay.
- I personally have just been successful to receive a place on the 'Integrated Apprenticeship Programme'.
- I enjoy my job as a care assistant at the day centre and I do not wish to work in a care home.
- As a member of staff I could be at risk of redundancy.

Any other comments?

- To keep staff fully informed of any outcomes and proposals.
- Everyday we hear of Dementia and mental health issues. We should not be closing care homes/day centres, but looking towards improvement and funding.
- Money saving strategies should be looked at elsewhere within the Council.

Siegen Manor Day Centre

1 member of staff responded to the proposal to decommission the day centre

How much do you agree or disagree with our proposal for the service you work at?

Strongly Disagree 100%

Reason for your answer ?

Key Themes

- The attendance level at the centre was fundamentally affected by the raising of the eligibility criteria and a massive increase in charges.
- This is vital support for carers and people living with dementia.
- Without our service, some carers will need to consider permanent residential care for their family members.
- Carers want our service not a personal budget.

Is there anything you think we should be taking into account in considering the options?

- This is a vital support for carers without which a number of people will need to pursue permanent residential care for their family member. Without exception our carers and customers benefit from a service that is provided external to the home environment. Providing our service provides carers with respite (something that they feel is limited if a sitting service is provided as they still feel 'on duty'). This provides the customers with social engagement with their peer group in a safe, homely environment. We are an 'award' winning service having previously won the 'Innovation in the Workplace' section.

How might the proposals impact on you as a member of staff?

- I was redeployed when the Day Centre Manager post was deleted. My 'only' choice in this was a return to residential care. I had moved from this area of service to account for carer duties but this redeployed role put me straight back into working shifts etc. I would like to take VER and have expressed an interest in this as per procedure.

Any other comments?

- The 'ringfencing' of monies impacts on how flexibly the Council can use its budget.

Radcliffe Lane Day Centre

3 members of staff responded to the proposal to decommission the day centre

How much do you agree or disagree with our proposal for the service you work at?

Strongly Disagree 100%

Reason for your answer ?

Key Themes

- We need this service for the elderly to give them something in the senior years to meet people and socialise.
- The day centre shouldn't close because there are no other services like this in our area.
- I don't want the day centre to close because there is a need for the service in this area.

Is there anything you think we should be taking into account in considering the options?

- To save money close on weekend. Transfer others from day centres that are closing to make one large centre.
- Respite care that the day centre provides for them will be non-existent. It's a hard job for families caring for elderly people
- Where am I going to work?
- The customers that attend the day centre have no other service to attend in this area. Some of them have been attending Radcliffe Lane Day Centre for years.

How might the proposals impact on you as a member of staff?

- Change from a role I enjoy (no care jobs left for staff).
- Having to learn a new career at my age.
- Where/if will I be redeployed to. Upset and uncertainty of it all.
- Will I have to travel further?
- Worry about the service users. How it will affect them.

Any other comments?

- I feel that the cut backs that are being made are wrong and very sad. Our elderly deserve better but are being failed again.
- It always seems to be Adult Social Care that bares the brunt. Eventually there will be no services left for the elderly within Leeds City Council.

Springfield Day Centre

4 members of staff responded to the proposal to decommission the day centre

How much do you agree or disagree with our proposal for the service you work at?

Disagree 25%

Strongly Disagree 75%

Reason for your answer ?

Key Themes

- This is a much needed service for this community.
- There is no other service like ours in the surrounding area.
- We offer more than just a day centre. We are here to check on service users , that they are ok and support them when they have no families to care for them.
- The closing of the day centre will make service users isolated, not having personal care as they do not always have anyone to assist.
- The impact on closure could lead to a lot of depression
- Services in the community are limited on the people they can accept into their groups. People must be self-sufficient but a lot of our users are not.
- A lot community services do not provide transport so vulnerable older people are expected to use public transport.

Is there anything you think we should be taking into account in considering the options?

- A lot of our service users may not have long left. They have built up trust and friendship with staff and other service users. There could be a big impact for them to go to other places. Some service users do not have family and look on others at the day centre as family.
- People being isolated.
- Transport issues/people's safety.
- The health and well-being of our service users as some cannot access public transport and services in the community are limited to what they can offer.

- Some of our service users are very high needs and depend on this service.

How might the proposals impact on you as a member of staff?

- I will lose my job that I have worked in for 19 years at the day centre that has grown and developed into a family and service users I have known for years. I want to know what's happening with them or to them.
- As a member of staff at Springfield for 24 years and working as home care with older people, this has always been my life. I would not be looking for a new career but would have liked to stay in day care at Springfield until I felt that I wanted to retire.
- I love my job and the only qualifications I have are all care related. I have two small children at home and a job to do at work so gaining more qualifications would prove very difficult.
- This will have a big impact on me as I will lose my job. I have been a carer here for 16 years. It's a job I love doing as it is rewarding and I get a lot out of this. Starting to find employment will be hard due to not many out there. I don't like changes and find it hard adapting to new environments so I'm worried this will have a big impact on my health as well.

Any other comments?

- How much more can the government cut. We need to spend money on our elderly and make sure they are safe and properly cared for.
- Why not look at an option to keep Springfield open and relocate other centres that need to close here. The building is in a central location for Morley and Armley. The facilities are good to provide hoisting and assistance, staff are fully trained and relationships of trust are formed.
- Look at offering specialist services alongside NHS and work toward people being independent at home, but not isolated.

Wykebeck Day Centre

6 members of staff responded to the proposal to recommission the day centre as a specialist unit for people with complex needs.

How much do you agree or disagree with our proposal for the service you work at?

Agree	50%
Neither agree nor disagree	50%

Reason for your answer ?

Key Themes

- At the moment the number of customers has really dropped. I understand that something has to be done so we can start again utilising the day centre.
- The service we provide has to move forward
- I know there will be changes and it will happen
- The criteria has changed for day care and people are choosing community based things, also dementia is becoming a growing health concern as people are being diagnosed earlier and they need support as early as possible.
- More and more people are wanting to maintain their independence and stay in their own homes and by accessing other services they can do this unless they have more complex needs.
- It is mentioned that that our existing customers will still be able to attend. I just don't think that they will mix well with people who need more specialist care and so will be forced out.

Is there anything you think we should be taking into account in considering the options?

- Staff may not wish to work weekends or in a specialist service with Dementia customers.
- The length of time from consultations to the report going to the Executive Board is a long time and staff just want to know what is happening to their jobs.
- Concerned how the changes could affect my employment and also the customers who do not have a diagnosis of Dementia.

How might the proposals impact on you as a member of staff?

- Working weekends will impact on my life at home.
- If the service stays open later I would not feel safe walking home on dark nights.

- Staff will need more training as we have never dealt with this service.
- Concerned an increased workload if the service increases and being able to manage the increase in opening hours.
- I also would not like to work with a majority of Dementia customers.
- More working hours daily. Having to work weekends and bank holidays.

Any other comments?

- I enjoy family time at the weekends and bank holiday
- If we do not want to stay in the service what other options are available to us?
- It would be nice if I knew if I would still be a LCC employee if the changes go ahead.

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Better Lives for Older People
Residential Care for Older People

Consultation Report June 2016

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Section one: Purpose of the report and background

Section two: Methodology and process

Section three: Overall summary of the consultation

Section four: Detailed findings relating to the proposal for each care home

Section One – Purpose of the report and background

Purpose

The purpose of this report is to inform Executive Board of the outcome of a process of consultation in relation to the future of older people's residential care homes. It is also to give Executive Board sufficient information to enable it to make an informed decision about the proposed future options for these services.

This consultation report takes the opportunity to formally recognise and acknowledge the great deal of time and effort that has been put into the responses by contributors to the consultation.

All respondents offered very helpful and detailed comments which have provided a valuable insight into their opinions and wishes and helped to refine recommendations. The findings from the consultation, and the strength of feeling expressed by respondents, have enabled officers to consider the proposals whilst fully taking into account the key themes and issues regarding potential positive and negative impacts on those directly affected; and mitigations against these.

Background

A review of the council owned care homes has been completed and proposals developed that revise the current service model. This report follows the decision of the Executive Board in September 2015 to begin a period of statutory consultation on these proposals.

Section Two – Methodology and Process

How we got here – Step by Step

Step One: Consultation approval process

An extensive and inclusive consultation process undertaken as part of the 'Future Options for Long Term Residential and Day Care for Older People' review in 2011 was informed and endorsed by a Scrutiny Inquiry and aimed to seek the views of all key stakeholders and specifically of those people currently living in residential care homes, their carers and the staff who provide care and support. The wider consultation involved discussions and engagement at a more general level with stakeholder and interest groups and the wider general public who may have expectations about the future of older people's care services.

Through a series of planned events, consultation was undertaken with a wide range of stakeholders including current users of adult social care services, carers, voluntary, community and faith organisations, and independent sector providers of adult social services, members of staff and equality and diversity groups and organisations.

The outcomes of the wider consultation described above, together with feedback from a range of stakeholders and the detailed consultation with those directly affected, provided the Council's Executive Board in September 2011 with a mandate to approve and proceed with the Better Lives Programme. This was aimed at reshaping local authority residential care home provision for older people in Leeds.

The overarching themes arising in the consultation in 2011 have been evidenced throughout phase 2 and phase 3 consultations. The ongoing work undertaken by Adult Social Care to address these issues is as follows and is directly relevant to this third phase of the Better Lives Programme:

- There is some distrust of the services provided by the Independent Sector. Concerns relate to the standard of care provided and quantity of provision available.
- *The Council has a Residential Quality Governance Framework and associated fee structure in place for residential and nursing home care. This provides the council with far greater contractual influence over the quality of independent sector care within a long term, affordable structure. Further details of the Framework are provided in direct response to consultation queries later in this document.*
- It was generally agreed that maintaining people's independence is a priority; however, in the view of stakeholders, this requires the provision of preventative services allied with specialist services to support those with more advanced levels of need (eg nursing care, specialist dementia, respite support).
- *Leeds is already amongst the highest investors in preventative direct access social care services in the country. Neighbourhood Networks are working to develop new services that will help to prevent older people going into hospital unnecessarily, and supporting them by providing a greater range of activities using new funding available through direct payments. The Council is aware that those with more advanced care needs may not feel comfortable being supported in a community setting. This is why we continue to work with the market to ensure provision of specialist accommodation for older people is developed, especially in areas of high demand for these types of services.*
- There needs to be a strategic approach to change and setting priorities within the council and across the partnerships.

- *Although the demand for long term care homes may be decreasing there is continuing demand and a potential continuing role for the local authority for the provision of specialist care. This can be delivered in a number of forms. Harry Booth House closed in 2012 (Phase 1 review) and has been re-commissioned as a 40 bed short stay community intermediate care bed unit managed in partnership by the NHS and LCC. The facility, which is now known as the South Leeds Independence Centre, opened its doors to the public in April 2013. It is a pioneering new service, integrating health and social care services to deliver short term, patient-centred rehabilitation, recovery and reablement. Opportunities for other short stay and preventative services are being explored as the Council looks to reshape the services it provides directly and commissions from the independent sector to better meet the needs of the citizens of Leeds.*
- Leeds has a growing number of older people and a need for new specialist accommodation to be delivered in the context of reduced public resources.
- *To address this key challenge a co-ordinated programme of activity is being developed by Adult Social Care, City Development, and Environments and Neighbourhoods. The Housing and Care Futures Project aims to support the delivery of investment in specialist housing and care for older people in Leeds. The Council will work with its partners, taking a strategic lead on services for older people utilising existing assets, specialist knowledge and influence within the sector to meet the changing needs of older people who wish to remain independent for longer. The Housing and Care Futures Project has overseen successful bids for funding from the Department of Health which has supported the development of the LCC owned and operated Wharfedale Court Extra Care scheme (Yeadon) due to open in November 2016. The project has also identified sites for potential further developments for specialist housing, based on the projected demand in the area.*
- A number of issues arose relating to the management of change for the people affected by the proposed changes, with specific reference to the support available for older people transferring between services.
- *Following the Executive Board decision in September 2011 an extensive programme was undertaken to implement the agreed proposals. A team was recruited, from existing resources, to work with the residents, day centre service users and the families of those people affected by the decommissioning of residential care homes and day centres. This work involved re-assessing residents' and day centre service users' needs and ensuring that their transfer to alternative accommodation was done safely and in accordance with their choice. A Leeds specific 'Care Guarantee' and an Assessment and Transfer Protocol were developed and the transfer process was quality assured to minimise risk and address any issues of concern. This process was replicated in phase 2 and will be implemented in any future change to services to ensure the residents and service users and their families and carers are supported in making decisions regarding their care and treated with dignity and respect.*
- Carers emphasised the need for ensuring that the council maintain specialist services for people with dementia.
- *In phase 1 of the Better Lives Programme all the Council-run dementia care homes were retained to continue the provision of residential based dementia services. During Phase 2, Musgrave Court and Fairview were closed and the residents and their families and carers supported to make moves to alternative provision in the independent sector. This was again carried out by the specialist social work team in accordance with the*

Care Guarantee and Assessment and Transfer Protocol. The outcome of these closures demonstrated that people with dementia could be supported to choose appropriate alternative services in the independent sector which met with their care needs.

