

Adults & Health – In House Care Homes Service Review: Knowle Manor and Dolphin Manor, post consultation recommendations report.

Date: 24 July 2024

Report of: Director, Adults and Health

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

In December 2023, the Council's Executive Board approved proposals set out in the Budget Report. These proposals included the request to begin a period of consultation to close Knowle Manor residential care home in Morley, and to repurpose Dolphin Manor residential care home in Rothwell. The proposal to close Knowle Manor will contribute to an estimated in year 2024/2025 saving of £100k and annual net savings of around £400k after reprovisioning costs (but before land and asset considerations). The proposal to repurpose Dolphin Manor also aims to support regular funded income and save the Council money.

This report summarises the findings of the consultation, the impacts on affected residents, family/ carers, staff and wider stakeholders which overall are that the vast majority of respondents are strongly against both the proposed closure of Knowle Manor and repurposing of Dolphin Manor care homes and would want the financial savings to be found elsewhere. (Submission responses are detailed in full in the Consultation Findings Report within the appendix). The Adults and Health Directorate is required to consider all options for efficiencies by reviewing the way services are arranged and provided, and to identify savings opportunities where alternative arrangements and delivery models are more cost effective.

Recommendations

It is recommended that Executive Board:

- a) Approve the closure of Knowle Manor care home and once closed, declare the building surplus to service requirements.
- b) Approve the repurposing of Dolphin Manor into a community care bed base (Recovery Hub).
- c) Subject to the decision being made to close Knowle Manor care home and repurpose Dolphin Manor, approve the timeline for closure provisionally set out at point 66 of this report.
- d) Note that the Director of Adults and Health is responsible for implementation of the recommendations.

What is this report about?

1. In December 2023, in response to proposals put forward to address the Council's current financial challenge and meet the Medium-Term Financial Strategy budget gaps, the Council's Executive Board approved the request to undertake stakeholder consultations on the proposed closure of Knowle Manor long stay residential care home in Morley and the repurposing of Dolphin Manor long stay residential care home in Rothwell, into a short stay service.
2. Supporting the legal requirement for the Council to set a balanced budget and also the Best Council Plan Financial Strategy aim to become more "financially sustainable and resilient, safeguarding public funds whilst achieving value for money", the closure of Knowle Manor care home would contribute an estimated part-year saving of £100k in 2024/2025, with a full year effect of around £400k per annum after reprovisioning costs but before any land and asset considerations. Please note that the in-year saving may be greater, but the figure has been dampened to meet any associated one-off costs.
3. Additionally, the repurposing of Dolphin Manor care home is anticipated to offset the current reduced occupancy income by generation of regular funding income from the Integrated Care Board. There is a process to be followed to arrive at the new model of care. In line with previous service changes, we will reprovide the care offer for current residents. The intention is that the Council will not be financially disadvantaged by this change, aiming for full cost recovery. The repurposing of the service and investment into prevention services in this way also reduces the demand upon, and delays entry into, formal care services which supports people to remain independent for longer and defers and reduces Council costs. Whilst no savings are identified within the proposal for Dolphin Manor, it aims to secure regular funded income.
4. Due to the significant impact upon individuals and their loved ones, these proposals are not made lightly and the only remaining alternative would be to reduce the Directorate spend in other areas which may also impact upon the Council's ability to meet its statutory duties and responsibilities under the Care Act 2014.
5. This report summarises the findings of the stakeholder consultation and the impacts of the proposals on affected residents, family / carers, staff, which overall are that the vast majority of respondents are strongly against both the proposed closure and repurposing of

the care homes and would want the financial savings to be found elsewhere. However, the scale of the financial challenges faced by the Council are such that all opportunities for savings and efficiencies have to be considered. Given the challenging financial context, services need to be financially sustainable and resilient, safeguarding public funds whilst delivering value for money.

