

**Appendix 3a.**

**Service Review Report: LCC Care Home Review**

**Knowle Manor Residential Care Home**

Consultation Findings Report on the Proposed Closure of Knowle Manor Residential Care Home in Morley.

**June 2024**

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# **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 proposed closure of Knowle Manor residential care home in Morley. It is also to give Executive Board sufficient information to enable it to make an informed decision about the proposed future options for this service.

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 refine recommendations. The findings from the consultation, and the strength of feeling expressed by respondents, have enabled officers to consider the proposals whilst fully considering the key themes and issues regarding potential positive and negative impacts on stakeholders, and those in the wider local community, and mitigations against these.

## ***Background***

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.

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 estimated part-year saving of £100k in 2024/2025, with a full year effect of around £400k per annum after re-provisioning 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.

This report follows the decision of the Executive Board in December 2023 to begin a period of statutory consultation on these proposals.

## **Section Two – Methodology and Process**

### ***Consultation approval process***

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 service 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.

### **Knowle Manor**

Knowle Manor is a 29 bedded residential home in Morley with 9 people currently living there on a permanent basis (31% occupancy).

The closure of Knowle Manor care home would contribute estimated part-year costs 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.

### ***Consultation – Methodology and Process***

The aim of the detailed consultation on the proposals was to consult with stakeholders and as a priority the residents, their families, and carers.

Staff were also involved at each stage of the process and have been kept informed and supported by senior managers throughout the consultation.

The purpose was to hear people's views about the possible closure of the care home, what the impact of this might be, and how we might reduce that impact as we make our plans.

### **Establishing clear lines of communication**

Letters were sent to all those directly affected on 4<sup>th</sup> December 2023 advising them of the recommendations in the forthcoming Budget Report being presented to the Executive Board in December 2023.

Letters were then sent to all those directly affected on 22<sup>nd</sup> December 2023 advising them of the Executive Board's decision to commence consultation on the future of Knowle Manor long stay residential care home.

A telephone helpline staffed by experienced officers in the Programme Team was made available to provide stakeholders with the appropriate level of information from the beginning of the process. A dedicated email address was also arranged and monitored by the Head of Service.

On 5th January 2024, printed copies of the survey were made available to all those directly affected by the proposal, along with 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.

Throughout this period managers from Adult Social Care held regular meetings with stakeholders to explain plans in more detail, and to respond to any questions.

### **Consultation Methods**

A variety of methods of communication were made available for all people to use during the consultation period. These included writing, email, completing an online survey and by phone.

Links were also provided in the letters and briefs that were issued as described above.

Stakeholders were offered one-to-one meetings to explain the proposal, answer any questions and gather views using the survey questions for consistency.

A relative or friend could be present at the meeting to provide support and for people who are not able to express their views for themselves, or have no relatives or friends to be present, an independent advocate was sought to ensure the individual could be appropriately consulted and their views recorded.

### **Detailed Survey**

As described above, a detailed survey was made available and could be completed via different methods. The purpose of using a survey was to ensure consistency throughout this process.

However, submissions to the consultation could take any form and did not have to be via this method; letters, phone calls and emails were also received and have been considered as part of the consultation process.

The survey uses a mix of a quantitative and qualitative approach and has ratings style questions along with open comment boxes to capture concerns, impact, comments and other ideas or options.

### **Methodology for data collection and analysis.**

#### **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.

**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 and from consultation submissions that did not choose to use the survey format. Comments have been analysed for recurring themes and general trends and categorised under the following headings, used in section 3 of this report:

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

Further detailed comments are summarised and documented in section 4.

### **Equality, Diversity, Cohesion, and Integration (EDCI)**

The proposals are the subject of an EDCI Assessment which has been completed as a parallel process to the consultation.

The EDCI Assessments are 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 summary detail of the consultation submissions.

Further and more detailed information from the feedback and responses from consultation undertaken is contained in section 4.

### **Summary of consultation submissions and engagement activity by stakeholder group**

Overall, there were 392 instances of engagement as part of the consultation process. This included 40 survey responses, 58 emails, 92 letters, 80 phone calls and 52 meetings.

**Table 1: Consultation Submissions / Engagements**

Care Home Knowle Manor Stakeholder Group	Method of Consultation Submission / Engagement									
	Surveys		Emails		Letters		Phone Calls		Petitions	Meetings
	Sent	Completed	Sent	Received	Sent	Received	Outbound	Received		
Resident	21	12			21					15
Relative	21	16	24		1		40			12
Representative							1			
Staff Member	28	12	17		70		39			15
Trade Union			1	3						2
Elected Members			5	8						6
Full Council										2
Totals by Method of Engagement	40		58		92		80			52

Please note:

- Where a field is blank no method of submission / engagement was received or requested.

### **Consultation with Residents, Family / Carers, Representatives**

All residents during the consultation, and their families were contacted and invited to take part in the consultation process. Of the 21 residents which included both those living permanently and residing temporarily in the home, 12 completed a survey. An additional 16 surveys were completed by family members. In some cases, the family members completed the surveys on behalf of relatives, and in other cases, both family members and residents each completed one. An online and paper version

was provided for completion. The survey consultation took place from Monday 8<sup>th</sup> January 2024, and the deadline for responding was Sunday 31<sup>st</sup> March 2024.

All residents and family members were offered support to complete the survey in the form of face-to-face meetings, online meetings, and phone calls. This included 15 meetings which took place with residents, and 12 meetings which took place with relatives. Overall, 28 survey responses were received.

In person group meetings took place and included:

- 06/12/2024 – Residents and their family / carers were invited to meet with the Head of service and Service Delivery Manager.
- 21/12/2023 – Residents and their family / carers were invited to meet with the Head of Service and Service Delivery Manager.
- 04/01/2024 – Residents and their family / carers were invited to meet with the Head of Service and the Service Delivery Manager.

21 letters were distributed in person to every person residing at the home, both permanently and temporarily. As well as one additional letter that was sent to a relative.

As part of the support offered to family members to engage with the consultation, 24 emails were sent out to family members, and 40 phone calls were also made to family members.

### **Consultation with Staff**

Every staff member received at least one letter informing them of the plans regarding the consultation, as well as a copy of the survey form, either online or in paper form. Of the 28 staff members who were engaged with. 20 responses were received, 12 surveys were completed and 8 people declined the opportunity to complete the form.

In addition to that, 17 emails were sent out to staff members, and a total of 70 letters were also sent out at various stages of the consultation to ensure that staff were kept fully informed. 1 staff member was supported by a relative and manager to complete the survey form.

The Principal Service Manager also met with 2 staff members to tentatively look at alternative employment options and met with 8 members of staff 1-1 to provide support.

Management meetings with staff included:

- 04/12/2023 – Staff met with Head of Service, Service Delivery Manager and HR.
- 28/12/2023 – Service Delivery Manager was available to meet with all staff.
- 02/01/2024 – Staff met with Head of Service, Service Delivery Manager, Principal Service Manager and Trade Union Representatives.
- 07/03/2024 – Principal Service Manager held a support meeting for staff.
- 09/04/2024 – Principal Service Manager held a support meeting for staff.

- 08//05/2024 - Staff met with Head of Service, Service Delivery Manager and Trade Unions.

Team meetings with the manager of Knowle Manor were also held:

- 31/01/2024
- 14/02/2024
- 13/03/2024

### **Consultation with Trade Unions**

Consultation with Trade Unions took place as part of the consultation. Emails were exchanged and updates were also provided at service Routine Business Meetings attended by Trade Union representatives.

A further staff meeting took place on Thursday, 7<sup>th</sup> May 2024, attended by Trade Union representatives.

Copies of the same letters that were being sent to staff and residents were shared with Trade Unions.

### **Consultation with Elected Members and MPs**

Elected Members in the affected ward areas received invitations to meet with Directorate Senior Managers to discuss the December 2023 Executive Board proposals, and then again following the Executive Board decision once the call-in period had lapsed.

We are aware two petitions were raised. 1 by Andrea Jenkyns MP and 1 by Cllr Robert Finnigan. However, we have not received any information to confirm the number of signatures received.

### **Consultation at Council Forums including Full Council, Scrutiny Board, Cabinet and Community Committee**

A deputation was submitted on Wednesday 20<sup>th</sup> March 2024, for discussion at a meeting of the Council.

### ***Themes arising from all consultation and engagement activity***

The responses to the consultation via the methods and stakeholder groups described above were detailed and diverse.

The range of engagement methods allowed people to express their views on the proposals and as such responses were gathered, as well as specific questions about the proposals.

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



## **Overall findings relating to the proposals:**

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 did not support 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.

## **People's health and wellbeing**

### Key issues and messages

- Residents, family members and staff are all concerned about the impact of the proposal on people's health and wellbeing. They are concerned about the emotional impact as well as impact on their physical health.
- There is a concern that potentially moving residents away from a place that is familiar, may have negative impact.
- There are concerns regarding the impact the potential plans could cause on residents' mental health. There is a suggestion that the consultation alone has already had a detrimental impact on the health and wellbeing of some residents.
- The care home is referred to by the residents as their home, and that residents view staff and other residents as family.
- Residents are attached to the area and have friends and family nearby. There are concerns if residents are moved further away, visits from family members may be reduced.
- Staff report that they have strong relationships with the residents and worry about the impact of any potential move on their health and wellbeing.
- There are multiple references that family members struggled to settle at Knowle Manor originally, but they are happy there now. Family members do not want residents to go through the same struggle again, with no certainty that they will settle in a new environment.

### Our response

Full Equality, diversity, cohesion, and integration (EDCI) impact assessments have been carried out as part of the consultation process. This focuses on the potential impacts to people using the service and their families/carers. This impact assessment is included along with the report to July's Executive Board.

If a decision is made to close Knowle Manor, 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. This will be done within a timescale which will minimise the disruption and discomfort for those affected. The continued wellbeing of people who will have moved into new services would be monitored by 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.

Where a resident cannot 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. Resident's will also be supplied with the Care Guarantee clearly stating theirs and their carer's rights.

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.

## **Quality**

### Key issues and messages

- Residents and families speak very highly of staff and the care they provide.
- Residents report that they feel safe at Knowle Manor.
- There is the suggestion that the quality of care at Knowle Manor is higher than it would be elsewhere.
- Residents report that staff are kind and caring, understand their needs and have positive relationships with both residents and relatives.
- The conditions and environment at the care home is suggested to be very positive.
- The feedback suggests that Knowle Manor is an excellent care home, the staff are great, and provide high quality care to residents.

- There is a suggestion that the care home is among the best in Leeds in terms of quality and should stay open for that reason.

### Our response

#### Quality of Care

The high quality of care and support provided at Knowle Manor is recognised and acknowledged.

#### Quality of alternative long stay residential care provision

The need for residential homes is decreasing within Leeds and where this resource is required to meet people's needs, there is a well-developed independent sector care home market.

Leeds currently has 51 older people's residential and nursing care homes rated good or outstanding by the Care Quality Commission, in the independent sector, with over 2500 beds in these homes.

If a recommendation for closing Knowle Manor was made and approved, no-one will have their care taken away or their level of support reduced.

#### Quality of the care home market

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. A considerable number of these homes also have a service contract with the Council and are therefore subject to the Council's monitoring provisions in addition to CQC inspections.

Adults and Health also have a Care Quality Team which provides proactive and targeted support to regulated care providers in the city, whether or not they hold a contract with the Council, to assist in improving and maintaining quality services.

In addition to the contract monitoring teams in Adults and Health, the Integrated Care Board also have quality officers to assist the care homes in ensuring clinical aspects of care are being met.

Quality improvements are also further supported through Commissioning for Quality and improvement (CQUINs) built into contracts and monitored as part of that process, which helps to further incentivise defined improvements.

## **Finance**

### Key issues and messages

- Financially it would be counterproductive to close Knowle Manor due to the need in the community and the negative impact it would have on the health of current residents who's care needs would increase as a result.