Regarding phase 3, a decision was taken that there were sufficient alternative services within the independent sector to meet the needs of the residents at the remaining local authority dementia homes. This resulted in the consultation on the future of the homes, which is covered in detail later in this report. Opportunities to develop and modernise dementia services will continue to be explored through the Leeds dementia strategy, which looks to develop a city-wide, multi-agency approach to dementia care with the potential for partnership working and development of services with the independent sector to increase the quality and range of services available.

The lessons learned from the consultation and decommissioning process conducted in during phase 1 and 2 have been used by the phase 3 team to help shape the third phase of the review and in November 2014, Executive Board gave approval to consider the future of other directly provided services, to identify how they could be delivered more effectively and efficiently, meeting the needs of the people of Leeds and representing value for money.

Following an extensive review of the remaining residential homes, on 23rd September 2015 the Executive Board approved the commencement of formal statutory consultation on the proposed options outlined in this report which ran from 1st October to 23rd December 2015.

Step 2: Consultation – methodology and process

As in Phase 1 & 2, the aim of the detailed consultation on the proposals was to consult with those directly affected and as a priority the existing residents of care homes and their families and carers. Detailed consultation also took place with affected staff and Trade Unions, with related stakeholders within the locality, including elected members and partner organisations.

Establishing clear lines of communication

Letters were sent to residents and their families and carers on 30th September 2015 advising them of the Executive Board's decision to commence consultation on the future of residential and day services.

A telephone helpline, staffed by experienced officers in the Programme Team was made available to provide residents, their relatives and carers with the appropriate level of information from the beginning of the process.

Fact Sheet

A fact sheet providing background information to the proposed changes, details of the proposals, the consultation process and where to seek further help and information was sent to all those directly affected.

Detailed questionnaire

As part of the consultation with residents and their families a detailed questionnaire has been used in one to one interviews as a tool to capture responses to the proposed option for each individual care home.

The purpose of using a questionnaire was to ensure consistency throughout this process.

Each individual meeting has been logged and interpreted using a quantitative and qualitative approach.

The questionnaire has 3 rating-style questions and 5 open comment boxes to capture concerns, impact, comments and other ideas or options. The methodology for the collection and analysis of the data is outlined below.

Approach to the evaluation

The evaluation draws upon the following data sources:

Quantitative data All quantitative data have been collated and analysed in spread sheets from which charts and tables have been produced and are included in this report in section 4.

Qualitative data To capture the views, thoughts and feelings of respondents, a qualitative methodology has been chosen. This data has been gathered from the open 'comment' boxes. Comments have been analysed for recurring themes and general trends and categorised under the following headings, used in section 3 of this report:

- Methodology
- Strategic
- People
- Financial
- Quality
- Locality

Further detailed comments are summarised and documented in section 4.

Step 3: Detailed consultation

Detailed consultation on the proposals took place between 1 October and 23 December 2015 with those directly affected as follows:

Total questionnaire responses	92
Residents	4
Respite user	2
Relative	80
Representative	4
Carer	3

The consultation, undertaken in a 'person centred' way, involved talking directly to residents, their families and carers about why the changes are being proposed and to ensure that the rationale behind the proposals is clearly understood.

As the homes affected by proposals in phase 3 (Siegen Manor, The Green and Middlecross) are all dementia homes, some residents did not have the capacity to complete a questionnaire by themselves and were either assisted to complete the questionnaire, or represented by relatives or carers in their response, hence the high proportion of questionnaires completed by relatives, representatives and carers.

Staff working in the care homes assisted the coordination of the consultation, using their expertise and experience to help support to those affected.

The manager in each care home arranged a suitable date and time for one-to-one interviews to take place. Relatives, carers and representatives were invited to attend. The questionnaire, available in a range of formats has been used. The aim was to:

- Capture people's responses to the proposed changes

- Determine the impact on individuals and how this might be reduced as plans are developed.

Care and consideration was given to any communication issues for each individual resident. The programme team worked with each home prior to the engagement with residents to identify individual communication needs.

Capacity to participate in the consultation was determined by the home managers. Guidance notes were issued to prompt and guide managers in obtaining the views of residents with dementia.

For people who were not able to make decisions for themselves, or had no relatives or friends to be present, steps were taken to ensure an independent advocate was present to enable them to be appropriately consulted and their views recorded.

Feedback from this consultation is summarised in sections 3 and 4 of this report

Step 4: Consultation – Elected Members and Members of Parliament

Elected Members

Steps were taken to ensure that all elected members were kept fully informed on the proposed options a briefing note provided to all Elected Members on 20 October 2015. The aim was to;

- provide Members with background information to the proposed changes and outline details of the consultation
- outline details of the proposed options for each facility
- provide information on where they can direct people for further help and information.

Members of Parliament

A briefing note provided to all 8 Leeds MPs on 20 October 2015.

Step 5: Consultation and Engagement with staff

Keeping our staff informed and involved is expected as a good employer. However it is also integral in helping to provide a greater sense of security on the part of residents. If staff who are affected by change feel confident and involved then not only is this consistent with their employment rights but also makes the management of change easier. It also removes a potential source of anxiety on the part of residents and relatives who will be concerned to know what will happen to the people who look after them. Staff also contribute a wealth of experience and expertise to draw upon as the change programme moves forward.

Staff were engaged in the review of services throughout 2015 and in the week following Executive Board on 23 September 2015, meetings took place between the Head of Service with all directly affected staff to advise of Executive Board decision to commence with consultation. Letters were sent to staff on 1/10/15 confirming the consultation approach and providing them with details of next steps.

Staff briefings and drop-in sessions took place each month during the consultation period and a questionnaire was approved by the Trade Unions and made available to all staff for completion.

Separate briefings on employee matters took place concurrently with managers from adult social care. The programme worked closely with trade unions to ensure employee matters were given high priority and regular meetings with trade unions have and will continue to take place.

Across the residential homes and day centres subject to the proposals, 96 staff questionnaires have been received, which represents a response rate of 69%.

Details of these responses are outlined in section 3 of this report.

Step 6: Consultation – Trade Unions

Trade union representatives play a key role in supporting employees through organisational change. Consultation has taken place with Trade Unions throughout the initial review of services and during the consultation period. Monthly consultation meetings have taken place to ensure that arising employee matters are addressed. The Trade Unions have been kept apprised of all developments in this process and will be consulted further on workforce issues, depending on the options selected.

Step 7: Consultation with other stakeholders

NHS Leeds

Stakeholders within the NHS were engaged through communications and existing groups. They were also consulted during viability review stage prior to consultation as part of the review of the community beds strategy meeting where they declined the offer of taking on one or all 3 dementia homes as intermediate care units.

Town and Parish Councils

Letters were sent to Town and Parish Councils informing them of the consultation process and providing them with contact details if they required further information.

Media relations

The programme team have liaised closely with Corporate Communications and the Press Office to ensure continuing contact with various media for the purpose of informing the public of progress on the review in a positive, consistent and credible manner and to ensure timely and widespread media coverage.

One article was produced by the Yorkshire Evening Post specifically regarding the petition set-up to oppose the proposed closure of The Green residential home.

In addition, a briefing on the proposals was provided by the Programme Team to Cllr Lewis to allow him to respond to a Radio Leeds interview in which he was to be asked questions from members of the public.

Petitions

During the consultation period, two petitions have been received from the following:

- The Green (3863 signatures opposing closure of the home).
- Siegen Manor (154 signatures opposing closure of both the home and day centre)

In addition, after the consultation period had ended, a petition to keep Siegen Manor care home and day centre open was submitted by Andrea Jenkins MP on 29th January 2016 to the Director of Adult Social Services – this petition was signed by 1,360 signatories.

Scrutiny Board

As a result of these petitions the Scrutiny Board received and accepted a request for scrutiny around the proposed closure of The Green, which was formally considered at the meeting on 27th January 2016. At that meeting, the Scrutiny Board agreed to consider the issues raised and examine the matter in more detail through a working group of the Scrutiny Board.

The Scrutiny Board working group considered a wide range of issues including: the high quality of the care provided by the staff at The Green; cost comparisons with the independent sector; the quality

of alternative care in the locality; and the impact on the care market if the Council withdrew directly provided care services. The working group findings included:

- The Green serves a local population and caters for local residents
- The Green has a clear local focus and could take more residents
- Families and residents are happy and feel safe at the home
- Care is good – it has been judged so independently by the CQC
- The quality of alternative nearby provision in the independent sector is 'variable'.

Following the working group's findings, the Scrutiny Board made the following draft recommendations: That any decision regarding the long-term future of The Green be deferred for a minimum of 2 years, in order to:

- a) Re-consider the comparative costs of provision as the impact of a national living wage and the requirements of the Care Act 2014 take effect locally.
- b) Assess the occupancy levels achieved through positive promotion of The Green to local residents and beyond.
- c) Re-assess the overall 'quality landscape' across the care sector in Leeds and specifically the quality of alternative nearby provision in the independent sector.

Additional deputation requests have been made to Scrutiny Board to look at the proposals to close both Siegen Manor and Middlecross care homes and day centres. These proposals will be considered at their meeting on 28th June 2016.

Full Council

A deputation is also being presented at the Full Council meeting on 29th June 2016 regarding The Green HOP and Day Centre.

Public meetings

Held at Seacroft Village Hall 28th October 2015.

Introduction with a statement from Richard Burgon MP supporting the campaign to keep The Green open. Main comments were:

- All the speakers commented on the high quality care provided by The Green.
- Concerns were expressed about the detrimental impact on residents health and well-being if the home shut.
- Staff in the private sector have poor training, pay and conditions
- LCC was wasting money on non- essential areas (Cycle super highway, new fire station, Senior Executive posts and Leeds Grand Theatre)
- There are few NHS services to support people with dementia available to carers.
- LCC was proposing to close a centre of excellence
- Leeds wants to be a dementia friendly city yet it is closing dementia residential homes.
- The Green is the only home in the area with a good CQC rating.
- Other housing options (sheltered housing /living with carers) are not suitable for people with advanced dementia.
- The private sector will have a monopoly if ASC closes all its homes.
- Why can't ASC force people who they are placing in private homes live at The Green?
- ASC claims to be in financial difficulties yet it is taking a long time to carry out financial assessments (one person said they had been told they would have to wait six months for a financial assessment. Other people in the audience said they had had a similar experience).
- The Green provides emergency care how will this be provided in future if the home closes.

- The responsibility for finding alternative accommodation will fall on relatives if the home closes.
- Is there a will to keep the services open?
- Is it a real consultation?

Cath Roff responded to the comments made:

- Acknowledged the positive feedback on The Green from relatives
- Put the proposals in the context of the financial cuts that ASC was facing
- Acknowledged the joint work undertaken with the unions and staff to see if the services could be made more financially viable
- It was unlikely that the Private sector would be able to develop a cartel as there are currently 700 more residential beds than required in the city. She did acknowledge however that there was a shortage of nursing beds.
- The quality of Private sector homes is being monitored closely via LCC Quality Framework and joint working with CQC. CQC has upped their game.
- Cath acknowledged that The Green was the closest home to financial viability of any of the homes proposed for closure. Cath agreed to check the comparative costings of The Green & private sector provision to ensure that we are comparing like for like in relation to enhanced care.
- New dementia post has been created in each Neighbourhood Team to support people with dementia access services.
- Proposed to keep a dementia day service in each wedge of the city, including the proposed development of Wykebeck as a 7 day specialist dementia service.

Equality and Diversity

The proposals are the subject of Equality Impact Assessments (EIAs) which have been completed as a parallel process to the consultation. The EIA is submitted with this consultation report to be considered through the Council's decision making process. It is proposed that should agreement be given to progress with the proposed options, that an implementation plan is developed in line with the Assessment and Closure Protocol which is appended to the Executive Board report. This would show how any closures would be managed over the agreed timescales and how residents, relatives, carers and staff will be supported to safeguard human rights and equal rights, minimise distress and maximise benefits to individuals.