6. The Better Lives Programme is the Council's strategy for people with care and support needs. A key aspect of this strategy over recent years has been a strategic review to transform the Council's in-house services for older people. Previous reports to both Executive and Scrutiny Boards have documented how the aspirations of people with care and support needs have changed over time and that there is a strong and increasing desire for people to remain living in their own home for as long as possible or in housing-with-support such as extra care housing. Focus has been upon how services meet both current expectations and crucially how they can contribute to maximising people's independence, recovery, and rehabilitation in the future.
7. In 2017, the Council responded to the increased demand of Intermediate Care provision by working in partnership with Leeds Community Healthcare (LCH) to bid for the provision of intermediate care beds through the Recovery Hub contract. This enabled the continuation of LCC estate and jobs for LCC staff, through funding from the (now) Integrated Care Board. The success of the Recovery Hubs has been recognised by the Home First programme, and given demographic growth, particularly in older cohorts of people, the demand on these services is expected to increase, and in addressing this increase in need, the Leeds Office of the West Yorkshire Integrated Care Board (ICB) has developed a specification for newly reconfigured intermediate care beds provision across the city. Repurposing Dolphin Manor care home into a Recovery Hub builds upon that approach and better places the Adults and Health Directorate (as part of our LCC / LCH Alliance) to be able to respond to this bid.

What impact will this proposal have?

8. Should Knowle Manor close, in-year and future years' financial savings will be realised. (Estimated £100k in 2024/2025 and circa £400k in 2025/2026). Should the use of the land/building be repurposed there is also the potential to generate additional income through the sale or lease of the land/building.
9. Should Dolphin Manor be repurposed into a Recovery Hub and the community care bed contract be awarded by the ICB to LCC / LCH Alliance, income will be secured via NHS funding. Additionally, by delivering an increasing number of rehabilitative services, there will be reduced demand for long term care and support, saving the Council money. The repurposing of The Green residential care home into a Recovery Hub in 2017 has seen an average of 287 people using the service each year. With an average of 64% of people who access the service supported to return to their own homes who may have otherwise required long term support.
10. Should the proposals progress, residents would be supported to transition to suitable alternative residential accommodation in accordance with their individual needs. This would be carefully planned and carried out commensurate with the Council's Care Guarantee. Spring Gardens, an LCC care home, has vacancies and would be an available option

should people wish to remain living in a Council-run care home. There are also a number of externally provided residential care homes within close proximity to the care homes which will enable residents some choice, especially if they wish to remain living in the same area. There are two other care homes in Morley and one in Rothwell, with another close by in the neighbouring Oulton area. The programme would continue to work closely with all affected Knowle Manor based staff and Trade Unions with a view to retaining and redeploying staff into other council services, so their good practice, skills and experience is retained. There would be no changes to the terms and conditions of staff at Dolphin Manor, but support and training would be arranged during the transition to the new service delivery model.

11. The consultation asked stakeholders what they would consider to be the impacts of the proposals. The submission responses showed key themes which are detailed in full in the Consultation Findings Report at Appendix 3a and 3b.
12. The proposals are the subject of an Equality, Diversity, Cohesion, and Integration (EDCI) Assessment and for Knowle Manor, an Organisational Change EDCI Assessment which specifically focuses on the impact of organisational change on the workforce. These have been completed and have been used to inform this report. They can be seen at Appendix 5a and 5b. Identified impacts arising from these assessments are also summarised below.

Impact - People's Health and Wellbeing

13. In drawing up the initial proposal, conducting the consultation and in making the formal recommendations described in this report, officers have been mindful of the views of those who have participated in the process.
14. In progressing the proposals for approval, the impact upon the mental and physical health and wellbeing of the 9 residents who live permanently at Knowle Manor and 15 residents who live permanently at Dolphin Manor is recognised. Implications for the staff who work at Knowle Manor are also acknowledged, although there will be opportunities for all staff affected to be redeployed within the Directorate's other in-house care and support services.
15. With the proposals being approved, the transfer of residents would be carefully planned and carried out professionally, sensitively, and safely as per the Care Guarantee. This is an established process that has been used in previous transfers of care which involves qualified social workers conducting assessments to support the transition of people. The associated Assessment and Transfer Protocol, ensures full consultation with, and consideration of, the needs of residents. This will include taking into account people's views and wishes regards moving with friends / friendship groups and keeping in touch with communities important to people. Family members would also be involved in the transfer process including the choice of an alternative care home. The continued wellbeing of people who will have moved into new services would be monitored through reviews after three, six, and twelve-months following transfer. Previous evaluations of similar transfers following this approach have been positive with regards to people's experience. The Care Guarantee can be found at Appendix 1 and the Assessment and Transfer Protocol can be found at Appendix 2.
16. The importance that staff are made aware of any recommendations affecting the future of their workplace at the earliest opportunity and kept informed is recognised. Therefore,