- There are concerns that if Council owned homes continue to be closed, the alternative options would be more expensive, and people may not be able to afford to pay higher fees.
- There are concerns about the cost of private care homes.
- There are concerns that the funding will not be there to support the alternative forms of care needed if the care home is closed.
- Questions have been raised over the money spent on refurbishment if the care home could potentially be closed.
- Concerns over loss of income and ability to find employment elsewhere
- There is a suggestion that the Council need to manage their current budget more effectively and be less wasteful with funds.

### Our Response

#### Cost of alternative provision

The Council is committed to ensure that no individual is disadvantaged because of the proposals. The Care Guarantee would 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). Carers / family members will be involved in the assessment and transfer process including the choice of an alternative provision.

#### Impact on staff jobs

As outlined above, the high quality of care and support provided at Knowle Manor is recognised and acknowledged. It is the staff group that has helped the homes gain their good ratings and we hope to retain the staff and redeploy them into other council services, so their good practice is retained.

There is currently a total of 23 Adult Social Care (ASC) and 7 Civic Enterprise Leeds (CEL) staff employed affected by the proposals at time of writing. Ongoing engagement is taking place with staff and HR regarding potential opportunities for all staff, if they are affected by any of the proposals. The Directorate will also work with all affected staff to identify development and training opportunities which could assist staff to move into new or alternative roles within the Authority.

Continued formal consultation will take place under Employment Legislation with Trade Unions and staff and support would be provided for staff throughout the decommissioning process including identifying any opportunities for employment

within the Council. It is hoped that this work will significantly minimise the risks to staff in terms of compulsory redundancy.

The programme will work closely with Trade Unions to ensure employee matters are given high priority and regular meetings with trade unions have and will continue to take place. 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.

## **Locality**

### Key issues and messages

- Knowle Manor is viewed as a key asset to the area and would be detrimental to the local community if it closes.
- Local people rely on it as source of quality residential care as people get older.
- Local MP and Cllr are campaigning to keep the care home open.
- Respondents report how important it is to have such high-quality provision, so close by.
- Concerns over transport links and future accessibility to a new care home.

### Our Response

#### Alternative Provision

As detailed in the Better Lives Strategy we know from our discussions that many older people want a wider choice of accommodation and support options with, as much as possible, support being delivered in their own homes or in care environments like extra care housing. Leeds currently has 51 older people's residential and nursing care homes rated good or outstanding by the Care Quality Commission, in the independent sector, with over 2500 beds in these homes.

It is equally important that we make sure our services can still meet the city's changing requirements for care, with more people living independently for longer and a rising number of people needing specialist care, such as those who develop dementia.

Adult Social Care is therefore continuing to invest in the development of extra care accommodation and as outlined above, to work with NHS partners to model service developments to support people with dementia and complex needs.

#### Management of Buildings

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.

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.

## **Strategic**

### Key issues and messages

- Stakeholders report that they understand the context of the proposal, and why savings need to be made, but also disagree that closing the care home is the solution.
- There is a suggestion that the occupancy figures reported by the Council are not accurate and are misleading. For example, short term residents are not included in the figures.
- There is a suggestion that the statement being made about less people choosing to stay in Care Homes, is inaccurate.
- A suggestion that this approach to cost saving is having the biggest impact on the most vulnerable people in society, and instead they should be the ones most protected.
- Suggestion that it would cause more work and cost more money to rehome than it would to keep the care home open.
- Make the savings elsewhere and through services that do not impact as much on people's lives.

### Our Response

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 the care home is principally based upon insufficient demand for residential beds and the associated financial unviability of the service. Therefore, there are no concerns around adequate alternative provision being available across the city.

The requirement of the Council to respond to the financial challenges, along with the legal requirement of the Council 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 for both the reputation of the authority and to meet its ambition to be financially resilient and sustainable, that the Council delivers financially viable services offering value for money within its spending of the Leeds pound.

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.

## **Methodology**

### Key issues and messages

- There is a concern there won't be enough jobs for care home staff to go to, due to the number of care homes that remain open after previous closures.
- Ensure that all stakeholders are included in all future discussions and plans.
- Keep people informed and allow them enough time to make alternative arrangements if needed.

### Our Response

The consultation included people who live at Knowle Manor and 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. 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. Knowle Manor has a number of people who are currently residing in the care homes on a temporary basis. These people were also included within the consultation.

For affected staff, one to one support meetings were offered, with trade union representatives invited where requested. HR advice was also available. Consultation

progress updates were also provided at Routine Business Meetings held with Trade Union colleagues.

Staff affected by the proposals and will be supported through the MSR Policy.

There are staffing vacancies within the Care Delivery Service. The Directorate will also work with all affected staff to identify development and training opportunities which could assist staff to move into new or alternative roles within the authority.

Continued formal consultation will take place under Employment Legislation with Trade Unions and staff and support would be provided for staff throughout the decommissioning process including identifying any opportunities for employment within the Council. It is hoped that this work will significantly minimise the risks to staff in terms of compulsory redundancy.

## ***Suggested Mitigations***

### Key issues and messages

- Reassure staff that they will be supported into new jobs.
- Keep the home open and fill the vacant rooms.
- Undertake the refurb and keep the home open.
- Keep residents nearby if they must be moved.
- Ensure the same quality and level of care will be provided if they must move elsewhere.

### Our Response

- As stated above, staff will be supported through the MSR policy which includes supporting staff into other roles.
- The low number of residents in the care home is an ongoing issue, and demand remains low.
- The cost of refurbishing the building to the standard required would be unviable in the current financial challenge.
- Residents will be supported through individual assessments to remain close to the location if that is their wish and would only be moved to Leeds City Council approved framework providers.

## **Section Four – detailed consultation findings relating to the proposal for the 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 and the local community. The questions highlighted are taken directly from the survey 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.

All questions were optional, so some people chose not to complete every question.

There were also some people who did not complete the questionnaire, with a variety of reasons for non-completion (e.g. 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.

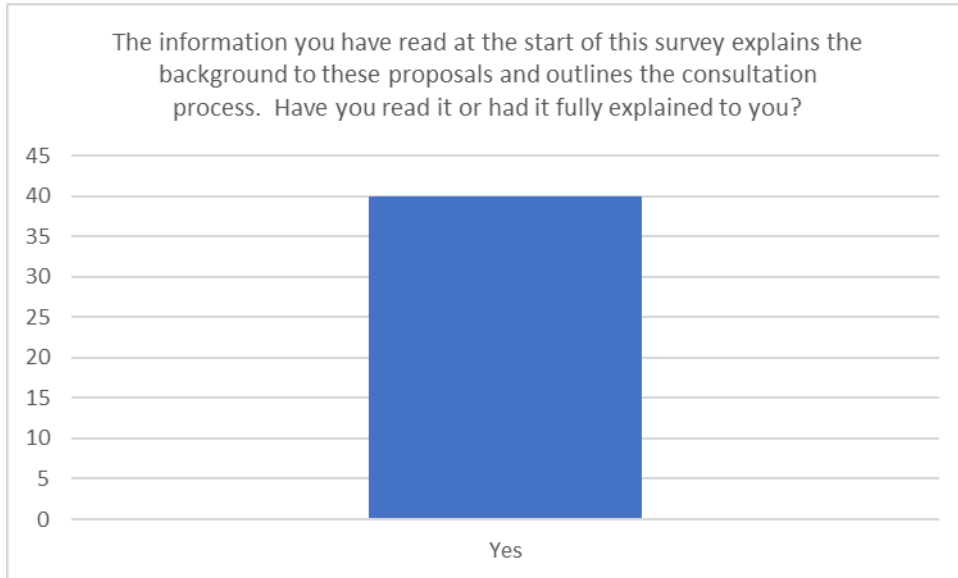
Where names, ages or relationships were used in the comments these have been redacted to comply with data protection requirements.

## **4a) Consultation Survey Questionnaire Detailed Responses**

Please note any personally identifiable information such as names, relationships and ages have been redacted.

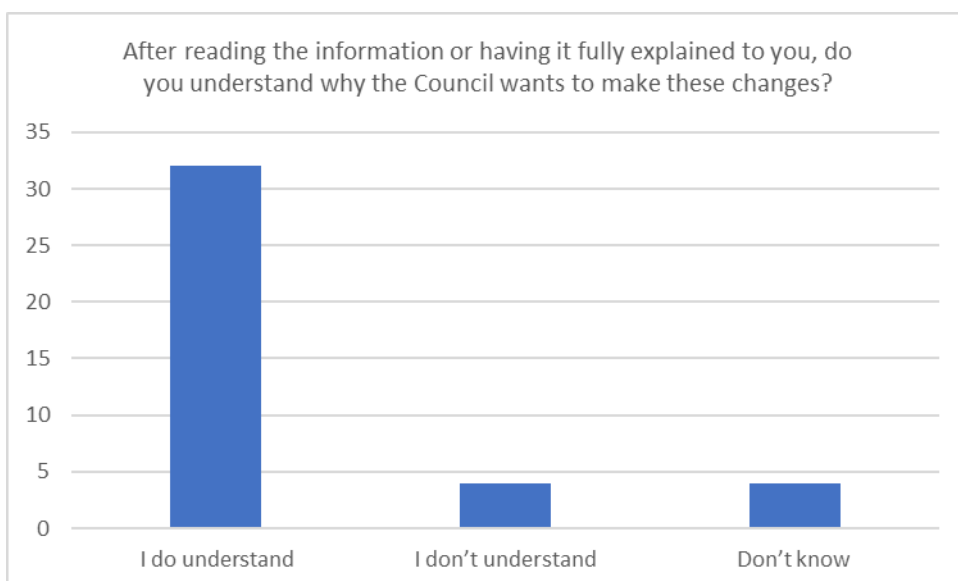
**Knowle Manor General Public Consultation, 8<sup>th</sup> January 2024 to 31<sup>st</sup> March 2024 Survey Results (40 Responses)**

**Knowle Manor Consultation – Analysis**



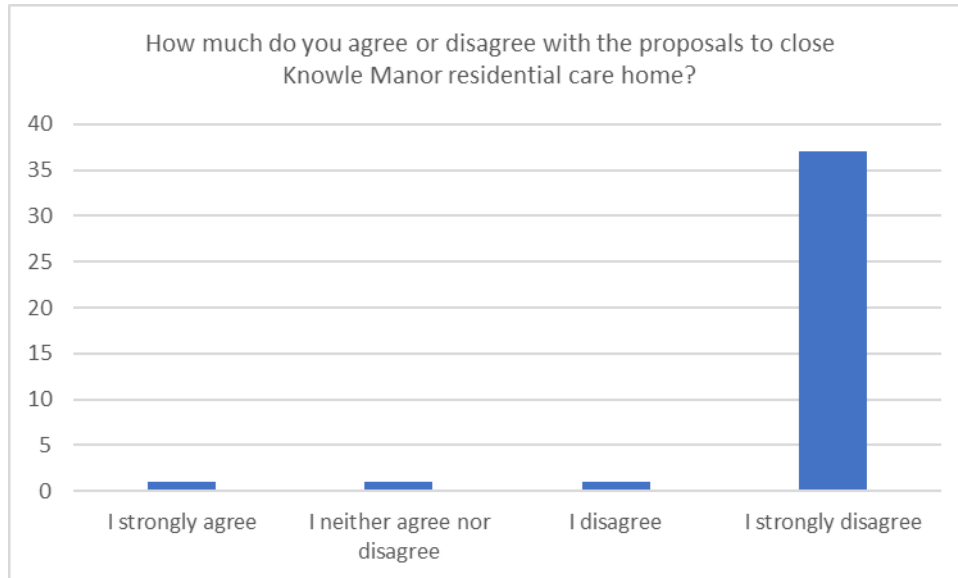
**The information you have read at the start of this survey explains the background to these proposals and outlines the consultation process. Have you read it or had it fully explained to you?**

Yes	No
40	0



**After reading the information or having it fully explained to you, do you understand why the Council wants to make these changes?**

I do understand	I don't understand	Don't know
32	4	4



**How much do you agree or disagree with the proposals to close Knowle Manor residential care home?**

I strongly agree	I agree	I neither agree nor disagree	I disagree	I strongly disagree
1	0	1	1	37

**Please tell us the reason for your answer (Themes)**

- Impact on residents health and wellbeing
- Impact on care home staff
- Stress and mental health
- Excellent care home/Very good staff
- Finance
- Care homes underused/More homes required
- Access/location of home
- Residents need a care facility

**Q11. Please tell us the reason for your answer.**

After Siegen Manor was closed down a few years ago, I feel Knowle Manor is the only LCC home left in Morley. I feel it will have a huge impact in the lives of the residents who have been here for a long time if it eventually closes.