Section Three – overall summary

This section of the report provides detail on each of the consultation elements broken down by stakeholder group. Further and more detailed information from the feedback and responses from consultation undertaken with those people currently living in the care homes and their relatives and carers is contained in section 4.

Below is a table which outlines the key submissions we have received from stakeholders throughout the consultation process (1st October to 23rd December 2015).

Stakeholders	Consultation responses included within the analysis
Residents, relatives, next of kin & carers	92 questionnaires completed 57 contacts by Email, telephone and letter 3 comments were also received via comment boxes placed in care homes. (total of 61 contacts when including general public enquiries)
General public	1 enquiry by Email.
Residents, relatives, next of kin & carers meetings	21 meetings were held, 10 relating to Siegen Manor, 8 relating to The Green and 3 relating to Middlecross
Public meetings	Public meeting to discuss the proposal to close The Green residential home & day centre. Seacroft Village Hall on 28/10/15. Attended by residents, families and carer, union representative, ward members and ASC representatives. Around 25 people attended.
Petitions	2 petitions with a total of 4,017 signatures were received during the petition: The Green – 3,863 e-petition signatures Siegen Manor – 154 e-petition signatures
Care home staff	58 residential staff questionnaires returned. 10 Chief Officer/ head of service meetings with staff across homes and day centres. 2 Ward Councillor meetings with staff across homes and day centres.
Voluntary, Community & Faith Groups	One contact was made by Leeds City Wide Older People's Forum enquiring about the consultation proposal. Further detail can be found below this table.
NHS Leeds	No formal contact received
CCGs	No formal contact received
Trade Unions	Strategic meetings chaired by Chief Officer, Access and Care Delivery and to which all Trade Unions are invited (where the review of LCC residential and day services are a standing item): 05/10/15 and 11/11/15. Routine Business meetings chaired by Head of Service and to which all Trade Unions are invited (where the review of LCC residential and day services are a standing item): 09/11/15.
Elected Members	In total 17 responses have been made to enquiries for further information received from Elected Members. In addition two requests for meetings from Councillors were fulfilled by the Director of Adult Social Care to discuss the proposals.

MPs	Eight MPs were provided with letters with details of the proposals for consultation and proposals for the future of social care. Three meetings were held between Head of Service/ Chief Officers with MPs to discuss further.
Full Council	No meetings requested / took place within the consultation period.
Scrutiny Board	No meetings requested / took place within the consultation period.
Community Committee	Deputation presented by relative on 10/12/15 regarding the proposals to close The Green HOP at the Inner East Area Committee
Parish and Town Councils Attended by Officers	No meetings requested / took place within the consultation period.

Voluntary, Community and Faith Sector (VCFS)

The following submission was made by Leeds Hospital Alert to Leeds City Council Adult Social Care proposals to close Siegen Manor, The Green and Middlecross Care Homes:

We understand and are sympathetic to the huge financial pressures which Leeds Adult Social Care is facing. All decisions in the present climate, which in many ways is hostile to the needs of the most vulnerable in our population, and to proper funding of the staff who care for them, are very difficult. However we have grave reservations about these decisions to effect closures, based on our knowledge and understanding of the needs of older people in Leeds and the likely consequences of these closures on NHS services in the city.

1. The movement of very vulnerable older people with dementia from these Care Homes, which are their homes, will inevitably be extremely distressing to them and could even be dangerous for some individuals.

2. We are not convinced that the private sector is in a position to find suitable accommodation for people moved from these Homes, or people who might need a place in the future. As we all know, the private Care Home sector is in a period of great uncertainty and volatility, and these people will need specialist care. There are reports of shortages of beds across the city at present, before these closures take effect.

3. There are regular reports of the problems caused by older people occupying hospital beds long after they no longer require hospital care- because of the lack of suitable Care Home vacancies in the city, as well as community-based Social Care. This is one of the huge pressures on the NHS around the country. Closing Homes and Day Centres in this situation seems completely counter-productive.

4. Day Care and Respite: we are pleased to see that two Care Homes (Richmond House and Suffolk Court) and three "complex needs" Day Care hubs are to be retained for support and respite, but remain very concerned for adequate provision to meet the needs of Carers of people with dementia for respite breaks and regular support if these closures go ahead.

A detailed response was provided to the issues raised.

Consultation with staff

Out of a workforce of 139 staff in the homes and day centres subject to consultation, 96 questionnaires were completed and returned (58 residential home staff). In addition to the questionnaires, monthly staff briefings and drop-in sessions were held throughout the consultation period, 10 meetings took place between Chief Officers/ Heads of Service and staff and two meetings took place between staff and Ward Councillors.

Staff raised issues related to the following key themes:

- Do not want the home to close
- Concern about the health and wellbeing of residents who they consider as 'friends, not clients'
- Concern about their own future (employment, pensions, personal finances)
- Expressed a need for Dementia services as there didn't seem to be many alternatives in Leeds and this is an increasing area of demand
- Voiced concern over the lack of alternative options for respite
- Perceived lack of alternative services in the area

- Felt that money should be saved elsewhere, not older peoples services
- Perceived poor standards of care in the private sector care homes in comparison to the Council provided care.

Staff have been involved throughout the consultation process and will continue to be supported throughout the implementation of any proposals agreed by Executive Board.

A full summary of the staff questionnaire responses can be found in section 4.

Consultation with Trade Unions

Regular meetings took place with Trade Unions during the consultation process.

Consultation with other stakeholders

Stakeholder Contacts – Meetings, letters, telephone calls, e-mails and comment boxes

61 contacts have been received from all stakeholders affected by the proposed changes.

Individual responses have been provided to everyone who has made contact regarding the proposals.

The following is a summary of comments and issues raised:

- Don't close the home
- Positive comments on the care home and the quality of care provided
- Impact on the health and well-being of vulnerable older people
- What will happen to people if the home closes?
- Critical that a decision has already been made
- Praise for the staff
- Concern for the needs of carers and respite needs
- Loss of a skilled workforce
- The need for specialist dementia homes
- Concern about the availability and quality and price of alternative homes
- The council should make savings elsewhere
- Older citizens need the support they deserve
- Loss of a familiar environment and routine
- How will LCC provide for the future requirement of an ageing population?
- No other council home in the area
- Consider a gradual phased shutdown; do not take on any further permanent admissions
- Concerns that proposals based on money and not quality of services
- What will happen to this building?
- Keep informed /involved as to what happens next
- Take my comments on board

One-to-ones and completion of questionnaires

The responses to the questionnaires were detailed and diverse. The free-form boxes lend themselves to allowing people to express their views on the proposals and as such emotive responses were gathered. Residential care is described by many as 'their home' and the staff are seen as 'their family'. There is clearly a feeling of anger, sadness, and distress by the proposals to decommission the homes. Many people have said the proposals are unfair and that the council does not have the interests of older people at heart, suggesting that the prevalence of dementia diagnosis is increasing and that this should be matched by an increase rather than decrease in services provided.

Key themes have emerged from the responses to the questionnaire. The key issues and messages are captured in the following sections below. A response from Adult Social Care is also included.

People

Respondents to the questionnaire described what the current service means to them:

- Generally the satisfaction with the current service appeared to be high. It was stated that the council provides a 'first class' service and that the homes should not close.
- It was felt that the private sector could not match the quality of service provided by the council and that the council had a duty to provide services for people with dementia.
- The staff were viewed as being highly trained, skilled, caring and professional.
- Respite was seen as crucial to help carers continue in their caring role and keep people living at home rather than in permanent care.

Residents, service users, relatives and carers were asked what impact the proposals will have on them if they are implemented:

Comment

Responses focussed on the detriment to the health of the residents, with concern that those with dementia would find change to their care provision very difficult and may not survive the implementation of the proposals to close the home. The homes were viewed as being a safe and secure environment with familiar and friendly staff who had helped to maintain and in some cases improve the well-being of the residents. Family and carers felt that they had peace of mind due to the high quality of the service, which they felt would not be matched in the private sector.

Our response

If a decision is made to close any of the Council's care facilities the transfer of residents will be carefully planned and carried out professionally, sensitively and safely. This will be done within a timescale which will minimise the disruption and discomfort for those affected. Other Council care homes have closed in recent years and in order to facilitate those closures a specialist team was established. The Team would be engaged in any further service closures and Team members are experienced, knowledgeable and sensitive in carrying out the assessment and transfer of residents in line with the resident's needs. They follow an "assessment and transfer policy" which ensures they are fully conversant with the needs of residents, including people with dementia. The assessment and transfer process is also monitored by a quality assurance group that offers support to the specialist team and ensures the correct protocols are followed. Family members would be involved in the transfer process including the choice of an alternative care home. Where a resident could not make an informed choice or has no family an independent advocate would be made available. No resident would transfer if, in the opinion of their doctor or specialist, they were considered too ill to be moved. Service users will also be supplied with a Care Guarantee clearly stating the service user's and carer's rights. Alternative services were identified for care home residents at phases 1 and 2, including the safe assessment and transfer of residents from two dementia homes (Fairview and Musgrave Court in phase 2. Service users and their families were supported to exercise choice of alternative provision. The continued wellbeing of people who had moved into new services at both phases 1 and 2 was monitored by reviews after three, six and 12 months following transfer.

Comment

Residents are keen to maintain links with staff who in some cases are described as 'my family'. Relatives and carers also expressed the need to ensure any alternative is local to the area they live in so they can continue to visit.

Our response

Should the proposals be agreed, current staff will support residents in the assessment and transfer process. Any move to a new service will be supported by the assessment and transfer team, who will continue this support before, during and after the move to ensure the resident settles into their new service and becomes familiar with their new surroundings and the staff team. Supply and demand analysis indicates that there are alternative homes in the three areas in which the homes are based.

Finance

Comment

Residents and their families expressed concerns that they may suffer financially from any change to their care and that alternative care in the independent sector is not affordable.

Our response

The Council is committed to ensure that no individual is disadvantaged as a consequence of the recommendations contained in this report. As in previous phases the Care Guarantee will be used to give assurance that where the Council is currently contributing towards a resident's care home fee there will be no financial detriment to the resident or carer/family in choosing a new care home from the Council's quality framework list. Any proposed transfer to a care home not on the Council's quality framework list will be considered on an individual basis and may incur a top-up fee. The Council will not pay any non-care supplement relating to enhancements that a care home may offer (such as a larger room).

Comment

People suggest that the council should invest in the services and make savings elsewhere.

Our response

The council has faced difficult decisions regarding the continued provision of older people's services. The decrease in demand for residential and day centre services has been evidenced through detailed supply and demand analysis. The proposals made relating to the homes took into account that alternative provision was available in the independent sector at a lower cost than the council could provide. The council continues to realign services to meet areas of increasing need and is working with the wider market to develop specialist housing types (e.g. Extra Care Housing and nursing care).

Locality

Comment

Families and carers felt that any alternative service would need to be in the same area to allow them to visit and to allow links to the community to be maintained.

Our response

Subject to a decision on the future of the homes, the needs of relatives and carers will form part of the assessment process in identifying suitable alternative provision for each resident.

Strategic

Comment

Comments were made that the buildings didn't have anything wrong with them, or that money should be found to maintain them up to standards. Some relatives and carers felt that residents didn't need en-suite facilities.

Our response

The three residential home buildings have essential maintenance requirements which must be carried out. In addition, the three homes were built prior to 2000. Any homes built since 2000 are likely to be developed in accordance with the 2000 Care Standards. These

standards outline the aspirational building requirements for any new residential home and as such newer homes are likely to have en-suite facilities, larger rooms and wider corridors than those built earlier. While en-suite facilities may not be deemed essential, they can aid carers in providing dignified support to residents, rather than residents having to use communal facilities.

Comment

People have asked why the homes are closing given the growing ageing population and the increase in people with a dementia diagnosis.

Our response

While there is a growing ageing population, demand for residential care is declining. This is in part due to the aspirations of the older population including how their care needs are met and the desire to choice and control over care and support, remaining independent for longer. As stated earlier in this report, a decision was taken that there were sufficient alternative services within the independent sector to meet the needs of the residents at the remaining local authority dementia homes. The council will continue to work with providers on its quality framework to ensure any emerging dementia needs are met across the city.

Comment

Family and carers expressed the need for respite to help them continue their caring role and prevent their cared for going into permanent care.