officers would continue to collaborate closely with all affected staff and Trade Unions with a view to as much as possible retaining and redeploying staff into other Adults and Health Care Delivery, or wider council services, so their good practice, skills and experience are retained.

Impact - Quality

17. During the consultation, concerns were raised regarding the quality of care and support received by residents should they have to move to alternative provision. The high quality of care and support provided at both care homes is acknowledged, but within Leeds the majority of older people’s residential and nursing care is provided by a well-developed independent sector care home market which is regulated by the Care Quality Commission.
18. LCC has a range of services to meet the needs of people who require some type of intervention to either support them to reach their optimum with therapeutic and recovery focused support to return home, or to undertake an assessment to support longer-term needs. This offer includes three Recovery Hubs and the SkILs Reablement service, both of which are delivered in partnership with LCH. The repurposing of Dolphin Manor into a Recovery Hub would expand this offer, increasing sustainability in LCC’s directly provided services and investment in preventative services.
19. Dolphin Manor has recently seen some capital funds investment improving the standard of the building and grounds. The refurbishment works includes creation of a specialist dementia care unit in preparation for pre-agreed plans to turn one area of the home into a short stay facility. This provision further supports meeting the needs of citizens and reduces the potential exclusion from rehabilitative services for people who live with dementia.
20. Despite some investment into decarbonisation works back in 2021 supporting the Council’s Zero Carbon ambition, the condition of the building at Knowle Manor remains a concern. It is estimated that the cost of refurbishment to a suitable standard would be in excess of £600k.
21. Knowle Manor is a 29 bedded home and Dolphin Manor is a 33 bedded home. The homes, in line with other Council-run services, have experienced a reduction in demand in recent years. The Target Operating Model, in line with industry standards, for both care homes is an occupancy rate of 85%. The occupancy levels for permanent customers over the past five years have been as follows:

Knowle Manor	Year	Dolphin Manor
73%	2020	47%
59%	2021	47%
59%	2022	61%
44%	2023	55%
31%	2024 (to date)	45%

It is pertinent to note that although occupancy has been declining over the past five years, permanent admissions into Dolphin Manor have been paused since September 2023 due to the need to maintain a safe environment whilst building works were undertaken.

Impact - Financial

22. The key driver for the proposals is the Council's significant current financial challenges. These proposals are primarily based upon the under-occupancy of the care homes against the changing demand for traditional residential care. The closure of Knowle Manor would, in a full year, save an estimated sum of £400k after reprovisioning costs but before any land and asset considerations. Closing this facility from 31st December 2024 would make an in-year saving in excess of £100k by the end of 2024/25. Please note that the in-year saving may be greater, but the figure has been dampened to meet any associated one-off costs.
23. The Council is committed to ensuring that no person living at either care home is financially disadvantaged because of the recommendations contained in this report and the Care Guarantee provides assurance of that. Where the Council is currently contributing towards a resident's care home fee, there will be no financial detriment to the resident or family carer in choosing a care home from the Council's framework list. Any proposed transfer to a care home not on the Council's framework list will be considered on an individual basis and may incur a top-up fee. (However, it is important to note that the Council will not pay any non-care supplement relating to enhancements that a care home may offer such as a larger room).
24. As noted above, the condition of the building at Knowle Manor remains a concern. It is estimated that the cost of refurbishment to a suitable standard would be in excess of £600k.
25. There are 23 Adult Social Care (ASC) and 7 Civic Enterprise Leeds (CEL) staff employed at Knowle Manor affected by the proposals. There are vacancies within the Adults and Health Care Delivery Service and any recent recruitment has been on a temporary basis to ensure redeployment opportunities are available and minimise the likelihood of staff being put at risk. Where required, officers will also work with affected staff to identify development and training opportunities which could assist staff to move into new or alternative roles across the Council. Continued formal consultation will take place under Employment Legislation with Trade Unions and staff and support would be provided throughout the closure process through the Managing Staff Reductions (MSR) Policy. It is hoped that this work will significantly minimise the risks to staff in terms of compulsory redundancy.
26. There are no MSR financial implications within the proposal to repurpose Dolphin Manor.

