

**Report of: Director of Adult Social Services**

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

**Date: 28<sup>th</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 1<sup>st</sup> October to 23<sup>rd</sup> 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 23<sup>rd</sup> 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 21<sup>st</sup> 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 19<sup>th</sup> 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 23<sup>rd</sup> 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

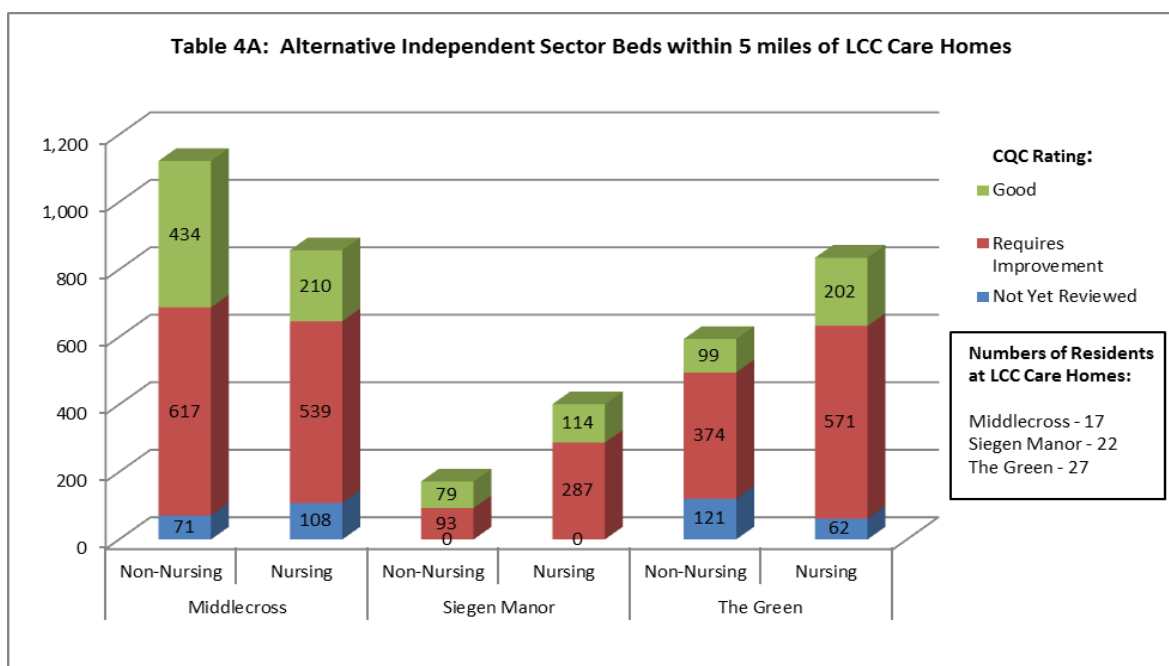
- act as a resource hub for older people to self-organise to hold social gatherings
  - link closely with the relevant Neighbourhood Networks and other voluntary sector partners
- 4.7. The recovery model has evolved from an identified need for specialist short-stay intermediate care services across the 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 1<sup>st</sup> October to 23<sup>rd</sup> 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 27<sup>th</sup> 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 16<sup>th</sup> 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 19<sup>th</sup> 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 1<sup>st</sup> October to 23<sup>rd</sup> 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 documents<sup>1</sup>**

- 14.1. Nil.

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<sup>1</sup> 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.