Our response

The Better Lives Programme has overseen the strategic withdrawal from long-term care and support services that can be delivered with the same quality but at a lower cost by the independent sector, and a refocussing of ASC services on short-term outcome focused initiatives. The Council remain dedicated to ensuring that a wide range of short-stay, reablement, respite and day opportunities are available in building based and community settings. This includes partnerships with the NHS (South Leeds Independence Centre), discussions around how services can be effectively commissioned from the independent sector (including having the ability to pre-book respite), continued work of community teams to support people in their own homes and investigation into the potential for further building based services. The Council will strive to meet the needs of service users, carers and their families and is aware of the need for whole-day support, transport requirements and the need for carers to have a break.

Quality

Comment

There was concern over the quality of provision in the independent sector and a view that this would not match the high standards at the council-run homes.

Our response

In addition to Care Quality Commission monitoring, the Council manages the quality of provision in the independent sector through its Quality Framework. In December 2012 the five year "Quality Framework Arrangement" was introduced with regard to independent sector care homes for older people in Leeds. This was the result of a comprehensive exercise to; establish the true cost of care in the city, introduce quality standards linked to fees, set a fee level that was acceptable and sustainable over a number of years and support stability of the market. An agreed fee is paid at a core or enhanced level depending on the level of quality they have demonstrated. The Quality Framework standards are divided into three main areas: Quality Standards and Outcomes; Environment and Resources; and Financial Security and Development. Within these three main areas, there are 11 standards overall, on which the quality of the provider is assessed. The introduction

of a quality standards framework linked to two fee rates, one core and one enhanced, is intended to incentivise the market place to strive to achieve the best performing level of quality in order to be able to claim the higher enhanced fee rate.

Methodology

Comment

Respondents felt that decisions have already been made and that the consultation exercise was futile. It was also expressed that residents/ families/ carers should have been provided with more detail on the alternative services in the area.

Our response

In previous phases of the programme, consultation has changed the original proposal and has seen services retained or developed under a different operating model. Consultation is a vital part of the process of shaping the future of services and allows the council to understand the issues people would like to raise.

Comment

What will happen to the buildings?

Our response

Should the proposals be agreed, and on completion of the transfer of residents and service users to alternative provision, the buildings will be handed over to Corporate Property Management who will ensure the continued safety and security of the building. Discussions around the future use of the building will take place with local elected members and key partners.

Section Four – detailed consultation findings relating to the proposal for each care home

The following information represents feedback and responses from consultation undertaken with those people currently living in the care homes and their relatives and carers as well as staff working in the homes. The questions highlighted are taken directly from the questionnaire.

As an 'open comments' section was used in the questionnaire, some respondents made multiple comments in these sections which is why the number of comments is generally greater than the number of people responding to the questionnaire.

Proposal	Residential Homes	Type of Resident			Total registered residents at the time of the questionnaire	Responses Received
		Permanent	Respite	Temporary		
Decommission	Middlecross	15	8	2	25	20
	The Green	44	2	0	44	46
	Siegen Manor	20	4	2	26	26
		79	14	4	97	92

In some circumstances there were a greater number of responses than number of residents. This is due to responses coming from a combination of residents, carers and families and the use of the facilities for respite care.

There were also some people who did not complete the questionnaire, with a variety of reasons for non-completion (e.g. service user in hospital, declined or relative completed questionnaire on their behalf).

Measures were taken to ensure that people with dementia who may not be able to complete a questionnaire by themselves were supported to do so.

Middlecross

20 people responded to the proposal to decommission the home

How much do you agree or disagree with the proposal?

- 95% strongly disagree
- 5% disagree

Reason for your answer?

Key themes

- The service is first class.
- Staff are familiar and friendly. They treat people with dignity and as a result people feel safe.
- Concern over the quality of service and staff in the private sector unsuitability for my relative and lack of effective regulation.
- The building is fine and has a good layout.
- Current home location convenient/accessible for relatives
- Moving vulnerable older people will have an adverse impact on their physical/mental health with concerns over longevity of life if people are moved.
- The decision is just about money, with no concern for the individual and their carers.

Respite

- Other providers can't cope with people with dementia.

If the proposal to close the home goes ahead what might the impact be on your family and carers?

Key themes

- The location, quality and availability of alternative accommodation including respite care.
- Physical and mental strain on the family if respite care is not available elsewhere, or is of a lesser standard.
- Family are close and can visit daily. This may not be possible if the home closes.
- Financial concerns, potential for an increase in fees and not being able to afford 'top ups'
- Anxiety- worrying about relative and stress of finding a new home.

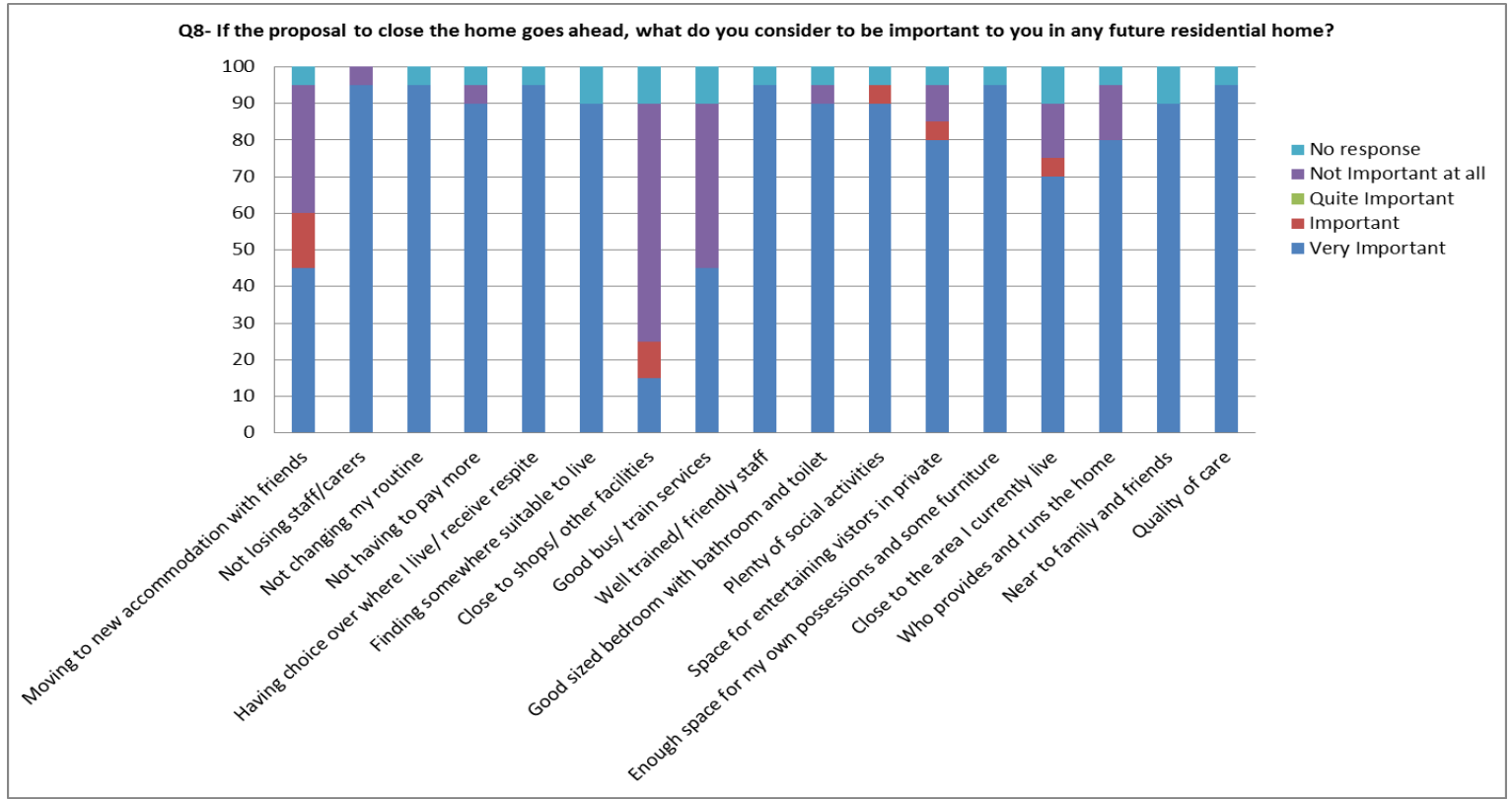
What could the council do to reduce the impact?

Key issues

- Keep Middlecross and make the savings elsewhere in the Council.

- Residents should not have to move, at the very least the home should stay open until all the residents have passed away or moved on.
- The staff should be considered. They are well trained with lots of experience and are excellent.
- The Council would have to ensure that the staff team would have to go where my relative goes.
- Have an open and honest relationship with the team at Middlecross and would expect the same quality and degree of skill in the private sector.

What do you consider to be important for you in your new home?



Summary of other comments

- We need the same level of care and staff that we have at Middlecross. Communication is very important.
- Would prefer relative to move closer to where I live.
- It is essential that any new service has staff that are trained to care for people with dementia.
- The place must be secure. My relative is not safe outside alone.
- It is vital that the process is not rushed and that appropriate assessments are made to determine future care provisions and that needs can be fulfilled.
- Essential that I have opportunity to find somewhere suitable for my relative where they feel comfortable and safe.

Is there anything else you would like to tell us?**Key themes**

- It must be a consistent place for respite not different every time.
- Secure garden area.
- Enjoys being around familiar members of staff and other customers who make her respite visits a comfortable experience.
- The quality of care is more important than area.
- Needs to be homely.
- We feel the decision has already been made.
- I think money could be saved in other ways rather than moving vulnerable elderly people with dementia.
- The staff at Middlecross have installed 100% trust and confidence in the level of care, skills and knowledge that they demonstrate at all times. Leeds City Council have invested greatly into the training development of the team and this would be a great loss to the vulnerable people who depend on this service.
- If more people are getting dementia how are the Council going to meet the demand when services are closing?

The Green

46 people responded to the proposal to decommission the home

How much do you agree or disagree with the proposal?

- 96% strongly disagree
- 2% disagree
- 2% no response

Reason for your answer?

Key themes

- Quality of care is not as good in private homes.
- I think it's a bad idea getting rid of home which you will need in the future.
- People with Dementia need to live in a Dementia home when they are unable to cope at home.
- You have a responsibility to provide homes for older people alongside the private sector.
- Moving could kill some of them.
- Look elsewhere for savings- I do not believe the cuts should come from older people with dementia living in Council homes.
- This is my home
- Staff and service great

Respite

- My main concern, I need to place mum in a Local Authority home to ensure I get 6 weeks a year.
- More people with dementia. We need more not less respite homes.
- As a carer I need a break. My dad will only agree to go to The Green.

If the proposal to close the home goes ahead what might the impact be on your family and carers?

Key themes

- We would be worried about her care anywhere else. The quality of care at The Green is excellent.
- I would be upset because my mum's health would be at risk.
- I cannot afford to pay extra.
- For us as a family it is upsetting and stressful. Do we move her now? Do we wait?
- We would have to find her alternative accommodation. We have had experience in private homes and it was not successful.
- Due to her Dementia, change will be traumatic for all of us including mum. I dread the thought, we think it will kill her.
- It will be devastating for the whole family.