Impact - Locality, Land and Buildings

27. As detailed in the Better Lives Strategy we know that many older people want a wider choice of accommodation and options with, as much as possible, support being delivered in their own homes or in care environments like extra care housing. Delivering new housing-with-care provision in line with the current and future demand is one of the aspects of the Better Lives Strategy and Adults & Health continue to work alongside the Housing Growth

Team to consider strategic housing requirements based on supply and demand modelling. LCC has links with 13 Extra Care schemes across the city. 2 of these are LCC buildings and within 3 of the schemes, LCC Adults and Health, Care Delivery Service staff provide the on-site care and support. A further 5 schemes are slated for delivery with two coming to market in 2024 and the remaining schemes in 2026 and 2027 at the earliest, should they still proceed as originally intended.

28. In progressing the proposal to close Knowle Manor, the site would be transferred into void management with responsibility for safety, security and maintenance being managed by LCC Facilities Management until brought forward for any redevelopment. The Asset Management team, under the delegations in place to the Director of City Development, are aware of the proposals and are scoping out potential alternative uses for the site prior to the decision being made. Consideration would be given to the Council's priority programmes and requirements, in particular from Adults and Health and the Council Housing Growth Programme. This may involve direct delivery by the Council, delivery in partnership with external organisations or disposal to third parties. In addition, the potential sale of the site will be considered via the Council's Capital Receipt Programme. The future of the surplus property will be subject to a separate decision.

Impact - Strategic

29. Under the Care Act 2014, subject to eligibility criteria, the Council has a statutory responsibility to meet needs for care and support which can be met in a variety of different ways. The Council also has a duty under the Care Act to promote diversity and quality in the provision of services. The proposals to close and repurpose the care homes are principally based upon insufficient demand and oversupply in the market for residential beds and the associated financial unviability of the two services. There are no concerns around adequate alternative provision being available across the city.

30. The Intermediate Care Good Practice Guidance published in September 2023 describes the objective to 'Enable people to stay well, safe and independent at home for longer' which means that whenever possible, people should be supported to return to their home as the first option. The HomeFirst Strategy has seen Leeds embark upon wholesale transformation of its intermediate care services and an increase in partnership working with health colleagues, such as LCH, supporting hospital discharge / avoidance enabling more people to return / remain at home. As the ICB is currently reviewing their community care bed requirements, the repurposing of Dolphin Manor into a Recovery Hub is aligned to that strategy. It has been considered to also repurpose Knowle Manor into a Recovery Hub. However, without the essential significant financial investment described elsewhere in this report, the poor condition of the building eliminates this as an option.

31. The requirement of the Council to respond to the financial challenges and with the legal responsibility to set a balanced budget within its Medium-Term Financial Strategy stipulated the timing for this proposal. The December 2023 Budget Report stated the Council is required to identify an estimated additional £60.6m in year 2025/2026. It is therefore vital both for the reputation of the authority and to meet its requirement to be financially resilient and sustainable, that the Council delivers financially viable services offering value for money within its spending of the Leeds pound.

32. The proposed timeline for the process is based on best practise; for example, appropriate time will be allocated to the assessment and transition process to minimise disruption and discomfort for those affected. Nothing will happen suddenly or unexpectedly, either for staff or for residents and we will continue to work with Trade Unions to support affected staff through this process.
33. The consultation provided different options of participation, including online, over the phone, via email, by post, or through a face-to-face discussion. People residing in both homes on both a permanent and temporary basis were included within the consultation along with other stakeholders.

How does this proposal impact the three pillars of the Best City Ambition?