I have worked in this home for 12 years as agency then managed to secure a temporary contract in September 2022 to continue working at the home till now. The home is like my 2nd home and I have a close relationship with residents and staff, I have very good memories with the current staff and residents and not forgetting retired staff and residents that have moved on to other homes and those who have passed on. We are like a family. It would be a shame if the home close as this will affect the residents' health as I believe this will lead to the deterioration of their health and mental state as the thought of the closure is very stressful and daunting to all

My [REDACTED] is a resident at Knowle Manor, is partially sighted, [REDACTED], is very settled there and to move her would be terrible.

Knowle Manor is one of the best care homes I have ever seen, its clean, light and airy and has several rooms as well as a conservatory that the residents can use. A great dining area and has very good staff that run the place extremely well.

MORLEY WOULD BE LOSING A SIGNIFICANT ASSETT..FOR THE PEOPLE..EVERYBODY GETS OLD AND REQUIRES PLACES LIKE THESE ..IN THE LATER YEARS ..INCLUDING THE PEOPLE WANTING TO MAKE THESE CUTS..SURELY MONEY CAN BE SAVED IN OTHER LESS IMPORTANT AREAS... PEOPLE MUST COME FIRST

My [REDACTED] is extremely dependant on the care given at Knowle manor

My [REDACTED], who is [REDACTED] this year and has just spent 2 very happy years in this home. She spent several years in her own home before this, really looking back now, struggling to manage. This home is like a big happy family where the staff are amazing. I don't want my [REDACTED] to be uprooted at nearly [REDACTED]. The building maybe could be modernised, but it is a grand building and another building will just have it's good points and bad points.

More and more council run homes are closing down being replaced by private homes costing an absolute fortune. Who is going to pay the extortionate top up fees that families of loved ones cannot afford to pay. Disruptions to the residents will have serious consequences.

My [REDACTED] was cared for so well by [REDACTED] and her wonderful team - they made the last years of her life so very happy - they transformed her from a sad lonely lady to a very happy one - through ultra professional care, kindness and "realising her needs and personality- they worked so well with me, supporting me to help her. Leeds has an utter jewel of a care home here - not all of them are - but this is the best of the best and this perfect place should be an example to all

With all the money that the council wastes, it could be put back into the care system. My [REDACTED] likes it so much in the home - they're nice friendly people - same faces, lot of trust. It's like a little family in there. If he moves, it could be less care. Here it's the same faces all the time. A lot of privately owned homes, it's agency staff - I'd be worried they wouldn't care the same as Knowle Manor staff.

I think some of the information in this document is very misleading as the figures presented, 29 bed and 15 residents is not true and suggests the care home is only partly used. My [REDACTED] is not included in this figure, still temporary status but has been there over a year. There are others like [REDACTED] and there are short term residents coming and going all the time, so not as under used as the figures suggest. The other thing I don't understand is, if so many people are choosing alternative care outside the care home system and care homes are now underused why do we still have bed blocking in Hospitals. The aged population is only going

to grow as we go through the boomer generations and there will be many more people not able to look after themselves, particularly as families are more widely spread and not able to offer assistance. I would have thought we would need more homes not less, plus other alternatives which will only be suitable for some. My concern is that people will be pushed into alternatives in the community when the care is not there and neither is the funding to support this. Knowle Manor is a much valued care home.

We have worked hard as a team to support and care for these vulnerable residents most of which call us their family it is devastating to think that they may lose their home it makes me feel that we have betrayed their trust at their most vulnerable time of their lives having difficult conversation we ask them their advanced wishes most of which are to end their days at Knowle Manor where they feel safe and looked after. As soon as the residents knew the future of the home was at threat, we have had so many falls we have had 4 deaths and people who have had previous mental health issues have started to spiral it is heart-breaking .

Question After reading the information or having it fully explained to you, do you understand why the Council wants to make these changes? - Lack of finance. It's a home I've grown comfortable with and it's the same for a lot of people here. It's accessible for my [REDACTED] to get here, it's got good staff, they are friendly and happy with their job. I have stayed in another home which was large and impersonal. This home is cosy/friendly.

This home has kept [REDACTED] well - the staff go the extra mile. [REDACTED] came in temporary - she wanted the same person coming in and couldn't have that at home but wasn't safe at home. She surprised us by saying she wanted to stay. It's outstanding - she loves the food, her room is lovely, the staff are caring. She is [REDACTED] and I don't think she would survive a move. It's like home from home to her. My [REDACTED] was in a home and I didn't rate it at all. This home is outstanding and should have money spent on it, not close it.

I've been here for about 4 and a half years (and before that I was here for a year and a half). It's my home. There are more residents than stated here. I'm happy here. I know the area. This is my home, I grew up here and my children grew up here.

I'm frightened. Here they help me with everything - they cut any food up and help me to get where I want to be because of my sight. I couldn't manage without them. This August, I'll be [REDACTED]. There's another lady who is [REDACTED] today. The staff do a lovely celebration for everyone. Knowing that there's such wonderful staff and the office will help you with any problem makes you more light-hearted. Because of my sight getting worse, I know the place like the back of my hand. I'd be scared somewhere new. As you get much older, change is much harder. The staff are like family and why change what's marvellous? The thought of moving is terrible. The manager says don't worry about anything.

It's doing a lot of good for a lot of people who are passing through like me. What happens to me is not unusual and I would have had nowhere to go and would still be in hospital. You can live like you do at home (or as near as you can while you're here). They encourage you to do that. The food and the care are good, and staff are friendly.

Some people don't have anywhere else to go. The Council is just transferring from one care home to another. My [REDACTED] sees other people and is not as isolated in the care home at Knowle Manor. My [REDACTED] is always talking about other people that she has been talking to through the day.

I lived by myself and my [REDACTED] did everything for me. At Knowle Manor the people are fantastic – everybody is so kind. I feel 10x safer here than I did at home. It would be a shame to close this place down. It's like my own home and I've only been here since October. If you're in a flat, no-one sees you once you shut the door. The meals are beautiful.

Question – do you like living here? It's alright. [REDACTED] explains that [REDACTED] has been upset since hearing about the proposed closure. She has no other family and is cared for by the home's staff team.

[REDACTED] says 'it's really lovely. The staff can't do enough for you'. The staff are so lovely, they know about the residents and family. They go above and beyond and care and keep people well. They're very experienced and know what to look out for. I've had to fight for her to come back here from hospital each time. It's very important to have people who care and know what they're doing when you've got a poorly mum. They're very proactive. She's been in another local home and it wasn't as good. You can't compare the two.

Why did the Council mention to the care home that they were refurbishing. They asked for residents input regarding colours/flooring/decoration etc. Where's the budget now? It is a disgrace leading the residents/family/care home staff on. How would you feel if this was your family member - utterly disgraceful. Residents in the care home that do not have family/friends/neighbours to visit - the care home staff are their family. The residents have made friends in the care home. It's also their home - just like LCC are evicting them from their home, what it is doing to their mental health! their feelings. It's somewhere safe for them to be and looked after by good carers. More residents have started staying in their rooms. More morale is definitely going downhill. For the residents/family to have to go through the whole process trusting another 'potential' care home to look after them is sole destroying for me. I am sure it will have a detrimental effect on the residents. Another care home may not be near for their family to visit or a bus/train route, they may not even drive. Near shops & amenities. Families have to fight for the residents. Carers treat them like their family. It's been a hub between leaving the hospital and going home or on to further care, in a good location. The town of Morley needs this in the area, it is part of Morley. Part of the refurb was a pathway to the park, yet another thing that's not going to happen. Some residents have previously worked for LCC, a nice way to treat ex-employees. More care home staff off ill - it's totally affected them. There is a petition with over 2000 signatures on to keep the care home open. That's amazing. It's been on the local radio and calendar, who support also. The Morley local councillor is fighting for the care home to stay open and social media.

[REDACTED] - I have looked around different homes, and this is immaculate. [REDACTED] - It's like family, they all look after each other. They do activities, my [REDACTED] as never done this, but he's changed. It has fetched him out of what he was like, he was on his own. He lived in [REDACTED] and a flat in [REDACTED]. He never went out he wanted to be near us. We visit twice a week. He had long standing mental health problems. If he had to move, he would never get over it. [REDACTED] is very happy and content and doesn't want to go back home or move. This is a brilliant place, I can't find





( ) Why did the council ask in the Autumn about refurbishment? Where has the money gone in that time? It's despicable that they are doing it. - I'm sure if it was your family you wouldn't be doing it. There are people from s to and the effect on them must be so bad. The staff are their families, for some of them. came from hospital to here - she is somewhere safe. I know she is well looked after. It's local to where lived and to me. It's got good road links.

I like coming to work and helping to look after residents that are happy and it is their home. I would really struggle with change as I need structure and I am supported with this. It makes me feel upset.

This and two other residential homes are only the last council homes. I think this home should be kept open not only for the staff to keep their jobs, but most importantly for the residents. As this is their home! They are really happy here, and settled if they move elsewhere I think they would not be happy and their health would decline. As I know this has happened in all the council homes I worked in that have closed.

Although you say we only have 15 permanent residents, we often take in people from hospital. Waiting care packages or waiting for new homes. I cannot see why this cannot continue to liaise with hospitals and use it as a hub like Dolphin is getting repurposed but keep the residential we have. Some of them don't have family at all and we are there one constant and family.

If you close us many will be very unsettled and will ultimately pass away. We have experienced this in the past. I am sure the council can make savings elsewhere without putting frail residents at risk by closure.

The care that is provided in this home is the best in the City and creates a homely environment for our residents and family and the closures will break up friendship groups formed between residents and increase stress and anxiety and leads to deterioration in their health. Also there is a degree on the issue of financial savings as Leeds City Council would only have one residential care home left and leave them extremely vulnerable to the private sector and then increase their costs.

I am strongly against the closure of Knowle Manor residential home as are the majority of Morley people who have relatives living there at present and in the past. Newspapers declared the home inadequate for future care although we were down for refurbishment in September 2023. for me this is simply not the case. It is all down to saving money and as usual the elderly are being targeted. The residents at Knowle Manor have already given up their homes once to come and live at Knowle Manor and are now to be moved elsewhere. I can only imagine how upsetting this is for them and their families at their time in life. Morley needs a council run care home and deserves to be cared and respected in an environment that they are used to.

The reason for my answer is the impact that the closure would have on the residents. All the residents see Knowle Manor as their home and are deeply upset and disturbed surrounding the proposals to close their home. This is having a daily impact on their well being regarding all the uncertainty surrounding the loss of their home and to lose friends and members of staff who they depend on and rely on a daily basis.