Respite

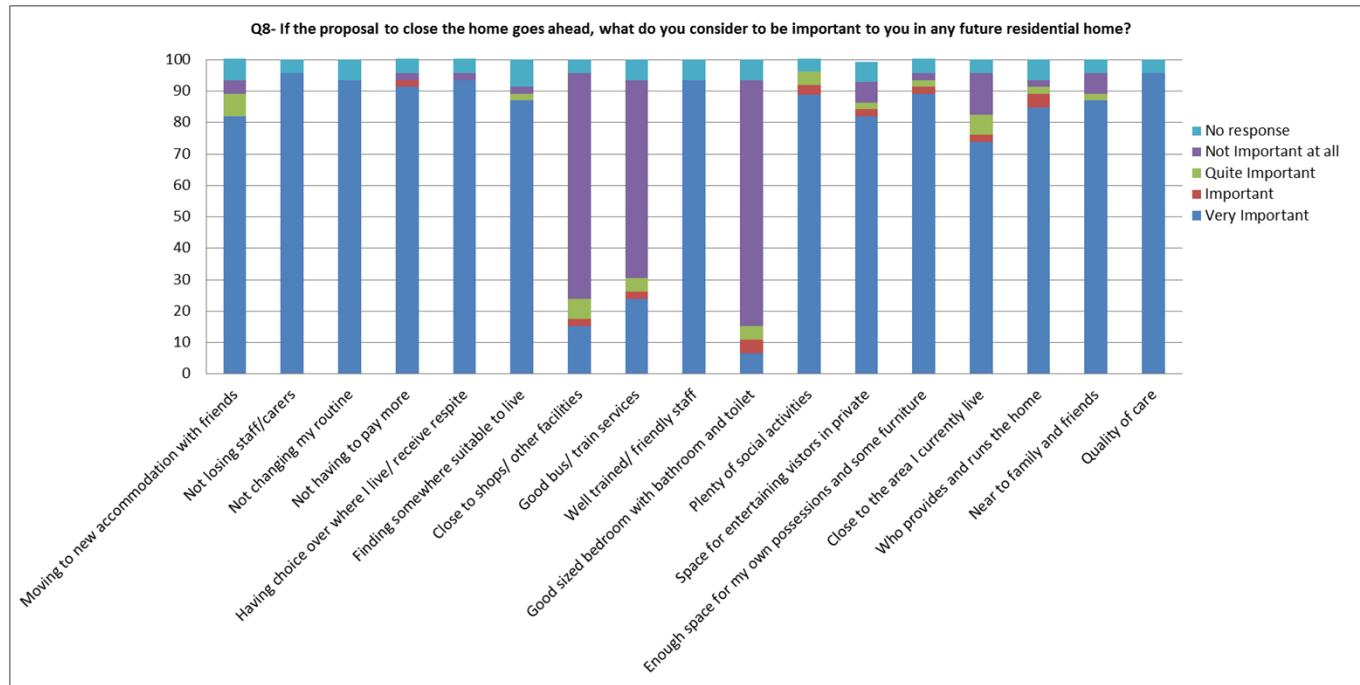
- He will end up in a home permanently quicker.
- I need to be able to book in advance 6 months. I have never been able to book in a private home.
- I need the break. It will cause stress, guilt.
- I come because my wife needs the rest, so we can live together like man and wife should.
- I would have to give up work and let her move in with me.
- I need respite at The Green to give me a break. If it closed he would have to go in a home.

What could the council do to reduce the impact?

Key issues

- Keep it open
- Make the cuts elsewhere in the Council
- Make sure my keyworker goes with me. Make sure that my routine is the same. I would like a bigger room.

What do you consider to be important for you in your new home?



Summary of other comments

- This feels like a safe place and I want to be somewhere safe.
- I would hope the staff (in other homes) have the same training.
- Quality of care is paramount.
- It's not who it is run by (Council or private sector), but how well they run the home.

Is there anything else you would like to tell us?

Key themes

- The impact on residents, relatives and staff will be far too great if The Green closes
- This is a place I call home
- Staff are wonderful, well trained and caring. Quality of service and residents life are good.
- If you are 'Dementia friendly' don't shut The Green.

- Concern whether private sector can provide the high quality of service provided at The Green. 'I trust The Green'
- If there is no option but to close, is there an opportunity for a co-operative/charity/funding to purchase and take over as it is.
- I don't understand why it will be cheaper, private sector are so expensive.
- I couldn't find another home that provides the care that she gets. It is not about the building, it is about the care that they get and the well trained staff.

Respite

- Enjoy coming for respite. Nowhere else can meet respite needs.

Siegen Manor

26 people responded to the proposal to decommission the home

How much do you agree or disagree with the proposal?

- 84% strongly disagree
- 8% agree
- 4% disagree
- 4% neither agree nor disagree

Reason for your answer?

Key themes

- Because of ageing population the Council should be looking at increasing the provision.
- Feel the private sector are focused on the profit, not delivery quality care.
- Should not be making cuts in older people's services.
- Family feel the home is in the heart of the community, accessible to everyone.
- Concerns that a larger home may not provide the care required.
- She has already been moved from Musgrave.
- May not cope with moving again
- Feel the Council should provide dementia care.
- The area of South Leeds only has this one Council run care home. Plus where in South Leeds can we find day care?
- If the home closes this will take away my mum's social network.
- It will cause too much upset.
- The staff are excellent
- It took a long time for her to settle here which was a difficult time for our family.
- We are concerned about the disruption it will cause to the residents and at the end of the day it is their home.
- We have had experience of private providers and we moved our mum to Siegen Manor due to the poor standards of care
- She is a person not a statistic. She is safe and comfortable here.
- Things have to change and get better so that is fine.

Respite

- Local to our home address/ that of the resident.

- This is an essential support because night-time is frequently disrupted and it impacts my well being. This service allows me to continue to support my partner at home.
- Mum has dementia. She uses respite care to allow me to have a break.
- Provides a vital respite for me in my role as carer and relieves the pressure.

If the proposal to close the home goes ahead what might the impact be on your family and carers?

Key themes

- We may struggle to visit as she lived local to this area and we also live locally.
- We will have concerns about the level of care she will receive and this will increase our anxiety levels.
- Concerns regarding financial implications involved in moving to the private sector.
- This is already having an impact on our health and welfare and causing extreme anxiety.
- Stressful- when we placed our mum at Siegen Manor we thought it would be a home for life. Very convenient on buses and we feel confident coming here at any times.
- The impact on the family would be monumental having to place my mum in care, once was hard enough.

Respite

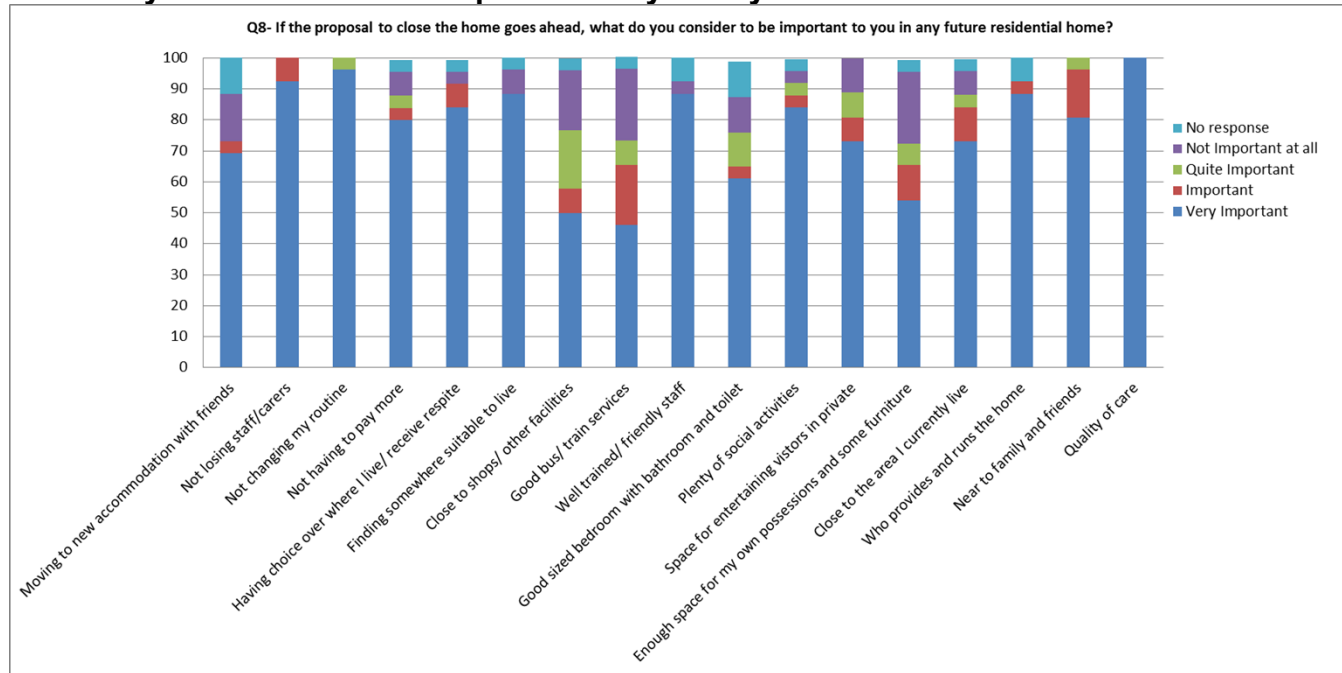
- We will be unable to take holidays together or have a break from regular frequent visits
- I wouldn't get a break. I am not getting any younger, work full-time and live a long way away.
- I would have to consider permanent residential care.
- I have been struggling to find respite care in private homes as they want permanent residents.
- If we lost the support from the respite provision, the level of stress would increase substantially.

What could the council do to reduce the impact?

Key issues

- Keep the home open and bring the building up to the required standard.
- Identify alternative provisions now to enable family to visit other facilities to gain knowledge of other facilities.
- Provide other specialist dementia respite.
- I would want to consider a similar provision locally.
- Would like to be reassured that any other provision has staff as skilled and caring as those at Siegen Manor.
- Assure us that alternative respite facilities would be available. Guarantee that we would receive the same level of care from well trained and friendly staff.
- There would be no impact upon me as I am adaptable. Not leaving the area and feeling safe is more important.

What do you consider to be important for you in your new home?



Summary of other comments

- We want it as close to central Morley as possible.
- It's the staff and care that's important.
- Relatives don't feel ensuite bathrooms are important to older people at all.
- I feel who provides and runs the home, also the quality of care is most important.
- Needs familiar faces around her to make her feel safe.
- He is with others who understand this background and culture. Near a church to meet religious needs.
- Important that the home has nice small friendly lounges, where people have a choice of where they choose to sit.
- We feel it is important that we are involved in fundraising and family events as we have at Siegen Manor.
- We require a small home and relaxed calm atmosphere

- A guarantee that they would not have to move again and that the new care provider is reputable and viable.
- Family would like to be kept informed at all stages.
- As a family we would want somewhere that doesn't have visiting hours. We feel comfort in the fact we can visit at any time.

Is there anything else you would like to tell us?

Key themes

- Why close such a lovely care home that has just been refurbished.
- The length of time we have to wait for a decision is very concerning. Also I am worried that staff may leave and the residents may find out the home is closing which will upset and create more confusion and be very unsettling.
- People with dementia need more protection because they are vulnerable.
- Dementia is currently on the increase. What provision you are putting into place to accommodate in the future?
- Why is Siegen Manor up for consultation when another Council run home within a mile of Siegen has not closed because they cannot find alternative accommodation for the people who live there?

Staff questionnaire responses

Middlecross HOP

7 members of staff responded to the proposal to decommission the home.

How much do you agree or disagree with our proposal for the service you work at?

Neither agree nor disagree 14%

Disagree 29%

Strongly disagree 57%

Reason for your answer ?

Key Themes

- Services shouldn't be based on cost
- Middlecross provides an opportunity for customers to get good care
- You're taking a valuable and much needed service away at a time when it is much needed.
- Because provision for the elderly with dementia is sparse as it is and closing the last respite services left would put an immense strain on carers and families. It would also be a tragedy for emergency placements.
- There is an ultimate need for our service and would hope Leeds City Council recognises that there has to be services that support vulnerable adults and their carers.
- I feel that it is very unfair for both staff and elders in the home

Is there anything you think we should be taking into account in considering the options?

- Impact on: vulnerable adults, families, staff, and staff families
- Impact on the surrounding area
- No respite care provision left in Leeds.
- Nobody left to work out of hours, weekends within the Council, to provide emergency placement assistance. It would be left for the private sector to provide emergency placements which is non-existent at present.
- Places are very hard to find especially in dementia care.

How might the proposals impact on you as a member of staff?

- The proposal has caused great anxiety about my future career prospects and mostly concerns about our customers' wellbeing and the impact it would have on them having to be re-placed to other care establishments. It is difficult to remain positive with such grim prospects
- Loss of job, losing close colleagues and elders that live at Middlecross
- Redundancy, redeployment within a totally different area.

Any other comments?

- Elderly services are stretched at present – especially within dementia care
- We hear on the news of increasing “rushed of their feet” badly paid private care staff who try to fit in as many people as possible on their shift. I don't think you can beat a Council run home.
- Closing the last few homes would have a devastating effect on people trying to be maintained at home, as there would be no safety net if things go wrong
- I find my role greatly rewarding and I'm proud to be part of an incredible established team that practises care that is individually centred.

The Green HOP

40 members of staff responded to the proposal to decommission the home.

How much do you agree or disagree with our proposal for the service you work at?

Neither agree nor disagree	2%
Disagree	10%
Strongly disagree	88%

Reason for your answer ?