- Health and Wellbeing Inclusive Growth Zero Carbon

34. The proposal to close Knowle Manor in Morley would contribute net savings of around £400k, delivering £100k in 2024/2025 and a further £400k in 2025/2026 which will support closing the Council budget gap of £60.6m. This supports the legal requirement for the Council to set a balanced budget and also the Best Council Plan Financial Strategy aim to be “financially resilient and sustainable” and provide “value for money.”
35. In addition, the repurposing of Dolphin Manor supports the ambitions of the Better Lives Strategy, the Council’s strategy for people with care and support needs, which helps the Council deliver the overarching Health and Well-being 2023/2030 Strategy aim that: “Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest”. A key aspect of this strategy over recent years has been a strategic review to transform the Council’s in-house service for older people.
36. Implementing the Better Lives Programme is key to delivering the Council’s ‘Best Council Plan 2020 – 2025; in particular the following elements of the council’s Best City priorities:
- Health and Wellbeing “Working as a system to ensure people get the right care, from the right people in the right place.”
 - Inclusive Growth “Supporting the city’s economic recovery from COVID-19 and building longer-term economic resilience”.
 - Housing “Providing the right housing options to support older and vulnerable residents to remain active and independent.”

What consultation and engagement has taken place?

Wards affected: Morley South and Rothwell

Have ward members been consulted? Yes No

37. In December 2023, the proposals to close Knowle Manor care home and repurpose Dolphin Manor care home was shared within the ['Proposed Budget for 2024/25 and Provisional](#)

[Budgets for 2025/26 and 2026/27 Report'](#) when permission was granted by the Executive Board to begin a period of formal consultation.

Establishing clear lines of communication

38. Letters were sent to all those directly affected before and after the December 2023 Executive Board meeting, advising of the recommendations to consult on the proposed changes. Support meetings took place the same week with people living at the homes and their family carers, staff and trade union representatives and HR colleagues. Engagement with elected members also took place. A telephone helpline and email address was made available to provide residents, their family, and carers with the appropriate level of information from the beginning of the process.
39. Following the Executive Board meeting on the 13th December 2023 and the subsequent five-day period in which councillors can review the decision or seek further clarification, the Council approved the request to commence a period of consultation. This consultation took place between Monday 8th January 2024 and 31st March 2024.
40. Letters were sent to all those directly affected to provide further information about the consultation, including how people could participate to share their views on the proposal, and what would happen after the consultation finishes. A Frequently Asked Questions sheet was also shared with stakeholders. Throughout this period officers held regular meetings with staff members and with Trade Unions to explain plans in more detail and to respond to any questions.
41. The aim of the detailed consultation on the proposals was to consult with those directly affected and as a priority the residents, their families, and carers and with affected staff and Trade Unions.

Consultation Methods

42. As described in Appendix 3a and 3b: Consultation Findings Reports the consultation included people who live at Knowle Manor and Dolphin Manor, their family / carers and affected staff. People were encouraged to participate in the consultation via a variety of methods, including through completion of the online surveys, by phone, by email and in writing; and for those directly affected also through a face-to-face meeting where a relative or friend could be present at the meeting to provide support. For people who were not able to express their views for themselves, or have no relatives or friends to be present, an independent advocate was requested to ensure the individual could be appropriately consulted and their views recorded.
43. For affected staff, one to one support meetings were offered, with trade union representatives invited where requested. HR advice and support was also available. Consultation progress updates were also provided at Routine Business Meetings held with Trade Union colleagues.

Equality, Diversity, Cohesion, and Integration (EDCI)

44. The EDCI Assessments are submitted at Appendix 5a and 5b 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 available at Appendix 2. The implementation plan would show how any closures would be managed over the agreed timescales and how people will be supported to safeguard rights, minimise distress and maximise benefits to individuals.

Consultation Findings Overall Summary

45. The majority of people who took part in the consultation for Knowle Manor stated that they understand why the council needs to make changes, however, nearly all the respondents felt strongly against the proposal to close the service. Throughout the feedback collated through the consultation, a number of key themes emerged. One of the most prominent was a concern about the impact that the closure may have on the health and wellbeing of residents, but also a concern for staff, as well as worries about future quality of care if residents need to access other resources.