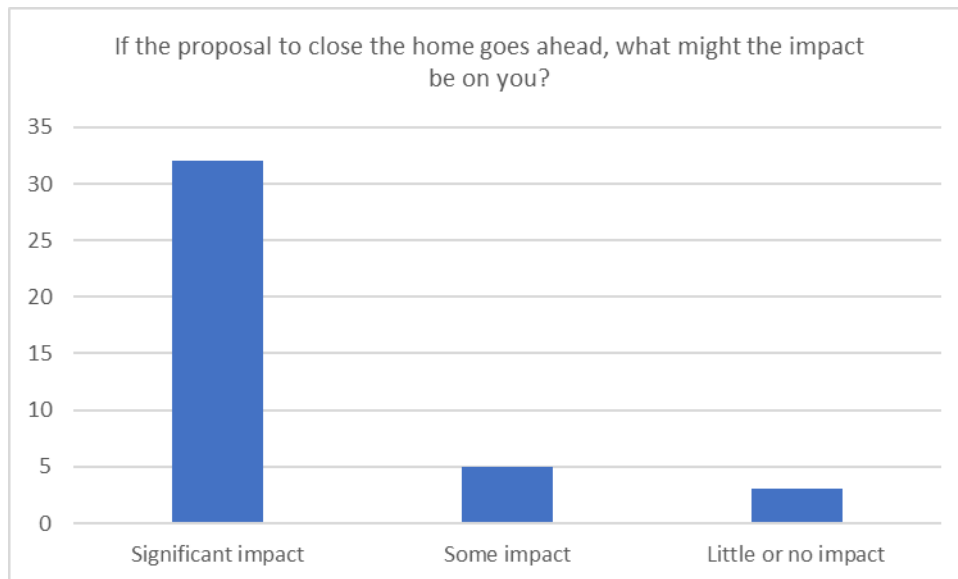
I strongly disagree with the proposals to close Knowle Manor. It's a lovely home in the heart of the community. Our residents are happy, feel safe and well looked after. Feedback from professionals who visit the home always comment on how homely it feels, everyone seems happy, staff always helpful. I find it appalling that



residents will be made to leave their home and this has already had an impact on their health and wellbeing.

Thinking about the residents, they have told staff they don't want to move and at their ages they thought they were settled. Been through it before and the residents pass away when they are moved.

It will have an impact on residents as change is hard in old age. Is there enough places for elderly in the future. Staff are uncertain in the future.



**If the proposal to close the home goes ahead, what might the impact be on you?**

Significant impact	Some impact	Little or no impact
32	5	3

**Please tell us the reason for your answer (Themes)**

- Financial instability
- job loss/security
- Stress and mental health
- Residents don't want to move - Worry about alternatives
- Familiarity and with staff/good quality of care
- Location – accessible to family and friends
- Impact on physical health and personal care

**Please tell us the reason for your answer.**

With no 100% guarantee of another place for us to work after it closes, the prospect of getting a better place to work is very slim and that would in turn affect us financially as a family with payment of bills.

I would lose my job and this will affect me financially and the thought of looking for another job is very stressful.

I know we have been told that we will be deployed to other jobs I am worried that there is a possibility that jobs wont be enough for all of us as there is only few council homes that are open at this present time

As above it would have significant impact to move my [REDACTED] at [REDACTED] years old who is partially sighted and loosing mobility. The actual move would be very traumatic. She loves the staff at Knowle Manor, they are amazing and has friends there.

My [REDACTED] was born and bred in Morley and has been in the care of Knowle Manor for the last 7 years after suffering a stroke , she is nearly [REDACTED] years old and we feel moving her at this age would have a great impact on her mental health and physical health.

SOME IMPACT IF [REDACTED] IS STILL RESIDING THERE ALTHOUGH SOMEONES [REDACTED] WILL BE THERE SO THIS QUESTION ISNT RELEVANT REALLY OLD PEOPLE NEED REFUGE AND CARE

My [REDACTED] mental health would suffer greatly

Because it is a worry for us all. We are a close and caring for one another family and she has always been a very good [REDACTED] to me and all my family and we do worry about her welfare and happiness.

For myself not a great impact as I drive so can always get to see my loved one. But the impact on my relative will be massive. Older people like stability and any changes to their every day life can lead to serious health issues and confusion.

My [REDACTED] has died recently - she was very sad when she heard KM might be closing - she tried to pretend it wasn't happening and that it would go away - I would be very sad that [REDACTED] and her teams work was all in vain - this is the best in Leeds and needs to stay open for future residents

Because it's so local, it's the ideal place for my [REDACTED] and for family to visit as often as we can and want to— I'd worry about where he would be placed and how that would affect how often we visit (depending on where it is). It would have an impact on my family, as we would want to check how he is being looked after – depending on where he is, that would add to family stress.

I think [REDACTED] would be upset because he likes it there so much. He already had a hard time adapting to new people and he likes routine and relies on the staff for all his social interaction – he isn't very sociable with other people but he is with the staff.

As a relative ([REDACTED]) I am concerned about the accessibility of any future care home. I do not have my own transport and rely on trains/buses. It's important that public transport links exist and the service is fairly frequent, particularly at weekends (I live in [REDACTED]).

I am also concerned at the impact on my [REDACTED] as she does take some time to settle in new settings, is a somewhat anxious mixer who would prefer to be around some familiar faces. She is happy with the set up at Knowle Manor as it is small, friendly and welcoming and she is not just a number.

As I said above this is effecting some of the most vulnerable people in our society that deserve better. They should be able to spend the time they have left with people who support and care for them. Also have access to the same level of healthcare that they are used to. The staff are finding it very difficult seeing the impact the threat of closure is having on them not to mention the uncertainty for them too.

Going into another unfamiliar setting and knowing that other homes are not as good as here. We've spoken to other people and they have all said they are large and impersonal - they are big business just interested in investment. They don't see the people at all. I have to take lots of medication for Parkinson's I'm more stable now (I wouldn't given them properly in a bigger place they would think "what's she fussing about?"). The staff here know me very well and know about my condition. It's easy to get forgotten about in a bigger place.

I don't know if she would survive a move, where would she go? Would she like it? I always have peace of mind because I know the staff look after her and keep me updated even when I can't visit. I am my [REDACTED] full time carer and [REDACTED] doesn't have any other immediate family. I enjoy coming here and seeing her happy. She needs the same level of care for the same cost because she has no money left. She's been here about 3 years and she's so comfortable - she enjoys every day. Staff go the extra mile - they get her everything she needs.

I was born in Morley and came back to Morley and I've lived here ever since. I don't want to leave Morley ever. I had a house just down the road and it's been sold now. I would need to find another home in Morley with the same help. The staff know me really well and they know what I like to do and how to help me and what my routines are. There are times when I get fed up and the staff here know me well enough to help me when I'm in one of those bad moods.

I've been told from the word go that I should feel like this is my home. I've given up my home because I couldn't cope and now I'm being told to give my home up when I can cope really well, with help. My [REDACTED] comes up from [REDACTED] every month, she doesn't want to travel far when she gets here. I've lived in Leeds all my life. I have visitors and people that I worked with who came and visit.

If it was at the moment, I don't know what would happen to me. I'm here temporarily but the others here have nowhere to go. It would have a big impact on people who live her permanently.

She is settled at Knowle Manor. Moving her at her age is very unsettling - when you get old, any change causes anxiety. That's not a good thing for health and mental health. It's much more difficult to adapt to when you're older. [REDACTED] has medical issues and the staff team are very familiar with her and they know her well and I don't know how new staff would manage. When she went to Spring Gardens, she worried about everything and it made it difficult for staff to care for her. When she moved to Knowle Manor she had to go through all that again and that would be difficult to repeat.

I'd be absolutely devastated. It's harder to move when you're my age ([REDACTED]). One day it may happen to you. I want you to think what would happen to you if you were in my shoes. I don't smoke and I don't drink but I think this would have an effect on my health. I really do.

They all want it to stop open. I'd be disappointed or sad – one or the other. It's important for [REDACTED] to have people she knows and who support her around her. She came to Knowle Manor 5 years ago with her partner who sadly died and the staff team supported her. She has close friends here and is familiar with her surroundings. It took a long time for [REDACTED] to get used to managing in this environment. She has a very close connection with her key worker and losing that would have a big impact on her too.

My [REDACTED] lives nearby and I live here too. We needed something nearby. It gives me peace of mind (I work and I'm a single parent and my [REDACTED] main carer) that I can leave her with them and know she's alright and they'll call me when they need to. [REDACTED] has agreed to come to Knowle Manor because she feels comfortable and it's like home. [REDACTED] wouldn't want to go anywhere else and that would add to carer stress if I have to look after her when she's not well. She's been here 3 times in the last year.

Residents would have to go through the whole process again with goodness knows what affect it will have on residents/family/staff of the care home. All the social workers etc who will have extra work load to deal with the whole situation and the extra cost of this. I feel extremely anxious (of which I suffer with mental health issues) at the possibility of my mum moving if the preposterous situation goes ahead.

[REDACTED] was in hospital for a long time because of his mental health. We have been very stressed with having to deal with power of attorney. This will add to our stress. [REDACTED] joins in and plays dominoes and we are welcomed. They have encouraged him to have his music and DVD's.

The staff know [REDACTED] very well, they notice any slight change and encourage residents to be together. - Not just sit in his room as this would affect his mental health. If we couldn't get anywhere for him and the home had to shut we would be worried about what to do.

[REDACTED] - I have my own mental health support needs and I have arthritis so it would affect me too with the worry.

We moved to be near her. She's already confused and needs people she knows - she needs stability and continuity. The staff know what she's like and how to handle her. It's hard to know what the impact would be without knowing where she would need to go.

[REDACTED] has a couple of friends who come to visit her - will she find herself isolated? Will she have to stop going to the lunch club? There will be more stress and worry for the family. [REDACTED] would find it difficult to communicate with other people (her memory, her mood changes and how she speaks, as well as being hard of hearing). It will have an impact on her mental health, social wellbeing and welfare.

I don't want to move. I've had a lot - back and forth from hospital and lots of health issues but now I'm settled. I think the council closing the home would have an impact on my health.

We visit [REDACTED] every couple of days and other family visit as well. If it does close this may not be possible, depending on where he is moved to. He definitely required 24 hour care and is not safe to look after himself as he is partially blind, very unsure on his feet and lost the use of his left hand, so, therefore he relies on the staff to help him with everything such as washing, dressing, toileting, cutting things up at meal times and generally everything where he needs to move.

They are sending me to assisted living with care.

Because I'm going back to my house but it will have a big impact on the people who live here permanently. The staff know exactly what they need and look after them really well.

I would be worried - I'm by myself. Where do I go? How can I live? Because I'm blind I can't go anywhere on my own. I need help. I worry about the change and moving.

I feel looked after here. I am anxious and worry about change. I'm [REDACTED] and don't want to keep moving. I want to know I will be looked after by people in the same way.

( [REDACTED] ) [REDACTED] would have to go through the process of getting to know new staff and I'll feel like I want to go every single day to make sure she is ok. It will have a terrible effect on me and [REDACTED]. It will effect her routine. The staff, wherever she goes will have to get to know her. There would also be an impact on the other residents.

I would struggle to find another job suitable with my needs as I have learning difficulties. I have worked here 23 years; I enjoy it very much.

I have been working for the council for 15 and a half years employed in many different residential homes, working in the kitchen. Each one of these homes, three in total have been shut due to closure. I have met many and been friendly with the residents. So when the homes have closed it has been sad and I have felt quite upset, as I know I won't be seeing them again.

I now work in the kitchen in Knowle Manor, I have been here two and a half years now which I feel I am quite settled working here. I moved from Homelea House residential home in Rothwell as that was closed this position at Knowle Manor was the only vacancy in a care home that I could get a job at as there wasn't enough hours at Dolphin Manor for me which is only 5 minutes walk from my house. I am extremely worried about the closure of Knowle Manor, as there was only this position for myself. So I am really quite stressed and have bad anxiety about the home up for closure.

I know I probably will be deployed but it may be on a different contract. I may loose hours there or loose pay (we are in a cost of living crisis).

It would affect mine and my families financial income e.g. it could lead to redundancy or move to another post with potential loss of financial earnings or post I am not happy in or too far to travel.

All this will cause me stress and anxiety causing increased potential health problems as I have previously had time off with depression and still receiving medication for this.