Key Themes

- The Executive Board need to look at other budgets not older peoples' dementia care.
- Budget cuts should not affect residents in older peoples' homes
- The impact on service users and carers will be very distressing. Treat our elderly with dignity and not count the pennies.
- We need this home in the community there are not enough homes that could take our residents in the area
- This is home to people who are unable to do for themselves
- This is peoples' home and peoples' jobs and lives
- Staff are trained on a regular basis and provide good quality care for people with dementia.
- Closing Council run care homes will leave vulnerable elderly people with limited comprehension of what is happening to them at the mercy of private services.

Is there anything you think we should be taking into account in considering the options?

- The Green is a family unit. Each member of staff and resident is treated like a family member. LCC has to take into account the effect it would have on the client if they had to move. Many have come to live here until the end of their life and they have put their trust in LCC in providing a warm friendly place until they die. To disrupt this would break that trust of most citizens and have a very negative effect.
- Consider residents who are settled here and call this their home and who have made friendships in the home with co-residents. Also consider residents' families who are happy with where their parents/grandparents are living.
- Residents will be affected by too much change. As we have seen in the past change often takes their lives.

- There are not enough homes for people with dementia in Leeds.

How might the proposals impact on you as a member of staff?

- Loss of job, loss of contact with residents and colleagues.
- The proposals impact each member of staff differently as some staff are at a certain age where they aren't capable of doing some jobs such as office work as not everyone is able to use technology well nowadays. There also aren't enough jobs out there and not everyone drives to be able to get to further locations. Not all jobs are shift work and some staff have children but can't afford childcare and prefer the shift work. Not everyone is qualified to do certain jobs.
- I could not work in the private sector as I believe they don't have the same high standards as LCC give to people of Leeds with dementia.

Any other comments?

- Don't shut our home!
- I feel sorry when a thing is so good why change it? Just improve The Green.
- In my opinion the care these people require and deserve should be priority not renovations.
- It's not the residents' fault that we are in debt. Why should they suffer?
- I know that closing The Green would cause untold misery and heartache to residents, family members and staff who consider The Green and its residents as extended family.

Siegen Manor HOP

11 members of staff responded to the proposal to decommission the home.

How much do you agree or disagree with our proposal for the service you work at?

Disagree 8%
Strongly Disagree 92%

Reason for your answer ?

Key Themes

- This is a much needed and valued service and it's an absolute disgrace that LCC is considering closing this much needed establishment down
- Most of the residents have been living at Siegen Manor for many years and it is their home – to close the home would be devastating for these people.
- If you close the home there will be an impact on residents, family and friends and staff losing their jobs.
- There would be a negative impact on residents' mental health - most especially those who have been here longer.
- This is their home and because of their health issues the upheaval and trauma caused by a move can result in deterioration in their health. Staff have seen this happen when new customers have arrived from other homes that have been closed.
- It is a vital service for both families and clients offering valuable respite care. These vulnerable adults rely heavily on the service.
- I believe that our home gives a very good service and there are not enough of these in the private sector. I know it needs a lot of improvement.
- Council homes are at a high standard but if they modernise them they are better than private homes.
- Private homes don't offer the same standards of care. They are putting the financial side before the level of care for the clients. I have worked in a lot and they are rubbish – poor care it's all about profits.
- When Council homes are all closed the private homes will then have the monopoly to increase their prices as there will be no competition.
- No other facilities in the area. No proposals for new facilities in the area

Is there anything you think we should be taking into account in considering the options?

- The impact it will have on residents and their families visiting. No other respite facilities in this area.
- Our Council homes need money putting into them to keep up with the standards.
- Save on costs: agency staff cost more than Council staff and residents refuse to be assisted by most of them; maternity and sick pay should be looked at, don't use expensive contractors; food budget could be cheaper if alternative suppliers used, get rid of some of the Principal Unit Managers; ask for volunteers to help e.g. serving meals, routine tasks (not personal care).

How might the proposals impact on you as a member of staff?

- It will impact on me and my family financially.
- Losing a job that we have been trained to do.
- Where's money coming from for retraining because you keep telling us there is none?
- I am 60 now and will find it hard to get another job if the Council cannot provide me with one.
- Would not like to work in private sector, as their standards are not as good as ours
- Loss of job, pension, not many vacancies for the hours I work.
- I have been through redeployment twice. This will be my third time going through consultations and it makes you feel like your work is not valued.
- I love my job here and would be sad to see the home close.
- Unable to plan for anything, just awaiting the next upheaval.
- More people going into a job pool with fewer positions each time
- They aren't just clients, the residents are friends. Staff build bonds and gain their trust. All that would be lost.

Any other comments?

- There are no Dementia care facilities in our immediate area. These people they are making homeless will suffer immensely from being moved to other homes as will their families. People with Dementia do not adjust well to change and quite often die as a result of this.
- LCC should look to not spending so much money on events for the city to make them look good and start looking after the people who have done so much for this country.
- Government need to look again about the care homes, as the Council run are better and cheaper than private sector.

- I will be happy to lose my double pay for bank holiday and sick pay and freeze pay rises.
- We have agency workers here sometimes and they are of the opinion that Council homes are better than the private homes. Staff at Council homes are better trained, usually better looked after, shifts are shorter and standards are higher.

Day Centre Service User Profiles (as at 15/06/16) and Alternatives

Middlecross Day Centre

Service User's Address by Ward

Adel and Wharfedale	0
Alwoodley	0
Ardsley and Robin Hood	0
Armley	3
Beeston and Holbeck	0
Bramley and Stanningley	0
Burmantofts and Richmond Hill	0
Calverley and Farsley	7
Chapel Allerton	0
City and Hunslet	0
Cross Gates And Whinmoor	0
Farnley and Wortley	3
Garforth and Swillington	0
Gipton and Harehills	0
Guiseley and Rawdon	0
Harewood	0
Headingley	0
Horsforth	0
Hyde Park and Woodhouse	1
Killingbeck and Seacroft	0
Kippax and Methley	0
Kirkstall	0
Middleton Park	0
Moortown	0
Morley North	0
Morley South	0
Otley and Yeadon	0
Pudsey	2
Rothwell	0
Roundhay	0
Temple Newsam	0
Weetwood	0
Wetherby	0
Outside Leeds Ward Area	0
Total	16

Alternative LCC Provision for current Service Users

Calverlands Day Centre (most current service users)

Wykebeck Valley Day Centre (some current service users)

Laurel Bank Day Centre (some current service users)

Service User Attendance at Middlecross Day Centre

Total Sessions available per week (07/06/16 - 13/06/16)	140
Total Sessions attended in period (07/06/16 – 13/06/16)	35
Service User attendance rate (percentage)	25%

Radcliffe Lane Day Centre

Service User's Address by Ward

Adel and Wharfedale	0
Alwoodley	0
Ardsley and Robin Hood	0
Armley	5
Beeston and Holbeck	0
Bramley and Stanningley	15
Burmantofts and Richmond Hill	0
Calverley and Farsley	15
Chapel Allerton	0
City and Hunslet	0
Cross Gates And Whinmoor	0
Farnley and Wortley	7
Garforth and Swillington	0
Gipton and Harehills	0
Guiseley and Rawdon	0
Harewood	0
Headingley	0
Horsforth	1
Hyde Park and Woodhouse	0
Killingbeck and Seacroft	0
Kippax and Methley	0
Kirkstall	1
Middleton Park	0
Moortown	0
Morley North	0
Morley South	0
Otley and Yeadon	0
Pudsey	20
Rothwell	0
Roundhay	0
Temple Newsam	0
Weetwood	0
Wetherby	0
Outside Leeds Ward Area	0
Total	64

Alternative LCC Provision for current Service Users

Holt Park Active (for Service Users with general needs)

Calverlands or Laurel Bank (for Service Users if they have dementia needs)

Alternative 3rd Sector Provision for current Service Users with general needs (Neighbourhood Networks)

Bramley Elderly Action – NNS

Farsley Live at Home Scheme – NNS

Pudsey Live at Home Scheme – NNS

Armley Helping Hands – NNS

Neighbourhood Action in Farmley, Moortop – NNS

OWLS – NNS

Hawksworth Older People's Support – NNS

Horsforth Live at Home Scheme – NNS

Service User Attendance at Radcliffe Lane Day Centre

Total Sessions available per week (07/06/16 – 13/06/16)	245
Total Sessions attended in period (07/06/16 – 13/06/16)	88
Service User attendance rate (percentage)	36%

Siegen Manor Day Centre**Service User's Address by Ward**

Adel and Wharfedale	0
Alwoodley	0
Ardsley and Robin Hood	2
Armley	0
Beeston and Holbeck	2
Bramley and Stanningley	0
Burmantofts and Richmond Hill	0
Calverley and Farsley	0
Chapel Allerton	0
City and Hunslet	1
Cross Gates And Whinmoor	0
Farnley and Wortley	0
Garforth and Swillington	0
Gipton and Harehills	0
Guiseley and Rawdon	0
Harewood	0
Headingley	0
Horsforth	0
Hyde Park and Woodhouse	0
Killingbeck and Seacroft	0
Kippax and Methley	0
Kirkstall	0
Middleton Park	0
Moortown	0
Morley North	10
Morley South	4
Otley and Yeadon	0
Pudsey	0
Rothwell	0
Roundhay	0
Temple Newsam	0
Weetwood	0
Wetherby	0
Outside Leeds Ward Area	0
Total	19

Alternative LCC Provision for current Service Users

Laurel Bank Day Centre (All current service users)

Service User Attendance at Laurel Bank Day Centre

Total Sessions available per week (07/06/16 – 13/06/16)	60
Total Sessions attended in period (07/06/16 – 13/06/16)	26
Service User attendance rate (percentage)	43%

Springfield Day Centre

Service User's Address by Ward

Adel and Wharfedale	0
Alwoodley	0
Ardsley and Robin Hood	1
Armley	1
Beeston and Holbeck	5
Bramley and Stanningley	0
Burmantofts and Richmond Hill	0
Calverley and Farsley	0
Chapel Allerton	0
City and Hunslet	1
Cross Gates And Whinmoor	0
Farnley and Wortley	5
Garforth and Swillington	0
Gipton and Harehills	0
Guiseley and Rawdon	1
Harewood	0
Headingley	0
Horsforth	0
Hyde Park and Woodhouse	0
Killingbeck and Seacroft	0
Kippax and Methley	0
Kirkstall	0
Middleton Park	0
Moortown	0
Morley North	6
Morley South	6
Otley and Yeadon	0
Pudsey	0
Rothwell	2
Roundhay	0
Temple Newsam	0
Weetwood	0
Wetherby	0
Outside Leeds Ward Area	0
Total	28

Alternative LCC Provision for current Service Users

Holt Park Active (for Service Users with general need)

Laurel Bank (for Service Users if they have dementia needs)

Alternative 3rd Sector Provision for current Service Users with general needs (Neighbourhood Networks)

Morley Elderly Action – NNS

Belle Isle Elderly Winter Aid – NNS

South Leeds Live at Home Scheme – NNS

Neighbourhood Action in Farnley, New Farnley and Moor Top – NNS

AVSED – NNS

Rothwell Live at Home Scheme – NNS

Garforth Neighbourhood Elders Team – NNS

Armley Helping Hands – NNS

Trinity Network (Dewsbury Road) – NNS

Trinity Network (Belle Isle) – NNS

Middleton Elderly Aid – NNS

Holbeck Elderly Aid – NNS

Service User Attendance at Springfield Day Centre

Total Sessions available per week (07/06/16 – 13/06/16)	210
Total Sessions attended in period (07/06/16 – 13/06/16)	38
Service User attendance rate (percentage)	18%

The Green Day Centre

Service User's Address by Ward

Adel and Wharfedale	0
Alwoodley	0
Ardsley and Robin Hood	0
Armley	0
Beeston and Holbeck	0
Bramley and Stanningley	0
Burmantofts and Richmond Hill	4
Calverley and Farsley	0
Chapel Allerton	0
City and Hunslet	0
Cross Gates And Whinmoor	7
Farnley and Wortley	0
Garforth and Swillington	0
Gipton and Harehills	2
Guiseley and Rawdon	0
Harewood	2
Headingley	0
Horsforth	0
Hyde Park and Woodhouse	0
Killingbeck and Seacroft	7
Kippax and Methley	3
Kirkstall	0
Middleton Park	0
Moortown	0
Morley North	0
Morley South	0
Otley and Yeadon	0
Pudsey	0
Rothwell	3
Roundhay	0
Temple Newsam	4
Weetwood	0
Wetherby	0
Outside Leeds Ward Area	0
Total	32

Alternative LCC Provision for current Service Users

Wykebeck Valley Day Centre (most current service users)
Laurel Bank (some current service users)

Service User Attendance at The Green Day Centre

Total Sessions available per week (07/06/16 – 13/06/16)	126
Total Sessions attended in period (07/06/16 – 13/06/16)	56
Service User attendance rate (percentage)	44%

Wykebeck Valley Day Centre

Service User's Address by Ward

Adel and Wharfedale	0
Alwoodley	0
Ardsley and Robin Hood	0
Armley	0
Beeston and Holbeck	0
Bramley and Stanningley	0
Burmantofts and Richmond Hill	7
Calverley and Farsley	0
Chapel Allerton	0
City and Hunslet	0
Cross Gates And Whinmoor	2
Farnley and Wortley	0
Garforth and Swillington	2
Gipton and Harehills	1
Guiseley and Rawdon	0
Harewood	0
Headingley	0
Horsforth	0
Hyde Park and Woodhouse	0
Killingbeck and Seacroft	6
Kippax and Methley	1
Kirkstall	0
Middleton Park	0
Moortown	1
Morley North	0
Morley South	0
Otley and Yeadon	0
Pudsey	0
Rothwell	0
Roundhay	2
Temple Newsam	3
Weetwood	0
Wetherby	0
Outside Leeds Ward Area	0
Total	25

Alternative Provision not required as existing Service Users will be able to continue to use the service, whilst it changes over time.