46. The majority of respondents to the consultation for Dolphin Manor also felt strongly against the proposed repurposing of the care home. A common theme among respondents was that they view Dolphin Manor, and the local area as a whole, as their home, and being asked to move to another care home would be uprooting them from that. Other replies referenced the concerns about the emotional impact of the potential moves making it harder for residents to see family / friends.

What are the resource implications?

Finance

47. The closure of Knowle Manor would, in a full year, save an estimated sum of £400k. This amount would be after the reduction of reprovisioning costs but before any land or asset considerations. Closing this facility from 31st December 2024 would make an in-year saving in excess of £100k by the end of 2024/25. Please note that the in-year saving may be greater, but the figure has been dampened to meet any associated one-off costs such as:

- Alternative independent provision (for those taking up on the care guarantee).
- Additional Social Work provision required to support the transfer of care of people living at both Knowle Manor and Dolphin Manor.
- Any MSR costs such as from the Voluntary Severance Offer.

48. Should Dolphin Manor be repurposed into a Recovery Hub and the community care bed contract be awarded to LCC / LCH Alliance, more consistent income will be secured via NHS funding. In line with previous service changes, we will reprovide the care offer for current residents. There is a process to be followed to arrive at the new model of care. The intention is that the Council will not be financially disadvantaged by this change, aiming for full cost recovery. The repurposing of the service and investment into prevention services in this way also reduces the demand upon, and delays entry into, formal care services which supports people to remain independent for longer and defers and reduces Council costs.

49. 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 Council has many priorities to meet the needs of its citizens but given the outlined challenging financial context for local authorities, the Council unfortunately has insufficient funding to meet all of these.

What are the key risks and how are they being managed?

50. Regular progress updates are provided at Directorate Leadership Team Meetings and the Directorate Budget Review Group.
51. A risk log has been maintained throughout, in-keeping with the Council's approach to managing projects. All risks are recorded, and the governance arrangements at point 50 oversees the process. The risks are set out below.
52. In progressing the proposals for approval, there are impact risks upon the mental and physical health and wellbeing of the 9 residents who live permanently at Knowle Manor and 15 residents who live permanently at Dolphin Manor. The Care Guarantee and Assessment and Transfer Protocol process, support reducing those risks as much as possible.
53. Implications for staff are described above. Where occupied posts are deleted from the organisation's structure there is scope for potential redundancy. The legal consequences of this will be mitigated through proper application of the Council's Managing Staff Reductions policy as explained above. However, should redeployment for any individual prove unachievable, or cannot be done in a way which protects which preserves pay and employee terms and conditions – then statutory and contractual redundancy requirements would have to be observed.
54. In progressing the proposals for approval, risks of not achieving savings in year is mitigated by the careful consideration and reassessment as described within the Care Guarantee and Assessment and Transfer Policy. The mentioned senior governance and oversight processes would also carefully monitor implementation progress.
55. In progressing the proposals for approval, there is a reputational damage risk to the Council, given the strength of feeling in opposition to the proposed closures, from residents, family / carers, staff and other stakeholders. To support mitigation, thorough consideration has been given to the impact of the proposals with alternative options explored and detailed below.
56. In progressing the proposal to close Knowle Manor, there are organisational risks in relation to the future of the building. These will be mitigated as the site would be transferred into void management with responsibility for safety, security and maintenance being managed by LCC Facilities Management until future plans are determined.

What are the legal implications?

57. The proposals set out in the December 2023 Budget Report supports the Council's statutory responsibility to set a balanced budget.

58. This decision is a key decision, has been published to the List of Forthcoming Key Decisions, and is subject to the call-in process as a report to Executive Board.
59. The review of services has taken into consideration the Council's statutory duties and Adult Social Care's specific responsibilities, including those contained in the Care Act (2014) to meet the needs of those members of the community who require care services under the eligibility criteria.
60. When deciding on this matter Executive Board must have "due regard" to its duties under section 149 of the Equality Act 2010. In doing so Executive Board must take account of the impact the proposals could have on different equality groups and consider ways of mitigating or avoiding any adverse impact.
61. To assist Executive Board to make an informed decision on these matters, full EDCI Assessments have been carried out and are considered within this report; with the documents available within Appendix 5a and 5b.
62. Legal consequences in relation to staff are set out at point 53.

options, timescales and measuring success.