At the age of [REDACTED], having 17 years service and will reach retirement age in November this year, the loss of my wage will have an impact on me. It will not be easy finding another job. Leeds City Council are supposed to have a no redundancy policy. I have asked for voluntary leavers initiative. I work for CEL Cleaning Services. At a previous meeting with them they offered employment in refuse collection or litter picking in Leeds. Both are unacceptable.

The team worked continuously throughout the pandemic even though this had an impact on their mental health. We now feel that we are not valued, due to more responsibility within our roles, multi-tasking, now administering meds on a daily basis and more clinical duties which has required more training. This would mean may be a different role for staff and starting over again regarding this.

It would have a significant impact on me. I have worked at Knowle Manor for 24 years and love my job. It's my second home and residents are my extended family. I am nearly [REDACTED] years old. I suffer with anxiety and stress so moving jobs is not an option for me. It would have a big impact on my mental health so I would like to be considered for redundancy. I also support and look after my husband who has a disability and a long term illness and my [REDACTED] year old [REDACTED] lives with us who I also

support. I work part time at Knowle Manor. I took flexible retirement 2 years ago which enables me to manage a better work and life balance.

At my age having to start all over again and meeting new staff. I am all trained up to do meds within my job role but due to closure may be could mean different training regarding my med role leading to extra stress on my wellbeing and mental health feeling overwhelmed due to continuously working during Covid.

I will have to work in a school as there is not much else left and I have anxiety with change.

### What could the Council do to reduce the potential impact? (Themes)

- Assurance to staff to transfer elsewhere
- Prevent closure of home – Identify cost savings/ways to keep open
- Costs of rehoming residents
- Impact on health- Stress and mental health
- Keep people informed and involved in discussions
- Support with finance and finding same quality of care

### What could the Council do to reduce the potential impact?

Assurance from the Council that Staff like me will have another place to work.

To keep the home open and fill the vacant rooms with permanent resident

Keep Knowle Manor going, it is a lovely Care Home. Do the amount of refurbishment absolutely necessary. After all I can imagine it would actually cost a lot more money to re-house the residents and pay their costings at a more expensive Home.

By not closing yet another perfectly good care home.

THE ONLY WAY TO REDUCE IMPACT IS NOT TO CLOSE KNOWLE MANOR...OR REDUCE THE CARE LEVEL

Place more finances into social care

Not go ahead with the closure and look at any repairs or modifications that may be needed. Another building will cost a fortune to build from start to finish.

Not close the home for one.

Have a massive re think - they know they have a jewel here - this is NOT the one to close . Work with KM to identity ways to keep the place full and working. The possible closure notice really affected my [REDACTED] mental health - I don't think she would have coped with the huge threatened change

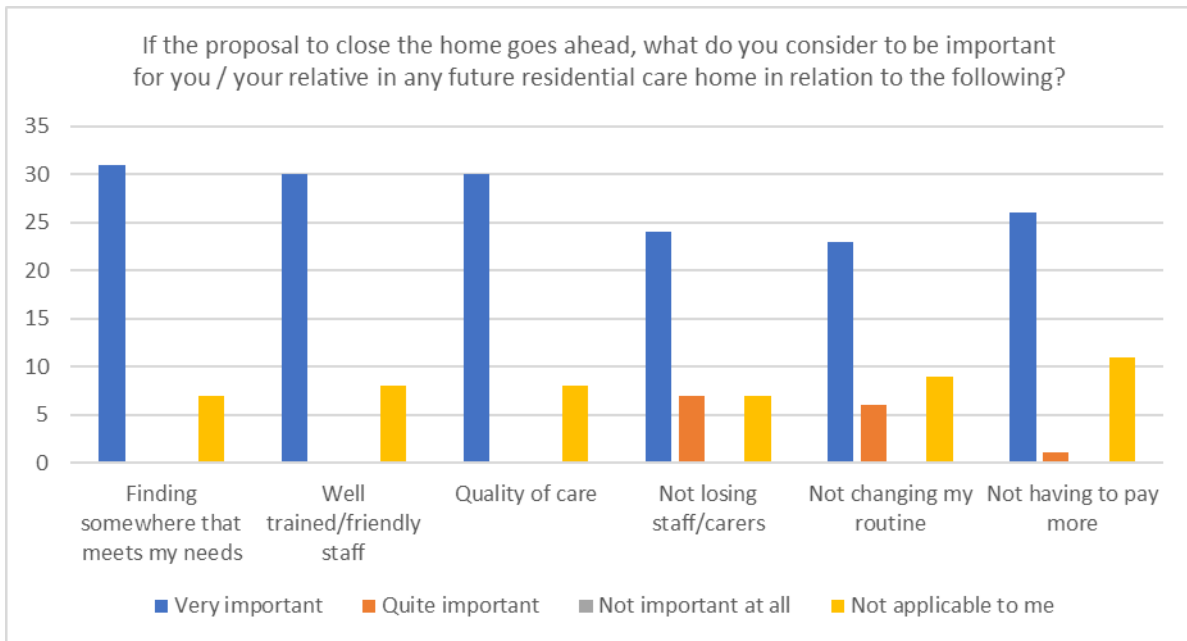
Reconsider and look at something else they could save money on and put money into keeping the care homes. My [REDACTED] can't live independently any more – he can't stand for long or look after himself in his own home. He's had falls and they can act straight away in a care home. A care home is the safest place for him where he can be monitored 24 hours a day. The other care homes are not Council run – they are businesses and you don't get the same care and service nor the same staff.



<p>Ensure that all concerned are included in to any further discussions to avoid unnecessary anxiety. I only found out about this survey yesterday. Details had been sent out, but to my [REDACTED] unmonitored email address. Take on board points raised in question 6 above.</p>
<p>Not close us and find the money from else where also work to our council values by spending money wisely when using contractors and buying resources the contracts give them a licence to print money and it has gone on for far too long. I have brought this up at meetings in the past but it fell on deaf ears.</p>
<p>Take into consideration what I have said. Keep people in the loop. Give us enough time and information to find a suitable alternative if needed.</p>
<p>Keep it open. Give it a good refurb and bring it back to life to make sure it's always full. Listen to people's voices and understand what people want and need.</p>
<p>Don't close the home. I'll be [REDACTED] this year. A lady used to sit opposite me in the lounge and she was [REDACTED]. This is our home.</p>
<p>Keep it open. We think this sort of care is still needed - in other types of care. Nobody gets help all night and whenever you need it - if you have a cut or a bruise, a nurse looks at it almost straight away here.</p>
<p>Stop spending money on other things. People's lives are important.</p>
<p>Keep her access to the Sikh community. Make sure that she is supported and cared for by people who understand her well.</p>
<p>Keep it open – I can't think of anything else.</p>
<p>I think the Council should keep us open.</p>
<p>Keep it open. Make savings elsewhere in less essential services. Don't waste money. We need to keep Council residential homes as long as we can because there's a need for good, well-run affordable care homes. The Council has years of experience in providing care.</p>
<p><b>KEEP THE CARE HOME OPEN.</b> Government given out monies, reduce costs elsewhere.</p>
<p>Keep it open. Find somewhere with all the same support and facilities near family.</p>
<p>Don't close. Make sure she is near by if she does have to move. Make sure she has the same care and is as comfortable as possible.</p>
<p>Don't close the home and let me stay here. Where am I going to get a better place than this?</p>
<p>Don't close Knowle Manor. This is their safe place and the residents at their age do not deserve or need the upheaval of having to move somewhere else. It could be detrimental to their health. the worry, anxiety and uncertainty could have major effects on their health. Funding should not be an issue.</p>
<p>Find money to keep the place open.</p>
<p>See if they can get more money. They need a bigger budget, Wherever people go who can't look after themselves, they will still need funding. Could they get more money from the government, charities? I don't know what budgets the council has,</p>
<p>Make sure I live somewhere I know well, where I can get around with help and the care I need.</p>
<p>Keep this place open.</p>
<p>There will be extra costs from closure (e.g. social work team). The council are putting council tax up, can they spend it on keeping the home open? Use the</p>

money from the Government for the council to keep the home open for the community.
Not close our home.
They could not close the home as there are many elderly people who need care that cannot be provided in their own homes. Private homes, in my opinion do not give the same level of care and tentative care that council homes do. As I have worked in a private BUPA home prior to coming to the council.
Don't close us, that's the best answer. I am happy there and the residents and I know from experience this causes anxiety.
Don't close Knowle Manor and use it as partly residential and respite.
Stop paying sick pay except in extreme circumstances.
To not close Knowle Manor and for it to remain open. To go forward regarding the refurbishment, to make sure that Knowle Manor would be fit for purpose for all the residents who want to remain living here and not have to move on to somewhere new.
Reconsider the proposal to close Knowle Manor.
To stop all the sick pay e.g. 6 months full pay, not to close Knowle Manor, let the residents live their lives there.

**Care and support**



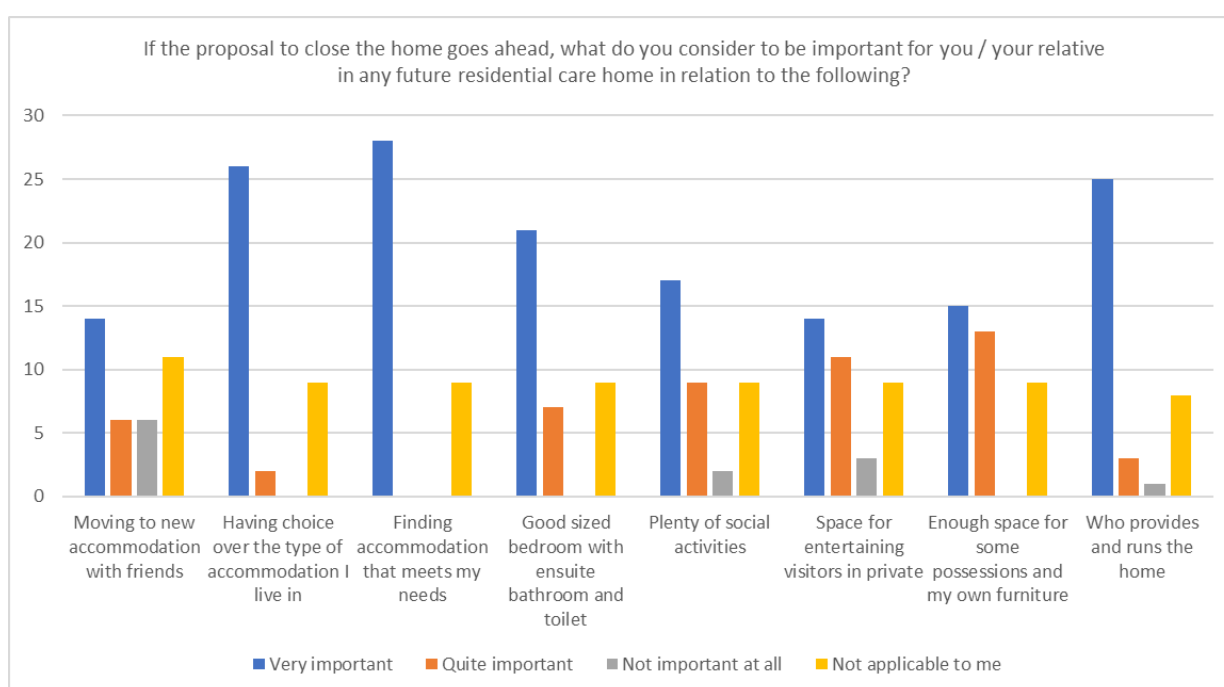
**If the proposal to close the home goes ahead, what do you consider to be important for you / your relative in any future residential care home in relation to the following?**

	<b>Very important</b>	<b>Quite important</b>	<b>Not important at all</b>	<b>Not applicable to me</b>
--	-----------------------	------------------------	-----------------------------	-----------------------------



<b>Finding somewhere that meets my needs</b>	31	0	0	7
<b>Well trained/friendly staff</b>	30	0	0	8
<b>Quality of care</b>	30	0	0	8
<b>Not losing staff/carers</b>	24	7	0	7
<b>Not changing my routine</b>	23	6	0	9
<b>Not having to pay more</b>	26	1	0	11