Service User Attendance at Wykebeck Valley Day Centre	
Total Sessions available per week (07/06/16 – 13/06/16)	150
Total Sessions attended in period (07/06/16 – 13/06/16)	35
Service User attendance rate (percentage)	23%

Resident Profiles (as at 15/06/16) and Alternatives

Middlecross Care Home

Permanent Residents' Previous Home Address by Ward and alternatives

Adel and Wharfedale	1
Alwoodley	0
Ardsley and Robin Hood	0
Armley	3
Beeston and Holbeck	0
Bramley and Stanningley	1
Burmantofts and Richmond Hill	0
Calverley and Farsley	3
Chapel Allerton	0
City and Hunslet	0
Cross Gates And Whinmoor	0
Farnley and Wortley	2
Garforth and Swillington	0
Gipton and Harehills	0
Guiseley and Rawdon	0
Harewood	0
Headingley	0
Horsforth	2
Hyde Park and Woodhouse	0
Killingbeck and Seacroft	0
Kippax and Methley	0
Kirkstall	1
Middleton Park	0
Moortown	1
Morley North	0
Morley South	0
Otley and Yeadon	0
Pudsey	2
Rothwell	0
Roundhay	0
Temple Newsam	0
Weetwood	1
Wetherby	0
Outside Leeds Ward Area	0
Total	17

Independent sector provision in Armley Ward	
Care beds without nursing	242
Care beds with nursing	0
Extra Care Housing units	0

Independent sector provision within 5 miles of Middlecross	
Care beds without nursing	1,122
Care beds with nursing	857
Extra Care Housing units	227

Care Homes without Nursing within 5 miles of Middlecross care home

Care Home Independent Sector Provision (Without Nursing)	Ward	No of Care Beds	New CQC Rating System		LCC Framework	Distance (miles) from Middlecross
			Actual (if available)	Projected / Actual		
Beech Hall	Armley	64	Good	Good	Core	0.9
Hillcrest Residential Home	Armley	19	Good	Good	Core	1.2
Hopton Court	Armley	45	Requires Improvement	Requires Improvement	Core	0.9
The Spinney Res Home	Armley	30	Requires Improvement	Requires Improvement	Core	1.6
Aire View	Armley	84	Requires Improvement	Requires Improvement	Enhanced	2.4
Acacia Court	Pudsey	41		Good	Enhanced	3.8
Airedale Residential Home	Pudsey	36	Good	Good	Core	3.9
Red Court Care Home	Pudsey	40	Good	Good	Enhanced	4.2
Amber Lodge	Farnley and Wortley	40	Requires Improvement	Requires Improvement	Core	1.2
Rievaulx House Care Centre	Farnley and Wortley	50	Requires Improvement	Requires Improvement	Core	1.2
Simon Marks Court	Farnley and Wortley	40	Requires Improvement	Requires Improvement	Core	1.6
Manor House Residential Home	Farnley and Wortley	30		Requires Improvement	Core	2.3
Headingley Hall	Headingley	52	Requires Improvement	Requires Improvement	Enhanced	3.0
Alexandra Court Residential Home	Kirkstall	24	Good	Good	Enhanced	4.1
Cookridge Court	Weetwood	96	Requires Improvement	Requires Improvement	Core	3.2
Alexander Care Home	Morley North	39	Good	Good	Enhanced	4.6
Springfield House Retirement Home	Morley North	22	Requires Improvement	Requires Improvement	Core	5.0
Victoria House Residential Home	Middleton Park	41	Good	Good	Core	4.8
Larchfield	City and Hunslet	40	Good	Good	Core	3.5
Pennington Court	City and Hunslet	25	Good	Good	Core	3.4
Carr Croft Care Home	Moortown	35	Requires Improvement	Requires Improvement	Core	4.0
Neville House	Chapel Allerton	22	Good	Good	Core	4.3
Dyneley House	Chapel Allerton	24	Good	Good	Enhanced	4.6
Grove Park Care Home	Chapel Allerton	80	Requires Improvement	Requires Improvement	Core	3.3
Gledhow Lodge EMI	Roundhay	25		Good	Core	4.8
Berkeley Court	Gipton and Harehills	78	Requires Improvement	Requires Improvement	Core	4.8
Number of Care Homes without nursing within 5 miles of Middlecross		1,122				

Care Homes with Nursing within 5 miles of Middlecross care home

Care Home Independent Sector Provision (WithNursing)	Ward	No of Care Beds	New CQC Rating System		LCC Framework	Distance (miles) from Middlecross
			Actual (if available)	Projected / Actual		
Claremont Care Home	Calverley and Farsley	63	Requires Improvement	Requires Improvement	Core	4.9
Radcliffe Gardens Nursing Home	Pudsey	19	Requires Improvement	Requires Improvement	Enhanced	4.3
Corinthian House	Farnley and Wortley	70	Requires Improvement	Requires Improvement	Core	1.4
Halcyon Court	Hyde Park and Woodhouse	58	Good	Good	Core	2.7
Grove Court Nursing Home	Headingley	38	Good	Good	Enhanced	2.3
Mount St Josephs	Headingley	46		Requires Improvement	Core	3.0
Sunnyview House	Beeston and Holbeck	84	Good	Good	Enhanced	2.9
Copper Hill Residential and Nursing Home	City and Hunslet	180	Requires Improvement	Requires Improvement	Core	4.1
Pennington Court Nursing Home	City and Hunslet	30	Good	Good	Core	3.4
Brandon House Nursing Home	Moortown	42	Requires Improvement	Requires Improvement	Core	3.0
Harewood Court Nursing Home	Chapel Allerton	40	Requires Improvement	Requires Improvement	Core	4.2
Harrogate Lodge Care Home	Chapel Allerton	50	Requires Improvement	Requires Improvement	Core	4.4
Atkinson Court Care Home	Burmantofts and Richmond Hill	75	Requires Improvement	Requires Improvement	Core	4.9
Green Acres Nursing Home	Burmantofts and Richmond Hill	62	No Action Required	Good	Core	3.5
Number of Nursing Homes within 5 miles of Middlecross		857				

Siegen Manor Care Home

Residents' Previous Home Address by Ward

Adel and Wharfedale	0
Alwoodley	0
Ardsley and Robin Hood	1
Armley	0
Beeston and Holbeck	3
Bramley and Stanningley	0
Burmantofts and Richmond Hill	0
Calverley and Farsley	0
Chapel Allerton	1
City and Hunslet	0
Cross Gates And Whinmoor	0
Farnley and Wortley	1
Garforth and Swillington	0
Gipton and Harehills	1
Guiseley and Rawdon	0
Harewood	0
Headingley	0
Horsforth	0
Hyde Park and Woodhouse	0
Killingbeck and Seacroft	1
Kippax and Methley	0
Kirkstall	1
Middleton Park	4
Moortown	0
Morley North	2
Morley South	5
Otley and Yeadon	0
Pudsey	0
Rothwell	1
Roundhay	0
Temple Newsam	0
Weetwood	1
Wetherby	0
Outside Leeds Ward Area	0
Total	22

Independent sector provision in Morley South Ward	
Care beds without nursing	46
Care beds with nursing	0
Extra Care Housing units	0

Independent sector provision within 5 miles of Siegen Manor	
Care beds without nursing	172
Care beds with nursing	401
Extra Care Housing units	72

Care Homes without Nursing within 5 miles of Siegen Manor care home

Care Home Independent Sector Provision (Without Nursing)	Ward	No of Care Beds	New CQC Rating System		LCC Framework	Distance (miles) from Siegen Manor
			Actual (if available)	Projected / Actual		
Alexander Care Home	Morley North	39	Good	Good	Enhanced	1.3
Springfield House Retirement Home	Morley North	22	Requires Improvement	Requires Improvement	Core	1.4
Stone Gables Care Home	Morley North	40	Requires Improvement	Requires Improvement	Core	2.3
Morley Manor Residential Home	Morley South	31	Requires Improvement	Requires Improvement	Core	0.9
Ferndale Care Home	Morley South	15	Good	Good	Core	0.7
Pennington Court	City and Hunslet	25	Good	Good	Core	4.5
Total Care Beds Without Nursing Within 5 miles of Siegen Manor		172				

Care Homes with Nursing within 5 miles of Siegen Manor care home

Care Home Independent Sector Provision (With Nursing)	Ward	No of Care Beds	New CQC Rating System		LCC Framework	Distance (miles) from Siegen Manor
			Actual (if available)	Projected / Actual		
Owlett Hall	Morley North	57	Requires Improvement	Requires Improvement	Core	2.5
Sunnyview House	Beeston and Holbeck	84	Good	Good	Enhanced	3.7
Acre Green Nursing Home	Middleton Park	50	Requires Improvement	Requires Improvement	Core	3.7
Copper Hill Residential and Nursing Home	City and Hunslet	180	Requires Improvement	Requires Improvement	Core	4.6
Pennington Court Nursing Home	City and Hunslet	30	Good	Good	Core	4.5
Total Nursing Care Beds within 5 miles of Siegen Manor		401				

The Green Care Home

Residents' Previous Home Address by Ward

Adel and Wharfedale	1
Alwoodley	1
Ardsley and Robin Hood	0
Armley	0
Beeston and Holbeck	1
Bramley and Stanningley	0
Burmantofts and Richmond Hill	0
Calverley and Farsley	0
Chapel Allerton	0
City and Hunslet	0
Cross Gates And Whinmoor	7
Farnley and Wortley	0
Garforth and Swillington	0
Gipton and Harehills	3
Guiseley and Rawdon	0
Harewood	2
Headingley	0
Horsforth	0
Hyde Park and Woodhouse	0
Killingbeck and Seacroft	6
Kippax and Methley	0
Kirkstall	0
Middleton Park	0
Moortown	0
Morley North	0
Morley South	1
Otley and Yeadon	0
Pudsey	0
Rothwell	0
Roundhay	2
Temple Newsam	0
Weetwood	0
Wetherby	3
Outside Leeds Ward Area	0
Total	27

Independent sector provision in Killingbeck and Seacroft Ward	
Care beds without nursing	59
Care beds with nursing	20
Extra Care Housing units	0

Independent sector provision within 5 miles of The Green	
Care beds without nursing	594
Care beds with nursing	835
Extra Care Housing units	176

Care Homes without Nursing within 5 miles of The Green care home

Care Home Independent Sector Provision (Without Nursing)	Ward	No of Care Beds	New CQC Rating System		LCC Framework	Distance (miles) from The Green
			Actual (if available)	Projected / Actual		
The Hollies	Garforth and Swillington	28	Good	Good	Enhanced	5.0
Springfield (Garforth)	Garforth and Swillington	71	Requires Improvement	Requires Improvement	Core	4.7
St Armands Court	Garforth and Swillington	40		Requires Improvement	Enhanced	5.0
The Coach House Care Home	Garforth and Swillington	19	Requires Improvement	Requires Improvement	Core	4.4
Augustus Court	Garforth and Swillington	58		TBC	Core	5.0
Meadowbrook Manor	Garforth and Swillington	23		Good	Enhanced	3.9
Neville House	Chapel Allerton	22	Good	Good	Core	4.4
Dyneley House	Chapel Allerton	24	Good	Good	Enhanced	4.7
Gledhow Lodge	Roundhay	25		Good	Core	3.6
Holmfield Court	Roundhay	25	Requires Improvement	Requires Improvement	Core	4.1
Parkside Residential Home	Roundhay	20	Requires Improvement	Requires Improvement	Core	3.6
St Katherines Residential Home	Roundhay	18	Requires Improvement	Requires Improvement	Core	4.0
Oakhaven Care Home	Roundhay	24	Requires Improvement	Requires Improvement	Core	2.6
Berkeley Court	Gipton and Harehills	78	Requires Improvement	Requires Improvement	Core	3.1
Oak Tree Lodge	Gipton and Harehills	60	Requires Improvement	Requires Improvement	Core	2.0
Seacroft Grange Care Village	Killingbeck and Seacroft	59	Requires Improvement	Requires Improvement	Core	0.1
Total Care Beds Without Nursing Within 5 miles of The Green		594				