What other options were considered?

- a) **Don't close Knowle Manor care home and find the financial savings elsewhere.**
If the proposal to close Knowle Manor care home does not progress, the Adults and Health Directorate would be required to find the financial savings elsewhere, which could only be achieved through considerable further reduction of funding to other directly provided or commissioned service provision. In addition to identifying savings elsewhere, significant additional investment would be required for the essential refurbishment of the service, creating additional financial pressure.
- b) **Don't close Knowle Manor care home and promote the service more to increase occupancy levels.**
Health and social care professionals are aware of the services provided by the care home and will refer/recommend people there based on needs of the person requiring care and support. Over the past five years, officers have exhaustively continued to raise awareness with referrers and promote the home with people who self-refer, but the condition of the building is not appealing and even if the occupancy could be increased, the type of provision offered is readily available across the city.
- c) **Don't repurpose Dolphin Manor and leave the home as it is.**
For the service offer at Dolphin Manor to stay unchanged, the risk of continued reduced permanent occupancy and ever-increasing rising service costs, remains.
- d) **Offer a mixed models of long stay and respite / short stay provision offering greater economic viability.**
Although no independent sector provision offers respite-only bed accommodation, people like to choose where they stay on respite and still want to maintain links to family and local services, so Adult Social Care are unable to mandate that people use specific homes for respite, and people prefer a choice of location, so will access respite in a range of homes.

Both care homes have always offered respite as standard service offers but uptake has been minimal. Therefore, it is anticipated the underutilisation of the homes would likely continue.

The new specialist dementia offer due to be delivered at Dolphin Manor, is a short stay service. Repurposing the remaining part of the home positions the service to be able to respond to the community care bed based intermediate care request of the ICB. This provides confidence in regular income and supports both sustainability and financial service viability and reduces need for long term support, making efficiencies.

If the proposal to repurpose Dolphin Manor is approved, the home would offer only short stay residential accommodation until the transition plans to become a recovery hub are agreed and finalised.

Without significant investment, the Knowle Manor building is not of a sufficient standard to be able to support further diversification of its service offers.

How will success be measured?

63. The consultation period was set in line with best practice. It was a robust process that enabled the collation of a range of information sufficient to support decision making by the Executive Board. Respondents to the consultation were asked to consider options that would mitigate the impact of the proposals. A variety of options were submitted, which are considered in detail in the Consultation Findings Report found at Appendix 3a and 3b.
64. The financial benefits of the proposals to close Knowle Manor, and repurpose Dolphin Manor are detailed in this report.

What is the timetable and who will be responsible for implementation?

65. If the proposals are approved by Executive Board, and following any associated call-in or Scrutiny process followed, letters will be issued to all affected stakeholders to advise them of the decision. The assessment and transition of customers to suitable alternative provision would commence, and options meetings with staff and Trade Unions would be arranged.
66. The Timeline for implementation would be:
 - 24/07/2024 – Executive Board.
 - 24/07/2024 – Stakeholders made aware of outcome (Call-In pending).
 - 02/08/2024. - 5pm - Call-In period ends.
 - 05/08/2024 – (Subject to Call-In period outcomes) communications with all stakeholders and activity as set out at point 65 to implement the decision, will commence.
 - 31/12/2024 – Knowle Manor building will be handed over to Asset Management.

The process will be carried out in line with the Assessment and Transitions Protocol and therefore it may be that all people living at Knowle Manor are transferred, and the service closes sooner than this.

Appendices

1. Care Guarantee
2. Assessment and Closure Protocol
3. a). Consultation findings report Knowle Manor
b). Consultation findings report Dolphin Manor
4. My Local Authority Area information
5. a). EDCI Assessment
b). EDCI Organisational Change Assessment

Background papers

- None