## Accommodation

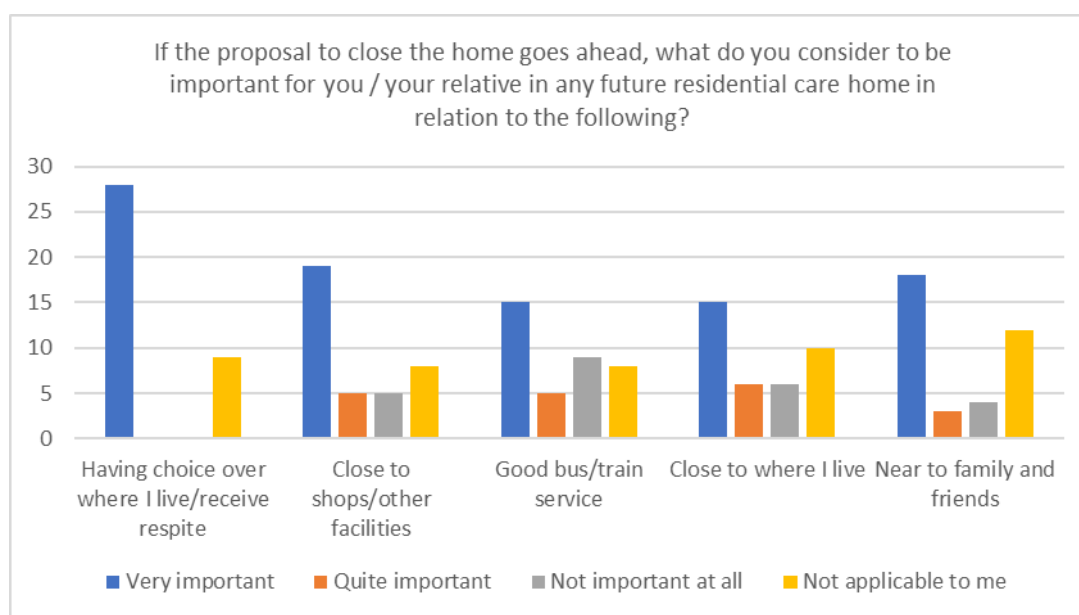


**If the proposal to close the home goes ahead, what do you consider to be important for you / your relative in any future residential care home in relation to the following?**

	<b>Very important</b>	<b>Quite important</b>	<b>Not important at all</b>	<b>Not applicable to me</b>
<b>Moving to new accommodation with friends</b>	14	6	6	11
<b>Having choice over the type of accommodation I live in</b>	26	2	0	9

<b>Finding accommodation that meets my needs</b>	28	0	0	9
<b>Good sized bedroom with ensuite bathroom and toilet</b>	21	7	0	9
<b>Plenty of social activities</b>	17	9	2	9
<b>Space for entertaining visitors in private</b>	14	11	3	9
<b>Enough space for some possessions and my own furniture</b>	15	13	0	9
<b>Who provides and runs the home</b>	25	3	1	8

## Location



**If the proposal to close the home goes ahead, what do you consider to be important for you / your relative in any future residential care home in relation to the following?**

	<b>Very important</b>	<b>Quite important</b>	<b>Not important at all</b>	<b>Not applicable to me</b>
<b>Having choice over where I live/receive respite</b>	28	0	0	9
<b>Close to shops/other facilities</b>	19	5	5	8

<b>Good bus/train service</b>	15	5	9	8
<b>Close to where I live</b>	15	6	6	10
<b>Near to family and friends</b>	18	3	4	12

**Other considerations (please state) – Themes**

- **Keep home open/Repurpose the centre**
- **Accessibility/near friends and family**
- **Quality of care/support**
- **Cost of care/affordability**

<b>Other considerations (please state):</b>
None
Turn the home into a recovery hub or taking more residents for step down beds
If the worst happens My [REDACTED] would need to be placed around the Leeds area as I live in Surrey down south and visit by train and bus. Another Home would have to be easily accessible from Leeds City Centre and it's train service.
We are [REDACTED] family and we all live in and around Morley which is a significant factor in keeping her close by. [REDACTED] also visits a luncheon club that she has been attending for most of her retirement which is in Leeds 11 so not too far away ,depending on where she gets moved to this may not be possible to maintain going forward. This would impact my [REDACTED] greatly , can you imagine at [REDACTED] being told you can no longer go out as we cannot get you there.
We, as family members, will work round where the home is. It is 2 buses for me to get there, but that is what it is. Down the years my [REDACTED] went out of her way to visit older family members / family in hospital or in need. It is our turn now to visit her and care. Wherever she is, we'll work round.
If my [REDACTED] was alive I would have answered very important to all the above questions - you see , Knowle manor already provides the care that gives very important to all the questions
We were so pleased to have such good quality care so nearby that met all my [REDACTED] needs - if he had to move, we would need something very similar. You build a relationship with the people who do the caring and it's always the same people looking after him which is good. What I don't get is, if this goes ahead, the private care homes are so expensive – where is the top up money going to come from?
From tick list above. Who provides and runs the home - this depends what is on the table. I'm not that familiar with individual privately run home in Leeds. Close to where I live and Near to family and Friends - I live in York and I am [REDACTED] only relative.
N/A

What happens when the money runs out to pay for someone's care if the new provider fees are more expensive?

We don't know who runs the private houses. It's important to have a very good provider with a good reputation. Transport for family to visit is very important.

I don't want it to close and for her to move.

I've got used to all the staff and the manager. It's important because it's only a small home and they look after you. I very rarely see my family, they live down south. The staff here look after me and keep me clean and tidy.

Cost was all worked out according to what I can afford so I should get the same help for the same cost. The home needs to be well run. We often go out to the shops or the park, the staff come and ask.

If the Council wants to back a home, they can. If not it makes it unstable for the people who run the home.

My [REDACTED] is quite religious and would like to carry on meeting with members of the Sikh community. The location needs to allow her to still attend services and the staff team would need to support her to go. It's really important for my [REDACTED] to still be able to go shopping and get out with support from the Blind Society.

It would be a big mistake and a shame to close this down. It's handy for my family and friends – my [REDACTED] lives half a mile away and visits twice a week. My [REDACTED] visits on her lunch break. Family – we don't want to travel for miles, we couldn't believe there was a home so close.

I want to be in a home where I know the staff. I like to go out with staff and I prefer to shop for my own clothes. I want to be with people I know and who know me.

It's really hard to find good local care homes even when you really need them. [REDACTED] didn't join in with anything at the other home, she's more sociable here because of the care and support. Near family is vital.

Take note of everything I have said.

If you move people to private homes and they out the charges up, it would potentially affect him again as he might have to move again.

Any other home would have to have the same quality of care. - as good as this. We don't want her to be in a home where everyone is just sitting and not doing anything.

[REDACTED] has a fixed income- she can't pay more and we are retired - So she would have to have this level of care without paying more. She likes to have her hair done every week. She needs to be near family and friends.

( [REDACTED] ) - We have been to view 3 extra care homes locally and they agreed it would not be enough. - [REDACTED] needs 24 hour care - Where we have looked locally, there isn't anywhere that would be suitable. We are really worried that we wouldn't be able to visit if it was a longer way away. He hasn't got the money to pay more. "I don't want to be too far away from family".

Moving to Assisted Living this week.

I'm going back to my own home when it's ready.

I would choose to be in Leeds where I lived before (LEEDS 11). I went to Roundhay Road/Sheepscar Ramgaria (I go every Sunday from here - they come and get me). I want to be somewhere I am safe like here.

If you have to move, people have to run the home well. It is important for the staff to be consistent and friendly and caring.

Knowle Manor is good accommodation it is in the right area and near facilities.

I would be worried about getting anywhere else as this makes me anxious.

To have an open house policy regarding visitors calling, which within reason, as this is what occurs at Knowle Manor.

**Please state if there is another viable approach which you believed should be considered? (Themes)**

- **Keep home open/Repurpose as a resource in community**
- **Support with high fees of other homes/private homes**
- **Consider council budget/funding from elsewhere**
- **Take into account care needs**

**Please state if there is another viable approach which you believed should be considered?**

None

This is the only council home in Morley and it is surrounded by good community. I believe changing the home to recovery hub would be beneficial to residents, staff and community

None

Difficult to say. Could the home not be extended in some way and work round the patients.

More funding to keep the care home open.  
Maybe a visit from local MPs to see how well the home is run.

To assist Knowle manor to get full capacity of residents and to watch how it operates as a training example to all lesser homes in Leeds

I just think that closing them down - there must be money somewhere in the council that could keep them open. There must be something less important than a care home with people's lives involved.

I think any savings made by closing Knowle Manor will be very short term. If, going forward, only privately run homes exist then you will be at the mercy of their charges, long term this could become very expensive. At least if the homes are council run any fees paid, once overheads are met, should be fed back to the council care service.

To provide end of life care or respite to ease carers strain. We could also continue to provide Stepdown beds as this has been very successful and provided a home from home environment to many people medically fit but bed blocking in hospitals.

It could be offset at council level. - is it a good long-term proposition with councils having to pay private care homes? This is a short term policy/choice, you will pay ore in the long run.

Can you work with other organisations to keep the home running?

Don't know.

Why has it come to this that the Council has no money? Can't the money from the government be increased? Is there anywhere else that savings could be made?

I don't know when I don't belong to the Council and I don't know the workers of the Council.

The budget is the budget – [REDACTED] needs to be looked after in 24 hour care.

I don't know anything at all about politics and how the Council works but I think the people who run the Council should see what it feels like to sit here and think that your home is going to close.
Don't close it. Get the money from somewhere else.
Which makes more money for the Council, could it become a rehabilitation centre? Could it be a dual facility? Could they take more residents who are self-funding?
I have stated KEEP IT OPEN.
Leave the care homes because it's peoples lives.
It shouldn't be purely financial. It for people who have paid in all their lives to now get back through care. The council should be looking at making sure there is full occupancy, Looking at why homes aren't financially viable. We don't know - could costs be sourced elsewhere?
Save some money elsewhere - Surely people shouldn't be swept away when they've paid all their lives. I think there would be a lot more things they could do before they close the home.
█ needs 24 hour care, and anyone that you speak to professionally agrees with this. Extra care living is not suitable, he does not have the capacity to deal with this and the people in these places agree that he is not a suitable candidate for this.
Keep it for people who just need temporary respite - that are waiting for a care plan.
I don't really know.
Not really - the council knows ore than us about the bigger picture.
It' not an unnecessary cost, it's a necessary cost. Older people have to be looked after by a responsible body which we look to the council for.
Keep it open.
Take money from somewhere less important.
I think Knowle Manor could be updated a little, as I think myself that the home is in quite good condition. But I suppose this is just my opinion.
Maybe repurpose to a hub or some sort of other care,
To keep Knowle Manor open. Part residential/part respite.
To may be go forward in a different or new approach regarding the use of Knowle Manor as at the moment we have residents who are using step down beds for 28 days from hospital.
Making it more cost effective by offering respite care and cutting costs elsewhere.
Think of the residents or change Knowle Manor to a hub as we have residents using step down beds and patients coming from hospital.