Care Homes with Nursing within 5 miles of The Green care home

Care Home Independent Sector Provision (With Nursing)	Ward	No of Care Beds	New CQC Rating System		LCC Framework	Distance (miles) from The Green
			Actual (if available)	Projected / Actual		
Willowbank Nursing Home	Cross Gates and Whinmoor	37	Good	Good	Enhanced	1.0
Sunnyside Nursing Home	Cross Gates and Whinmoor	36	Good	Good	Enhanced	1.4
Colton Lodges Nursing Home	Temple Newsam	138	Requires Improvement	Requires Improvement	Core	3.0
Moorfield House Nursing Home	Moortown	50	Requires Improvement	Requires Improvement	Core	5.0
Harewood Court Nursing Home	Chapel Allerton	40	Requires Improvement	Requires Improvement	Core	3.8
Harrogate Lodge Care Home	Chapel Allerton	50	Requires Improvement	Requires Improvement	Core	4.1
Aberford Hall	Roundhay	42	Good	Good	Core	2.7
Kingston Nursing Home	Roundhay	47	Good	Good	Core	3.9
Park Lodge	Roundhay	40	Good	Good	Core	3.5
Southlands Nursing Home	Roundhay	20		Good	Enhanced	2.8
Elmwood Nursing Home	Roundhay	36	Requires Improvement	Requires Improvement	Core	2.8
Gledhow	Roundhay	50	Requires Improvement	Requires Improvement	Non-Framework	4.1
Park Avenue Nursing Home	Roundhay	43	Requires Improvement	Requires Improvement	Core	3.5
Sabourn Court BUPA	Roundhay	49	Requires Improvement	Requires Improvement	Core	3.0
Atkinson Court Care Home	Burmantofts and Richmond Hill	75	Requires Improvement	Requires Improvement	Core	2.9
Green Acres Nursing Home	Burmantofts and Richmond Hill	62	No Action Required	Good	Core	3.7
Seacroft Grange Care Village	Killingbeck and Seacroft	20	Requires Improvement	Requires Improvement	Core	0.1
Total Nursing Care Beds within 5 miles of The Green		835				

Better Lives Service Review - Potential Savings - Residential Care and Day Centres

Residential Homes - September 2015 proposal:
To decommission the three remaining care homes (Middlecross, Siegen Manor and The Green) and transfer current residents to independent care homes via an assessment and transition process

	Middlecross	Siegen Manor	The Green	Total 3 Homes
Direct Service Cost Only (2016/17 Budget)	£1,094,310	£982,380	£1,078,460	£3,155,150
Actual Permanent Occupancy (as at 15/06/16)	17	22	27	66
Actual Unit Cost per week	£1,238	£859	£768	£919
Permanent Occupancy at 85%	27.2	25.5	31.45	84.15
Unit Cost per week if target maximum occupancy	£774	£741	£659	£721
Target Maximum Permanent Occupancy (95%)	30.4	28.5	35.15	94.05
Unit Cost per week if target maximum occupancy	£692	£663	£590	£645
Unit Cost Reprovision Price per week (Independent Sector) - 2016/17 Enhanced Dementia Framework Fee @ £507 p/w ¹	£507	£507	£507	£507
Variance between Actual in-house and independent sector unit costs	-£731	-£352	-£261	-£412
Cost of re-providing Actual in-house beds within independent sector (@ £507 p/w)	£448,188	£580,008	£711,828	£1,740,024
Total annual savings based on Actual in-house occupancy	-£646,122	-£402,372	-£366,632	-£1,415,126
Variance between in-house Permanent Occupancy at 85% and independent sector unit costs	-£267	-£234	-£152	-£214
Cost of re-providing in-house 85% Permanent Occupancy bedswithin independent sector (@ £507 p/w)	£717,100.80	£672,282.00	£829,147.80	£2,218,531
Total annual savings based on in-house Target Maximum Occupancy (95%) occupancy	-£377,209	-£310,098	-£249,312	-£936,619
Variance between in-house Target Maximum Occupancy (95%) and independent sector unit costs	-£185	-£156	-£83	-£138
Cost of re-providing in-house Target Maximum Occupancy (95%) beds within independent sector (@ £507 p/w)	£801,466	£751,374	£926,695	£2,479,534
Total annual savings based on in-house Target Maximum Occupancy (95%) occupancy	-£292,844	-£231,006	-£151,765	-£675,616

Note:
 1. The 2016/17 Enhanced Dementia Framework Fee is inclusive of the National Living Wage

Day Centres - September 2015 proposal:
To decommission the following day centres (Middlecross, Siegen Manor, Springfield, Radcliffe Lane and The Green) and transfer current day centre service users to LCC complex needs hubs, Holt Park Active or Neighbourhood Networks via an assessment and transition process. Proposal to remodel Wykebeck Valley day centre over time as a complex needs hub for the East of the city taking a phased approach to accommodate the needs of existing and future customers (i.e. existing service users will be able to stay at Wykebeck Valley).

Cost Comparison with Independent Sector at Current (May 2015) Attendance Level	Middlecross ¹	Radcliffe Lane ²	Siegen Manor ³	Springfield ⁴	The Green ⁵	Wykebeck ⁶	Total Day Centres
Direct Service Cost Only (2016/17 Budget)	£287,410	£230,040	£116,480	£202,800	£271,020	£160,980	£1,268,730
Annual re-provision costs	£0	£0	£0	£0	£0	n/a	£0
Total annual savings	-£287,410	-£230,040	-£116,480	-£202,800	-£271,020	n/a	-£1,107,750

Note:
 1. Middlecross day centre service users will either be transferred to Calverlands Day Centre (most current service users) or Wykebeck Valley Day Centre and Laurel Bank Day Centre (some current service users)
 2. Radcliffe Lane day centre service users will either be transferred to Holt Park Active (for Service Users with general need) or Calverlands or Laurel Bank (for Service Users if they have dementia needs). Some day centre service users may choose to access services provided by Neighbourhood Networks operating in the area
 3. All Siegen Manor day centre service users are likely to be transferred to Laurel Bank Day Centre
 4. Springfield day centre service users will either be transferred to Holt Park Active (for Service Users with general need) or Calverlands or Laurel Bank (for Service Users if they have dementia needs). Some day centre service users may choose to access services provided by Neighbourhood Networks operating in the area
 5. The Green day centre service users will either be transferred to Wykebeck Valley Day Centre (most current service users) or Laurel Bank (some current service users)
 6. Alternative Provision not required for existing service users at Wykebeck Valley as they will be able to continue to use the service, whilst it changes over time. This will mean that whilst there will not be any re-provision costs, no savings will be made.

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Summary of All Contacts - 24 December 2015 To Date																					
	Telephone Calls								Stakeholder Meetings					Emails							
	SU	CR	EM	MPs	P	S	O	Total Calls	With Director	With Exec Board Member	With both Director & Exec Board Member	Other	Total Meetings	SU	CR	EM	MPs	P	S	O	Total emails
Middlecross HOP		1						1	1				1							2	2
Siegen Manor HOP								0				2	2		1	2				6	9
The Green HOP								0	1		2		3			2			1	2	5
Middlecross DC								0					0								0
Siegen Manor DC								0					0		1	1					2
The Green DC								0					0								0
Springfield DC								0					0								0
Wykebeck Valley DC								0					0								0
Radcliffe Lane DC								0				3	3								0
Apna DC								0					0						1		1
Frederick Hurdle DC								0					0								0
Other								0					0								0
TOTAL	0	1	0	0	0	0	0	1	2	0	2	5	9	0	2	5	0	0	2	10	19

	Letters								Press Articles	Petitions	Deputations	Comments	TOTAL ALL CONTACTS
	SU	CR	EM	MPs	P	S	O	Total Letters					
Middlecross HOP			1				1	2			1	9	16
Siegen Manor HOP		1		2			0	3	1	1	1		17
The Green HOP		2	1	1		1	1	6	1		1	27	43
Middlecross DC							3	3			1	5	9
Siegen Manor DC								0		1	1	1	5
The Green DC								0			1	4	5
Springfield DC								0					0
Wykebeck Valley DC								0					0
Radcliffe Lane DC								0					3
Apna DC								0					1
Frederick Hurdle DC								0					0
Other								0			1	1	1
TOTAL	0	3	2	3	0	1	5	14	2	2	6	47	100

Key

- SU: Service users
- CR: Carers/Relatives
- EM Elected Members
- MPs: Members of Parliament
- P: Public
- S: Staff
- O: Other

Summary of Contacts - 24 December 2015 to date includes:

29/01/16 - Petition received* against proposals to close Siegen Manor Care Home and Day Centre (1,360 signatures).

16/03/16 - Scrutiny Working Group attended by Director of Adult Social Services re The Green Care Home.

19/04/16 and 29/04/16 - Scrutiny Board meetings attended by Executive Member for Health, Wellbeing and Adults and Director of Adult Social Services re The Green Care Home.

02/05/16 - Deputation request* to Scrutiny Board against proposal to close Siegen Manor Care Home and Day centre.

06/06/16 - Deputation request* to attend Full Council made for The Green Care Home and Day Centre

20/06/16 - Deputation request* to Scrutiny Board made for Middlecross Care Home and Day centre

**Where the contact refers to both the care home and day centre, this has been entered twice on summary of contacts.*

Planned Contacts (not included on Summary):

28/06/16 - Scrutiny Board meeting regarding all homes and day centres subject to the proposals under Phase 3 (also linked to deputation requests above)

29/06/16 - Full Council meeting (see deputation requests above)



HOUSE OF COMMONS

LONDON SW1A 0AA

Councillor Peter Gruen
Chairman - Scrutiny Board
(Adult Social Services, Public Health, NHS)
Scrutiny Support Unit
1st Floor West
Civic Hall
Leeds
LS1 1UR

By e-mail to Steven.Courtney@leeds.gov.uk

19th May 2016

Re: Siegen Manor Care Home, Morley

Dear Cllr Gruen,

I am writing to you on behalf of my constituents in the Morley area who oppose the proposed closure of Siegen Manor Care Home and Day Centre in Morley. I wish to endorse the request for scrutiny of the Council's plan to close this facility.

Having met with a number of constituents, many with family members living at or attending Siegen Manor, I was pleased to organise a petition against the Council's proposal. Over 1,300 signed this petition – a copy of which I recently presented to Leeds City Council alongside Councillor Robert Finnigan, Leader of the Morley Borough Independent Group.

The petition demanded:

1. That Siegen Manor be kept open and that funds be made available to upgrade its facilities.
2. That plans for the construction of a new care home serving Morley be expedited and a timescale agreed.
3. That Siegen Manor does not close until this new unit is operational
4. That Siegen Manor be maintained as usual over coming weeks and months, not 'run-down' in anticipation of closure.

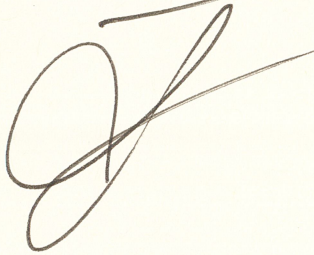
Of particular concern to family members and local residents alike is the fact that no suitable alternative accommodation is available in the Morley area. Closure would therefore cause even greater than usual distress for residents, and for family members

Working for the people of Morley and Outwood

and friends who would struggle to visit residents. It should also be noted that Siegen Manor provides excellent care and that it serves a dual purpose as a local Resource Centre.

I urge you to ensure that Leeds City Council's respects the wishes of local people and re-examines its plans for the future of this much-valued community asset.

Yours sincerely,

A handwritten signature in black ink, consisting of a large, stylized 'A' followed by a series of loops and a long horizontal stroke extending to the right.

Andrea Jenkyns MP