**Finally, do you have any other comments? (Themes)**

- **Disappointment/upset by potential closure**
- **Negative effect on residents and community**
- **Home has had a positive effect on residents – good quality of care**

<b>Finally, do you have any other comments?</b>
No, thanks.
I hope that reconsiderations to keep the home open will be taking into account as this is a lovely home
Only that we have been shocked and upset considerably about potential closure of this lovely, medium sized and very friendly Care Home, and hope everything can be done to prevent its closure which would have devastating affects on the ageing residents.
Yes we feel very let down by what's being proposed and the Councils decision to even consider closing another perfectly good care home just to cut costs. You are upsetting families and residents that are comfortable and being looked after to a high standard and in comfortable surroundings.
Think I have said all I have to say. The building doesn't appear to me to be dropping down or in bad state, so, surely something could be worked out.
How many more council run homes are going to close before action is taken. Mis management of council funds should be looked in to.
It's obvious I think this place should stay open - it's scandalous it's not being praised and supported and even being considered for closure - our Eulogy at my [REDACTED] funeral focussed on the incredible care of [REDACTED] and her team - the words my [REDACTED] learned how to smile again sums everything up
Do you really appreciate how it will affect residents and families when there is other money to fund less important things that don't directly affect people's lives?
What happens when a residents money runs out and they can no longer afford to pay for the service. This will happen fairly quickly in this part of the world as any house price sale could be lower than the average and not last that long, not everyone has a large private pension pot and the state pension will certainly not cover some of the charges I've heard banded around.
Please look at all the community support and look at the impact this would have on these amazing people that I am honoured to be able to look after in the later years of life they have given so much to others in their life and they deserve better than this.
The population is getting older, so there will be more and more older people who still need 24 hour residential care. People should come first - you've got to look at the future, This is a short-term solution - fire-fighting. You've got to think about people, the long-term and keeping expertise.
The manager here is great and you can speak to her about anything and know she will help you with it. I can't say anything wrong about the place - it's amazing. We're devastated that you're thinking of closing it down - it's such an outstanding home and seems such a waste when people are so comfortable and happy here.
They're all good staff here. You get to know them. They've been here a long time. You can't close the home, it's our home. I don't want to leave, I'm getting past it. Please don't close our home.

Do they realise these are all our last few years and to be worried and upset at [REDACTED] years old, I don't want my last years to be upsetting. Please don't close Knowle Manor.

I know the effect that changes and losses have had on her over the years. Without the support of people who know her well and the Sikh community, she would become depressed and it would have a bad effect on her.

Sit in my place and you'd realise you can't close it. I don't want to leave here. I'd no idea that this could be so good and now I don't want to leave again.

I'm going to be [REDACTED] in October and I don't want to move – don't close the home.

Essential services should be kept running, it affects lives. You want a quality service – we all get old. It's our duty to stop tearing down what we've built up. We need to think about the next generation. Who's to stop the private sector charging what they want and the Council will still have to subsidise that.

Please consider all comments and again would you like it if any of your family had to go through this. It's a total disgrace. You may look at the residents/family/care home staff and think all is ok looking at them - well think again.

[REDACTED] is so different from what he used to be because of the care he has had here.

They're so happy here. We think he wouldn't settle and it would kill him. Some of the elderly people don't have family to speak up for them - we want everyone to have the same good care as here.

It's the residents and staff it affects, they all live locally. There are hardly any other homes in Morley.

What will the council do when they have nothing else to sell?

There should be a care home in a town where they live that cares for people who can't care for themselves even with help. Care at home.

Because we saw on the TV that the home would close, it caused a lot of worry and now people are talking about it and getting upset and anxious. Have you got any parents in a home? How would you feel if their home had to close? At the end of the day the council will do what they've decided.

[REDACTED] - They should be ashamed of what they want to do - If the council thinks it's ok to kick out old people they should be ashamed.

We feel that the people in this time in their life should have security and it shouldn't depend on funding. After they have paid into the system all their lives and now when they need something back they are being dumped on by the council. It shouldn't depend on whether they can afford to pay for care and even if they don't have the savings still deserve to be cared for. Money could be saved elsewhere I'm sure!

They are lovely places here. I think it's a wonderful place with excellent care - they keep your dignity - I never once felt embarrassed.

Before you make the decision - maybe someone who make the decisions could come and visit and see how well looked after the elderly people are.

Thank you for thinking about us. I came here [REDACTED] years ago.

When older people can't look after themselves it isn't always viable to look after them in their own home. The council should make sure they are looked after properly.

[REDACTED] will fill her own form in with commitments



I feel that the residents that are living here (Knowle Manor) really like the home and they are settled here.

I know that this is having an impact on their mental health, as they say that they are worried about Knowle Manor closing and where they will be moved to.

I think the way this has been reported recently has created lots of anxiety to residents and staff. I think more transparency and honesty wouldn't go a miss.

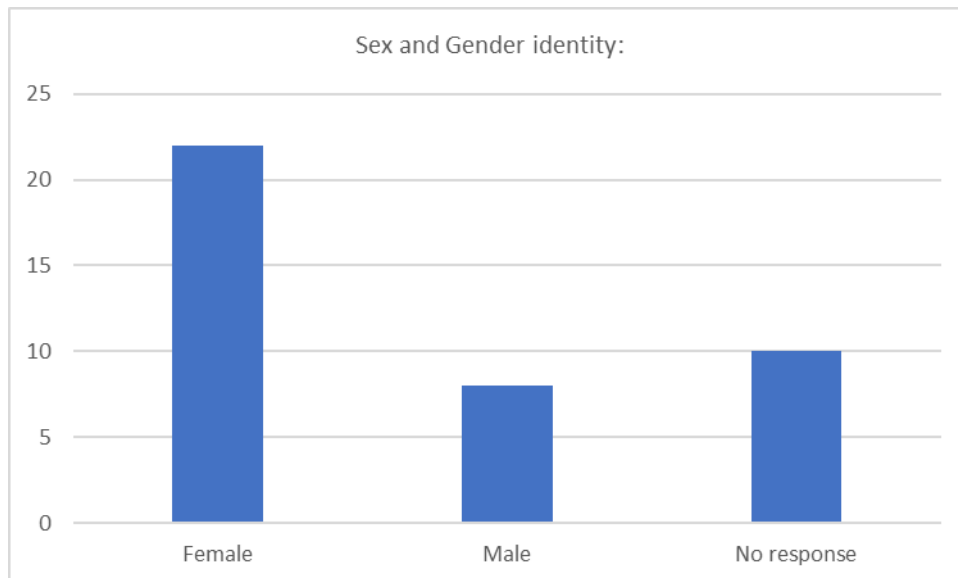
Knowle Manor was up for closure ten years ago but with the help from the general public it remained open. People are campaigning again to make sure it remains open for the people of Morley.

All staff and residents hope that all comments and relevant documents that have been completed are taken into consideration and taken on board and that the considered closure could be re-evaluated and re-thought.

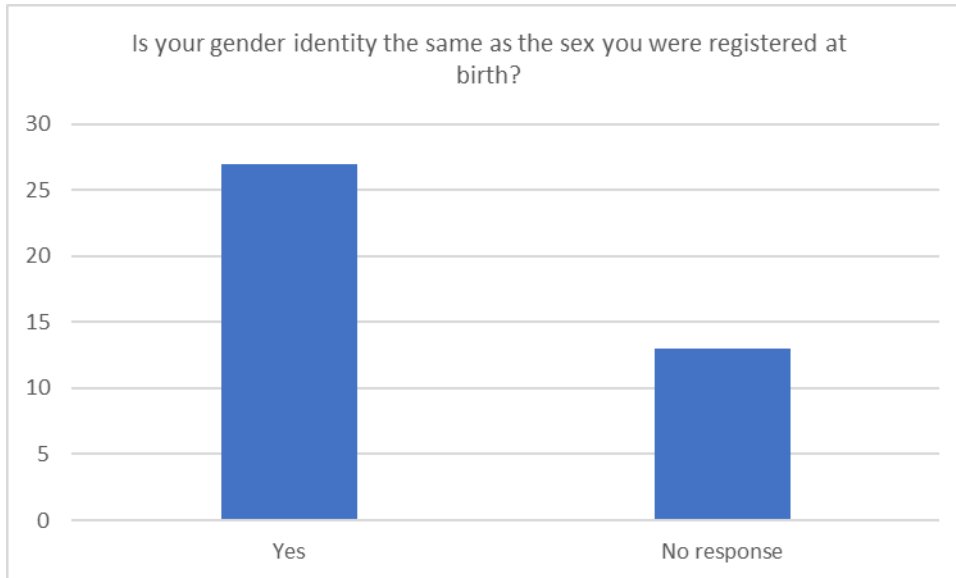
I will continue to support and reassure the residents throughout this daunting and frightening experience.

Most residents are not happy having to move.

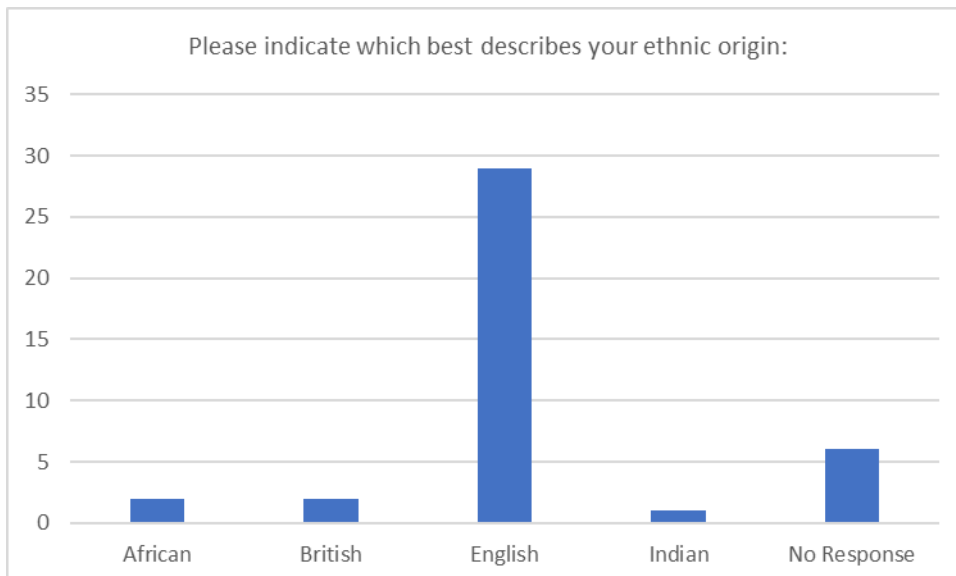
## About You



Sex and Gender identity:	
Female	22
Male	8
No response	10
Grand Total	40

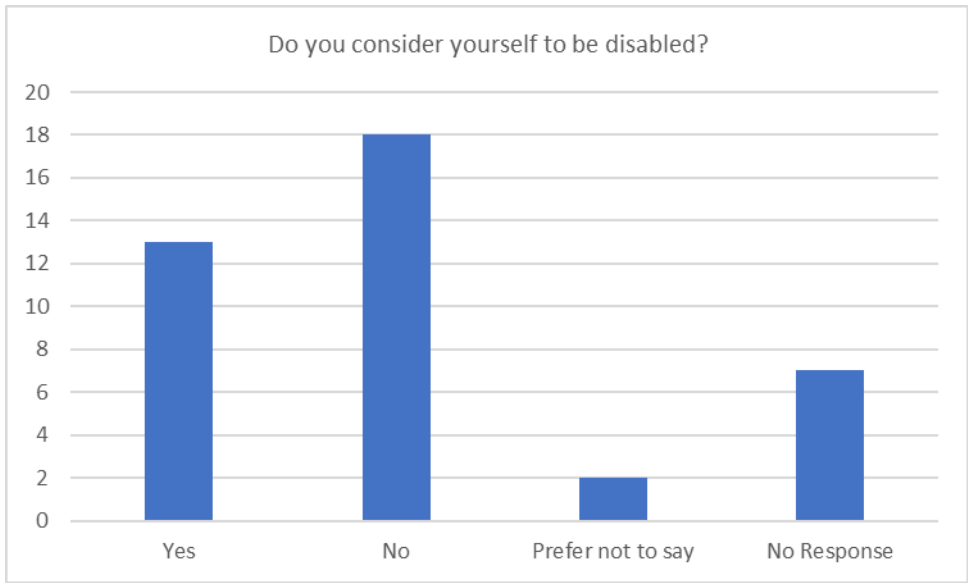


Is your gender identity the same as the sex you were registered at birth?	
Yes	27
No response	13
Grand Total	40

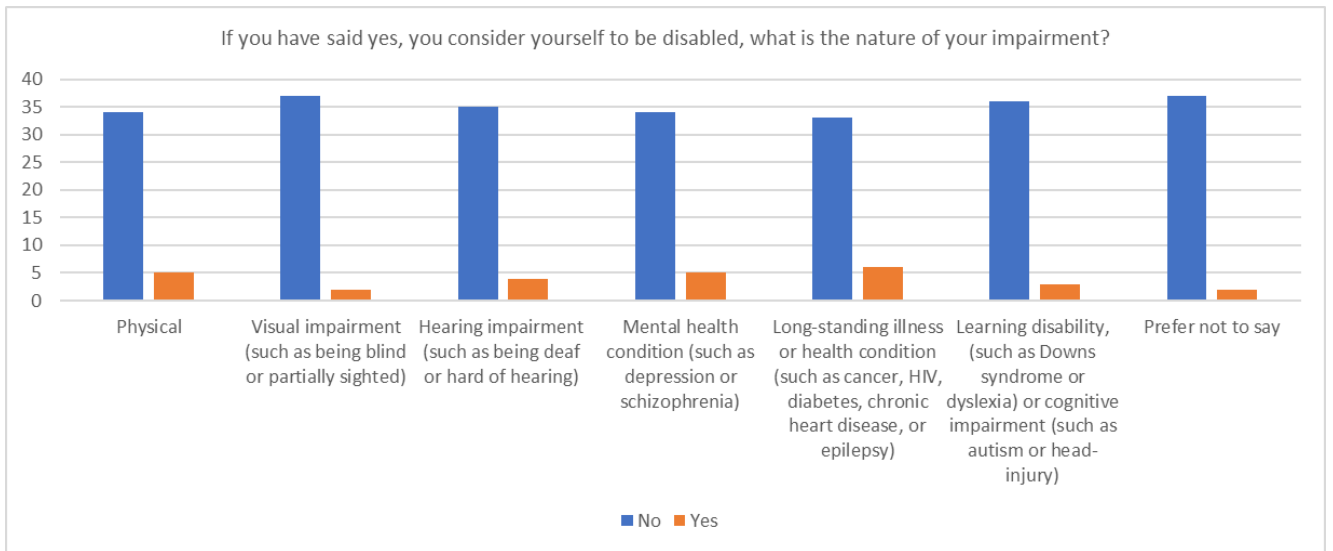


Please indicate which best describes your ethnic origin:	
African	2
British	2
English	29
Indian	1
No Response	6

Grand Total	40
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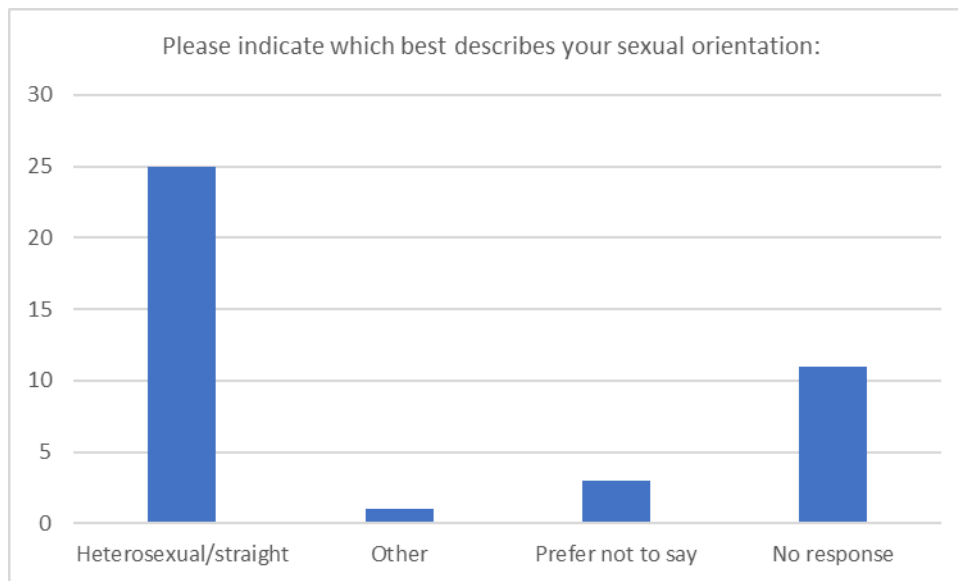


Do you consider yourself to be disabled?	
Yes	13
No	18
Prefer not to say	2
No Response	7
Grand Total	40

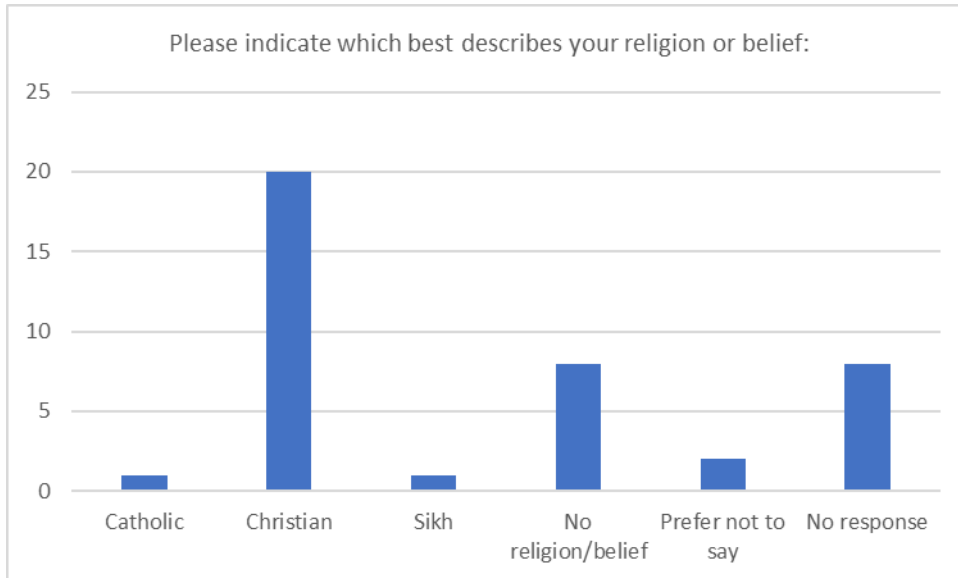


**If you have said yes, you consider yourself to be disabled, what is the nature of your impairment?**

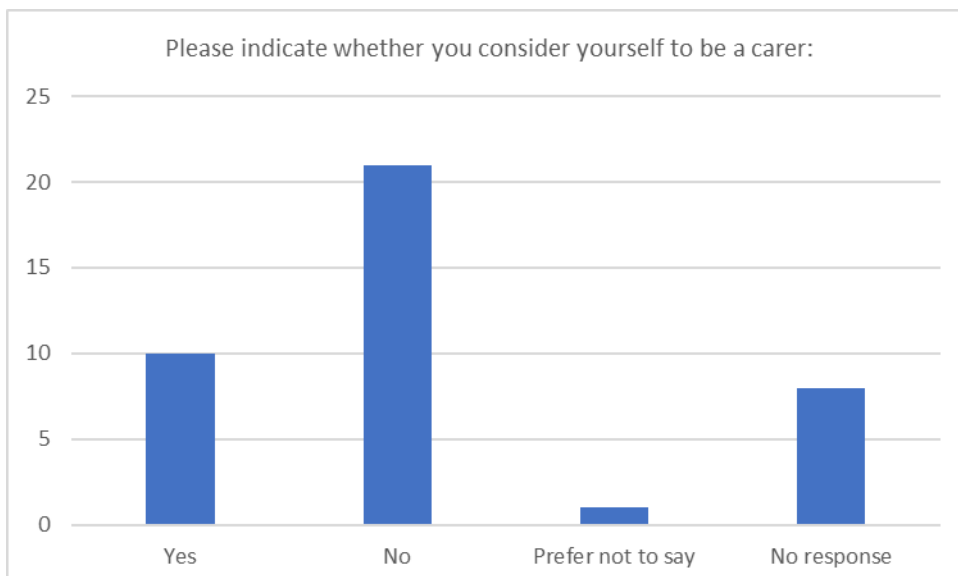
	No	Yes
Physical	34	5
Visual impairment (such as being blind or partially sighted)	37	2
Hearing impairment (such as being deaf or hard of hearing)	35	4
Mental health condition (such as depression or schizophrenia)	34	5
Long-standing illness or health condition (such as cancer, HIV, diabetes, chronic heart disease, or epilepsy)	33	6
Learning disability, (such as Downs syndrome or dyslexia) or cognitive impairment (such as autism or head-injury)	36	3
Prefer not to say	37	2



Please indicate which best describes your sexual orientation:	
Heterosexual/straight	25
Other	1
Prefer not to say	3
No response	11
Grand Total	40



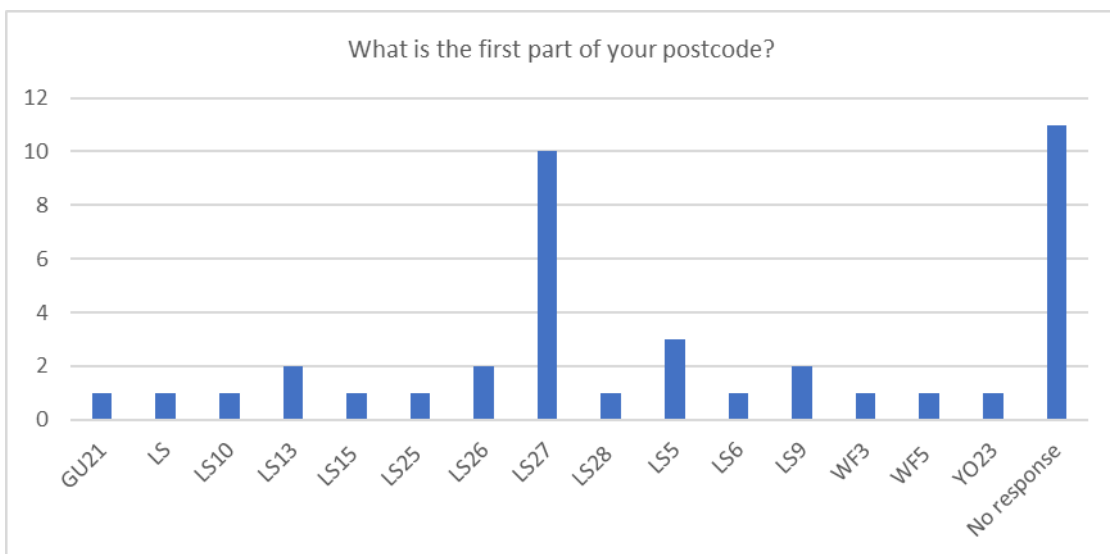
Please indicate which best describes your religion or belief:	
Catholic	1
Christian	20
Sikh	1
No religion/belief	8
Prefer not to say	2
No response	8
<b>Grand Total</b>	<b>40</b>



The council considers that a 'carer' is someone who provides care for a relative, neighbour or friend who is dependent on them because they cannot manage without their help because of physical or mental ill-health, disability, frailty, sensory impairment, old age or substance misuse. In the context of employment, a 'working carer' is someone who balances these unpaid caring responsibilities with full or part-time employment.

Please indicate whether you consider yourself to be a carer:

Yes	10
No	21
Prefer not to say	1
No response	8
Grand Total	40



What is the first part of your postcode?	
GU21	1
LS	1
LS10	1
LS13	2
LS15	1
LS25	1
LS26	2
LS27	10
LS28	1
LS5	3
LS6	1
LS9	2
WF3	1
WF5	1
YO23	1
No response	11
Grand Total	40

*4b) Knowle Manor Repurposing proposals*

**Consultation Submissions and Responses** Please note names have been redacted.

	<b>Submission</b>	<b>Raised By</b>	<b>Response</b>