

**Report of:** Cath Roff, Director Adults & Health

**Report to:** Outer West Community Committee  
[Calverley & Farsley, Pudsey, Farnley & Wortley]

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**Date:** 18<sup>th</sup> January 2021 To note

## **Outer West Community Committee – Adults & Health Care Delivery Consultation**

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### **Purpose of report**

1. To provide information about the consultation on the proposed closure of Home Lea House Long Stay Residential Care Home and Richmond House Short Stay Residential Care Home. This includes; timescales, options for participation, how to seek support to participate where needed and next steps following the consultation period.

### **Background**

2. All Elected Members in the affected ward areas were contacted on the 3<sup>rd</sup> November 2020 and informed of the Council's Executive Board decision on the 21<sup>st</sup> October 2020 to approve **a period of consultation on a proposal for the closure of Home Lea House long stay residential care home and Richmond House short stay care and support service.**
3. The Council is facing financial challenges unlike anything in the past, and in addition, the financial impact of the Covid-19 pandemic is unprecedented. The report to the Council's Executive Board in October 2020 highlighted a budget gap in 2021/22 of £118.8 million, of which £59.1 million is due to the ongoing financial impact of Covid-19. The council is legally required to set a balanced budget therefore, all parts of the Council have to look carefully at the cost of all our services and put forward options to support the reduction of the financial gap and to help build financial resilience over the next five years.

4. The challenging financial context for local authorities has been further impacted by COVID-19, and we recognise the need for the most efficient and effective model of services to make the Leeds pound go further.
5. As part of this, Leeds City Council is reviewing the ways it provides residential services for older people – and this affects Home Lea House long stay residential care home and Richmond House Short Stay Residential Care Home.
6. The *Better Lives* strategy is the Council's strategy for people with care and support needs. A key aspect of this strategy over recent years has been an ongoing strategic review to transform the Council's in-house service for older people.
7. 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.
8. The impact of fewer older people choosing to enter the council operated (in-house) care homes has resulted in lower occupancy. This makes the homes more expensive to run.
9. 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.
10. People tell us that they want to stay living in their own homes for as long as possible. This has been made possible by the availability of new, specialist support services, which we have developed to help them do so.
11. Many older people are also now choosing other types of residential accommodation such as extra care housing (a form of sheltered housing with care included) and retirement villages that offer people greater choice and opportunities for maintaining independence.
12. A key aspect of the *Better Lives* strategy has therefore been a continuous review of the Council's in-house services for older people with the focus being on how they meet both current expectations and crucially how they can contribute to maximising people's independence, recovery and rehabilitation in the future.
13. The reviews evidenced that demand for traditional forms of residential care for older people have continued to reduce with a switch to greater demand for

models of care that provide housing-with-support such as extra care housing. This has meant that between 2011 and 2016 a number of in-house care homes closed.

### **Richmond House**

14. Richmond House is a 20 bedded residential service situated in Farsley. The current service offer is short term care and support to people who require a period of recovery following a hospital admission. The service also offers support to people from the community to prevent hospital admission. The average occupancy over the last year is 12 (60%). The part year saving from closure on 1<sup>st</sup> November 2021 would amount to £309k, with the full saving of £742k in 2022/23.
15. Everyone who receives a service at Richmond House either returns to their own home, is supported to bid for rehousing or moves to longer term care. Average length of stay is three and a half weeks. The Adults & Health social work teams support and facilitate appropriate moves for people with the assessed level of care package.
16. Leeds has a range of services to meet the needs of people who require some type of intervention to either support them to reach their optimum with therapeutic and recovery focused support to return home or to undertake an assessment to support their longer term needs. The Leeds Clinical Commissioning Group (CCG) Community Care Beds contract is now established and provides a greater recovery residential and nursing offer. As such Richmond House is continually under occupied and the current type of provision can easily be assimilated in wider system provision.

### **Home Lea House**

17. Home Lea House is a 29 bedded long-stay residential home situated in Rothwell. There are two in-house care homes in Rothwell and Home Lea House is the older of the two homes which is why it has been put forward for closure. The current occupancy at Home Lea House is 20 (69%). Closing this facility from 1<sup>st</sup> February 2022 would save £789k by the end of 2022/23. The one-off costs of the assessment and transitions social work team and of providing alternative independent provision would need to be offset against these savings.
18. 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. Following concerted work by the

Council's Care Quality Team from 2017 the number of residential care homes rated good or outstanding is now 84%. If a recommendation for closing Home Lea House was made and approved, no-one will have their care taken away or their level of support reduced.

19. Any adverse impacts of the change would need to be lessened and potentially removed through putting in place a range of mitigating actions. These actions would include the following:

- An Assessment and Transitions social work team to be established to undertake assessments of the people living in the care home and to support them and their families / carers to find and move to suitable alternative care homes within the independent sector tailored to their individual circumstances.
- Dolphin Manor Long Stay Residential Care Home also in Rothwell is a council run home which potentially may be an alternative for some who choose that option. The council will continue to ensure we meet older people's care needs with a range of services, including specialist services for those unable to live independently in their own homes.
- Implementation of the Leeds-specific Care Guarantee which outlines the principles that customers affected by the closure could expect from the Council to ensure their dignity, choice and rights were protected.
- People who do not have the capacity to make an informed decision to be given access to an independent advocate.
- Risk assessments to be carried out to ensure that clinical and therapeutic needs of those directly affected are responded to urgently and with sensitivity.

## **Consultation**

### **Why are we consulting?**

20. We want to know people's views about the possible closure of Richmond House short stay residential care home and Home Lea House long stay residential care home. We want to know what the impact of this change might be and how we might reduce that impact as we make our plans.

### **Timescale**

21. This consultation starts from **9am on Monday 4<sup>th</sup> January 2021 and will run for 12 weeks. The deadline for responding is on Friday 26<sup>th</sup> March 2021 at 5pm.**

## **How people can participate**

22. There are two consultation surveys, one relevant to each care home. People will be able to participate in the consultation in different ways. This will include:

- **Completing the surveys online: at**  
<https://www.leeds.gov.uk/carehomeconsultations>

**The links to each survey will be made live when the consultation period starts.**

23. Please note the surveys for directly affected residents, and their families/carers at Home Lea House have additional questions to the survey available to the general public via <https://www.leeds.gov.uk/carehomeconsultations>

24. For your information, the surveys for those directly affected are available;  
at <https://surveys.leeds.gov.uk/s/HomeLeaHouse/>  
at <https://surveys.leeds.gov.uk/s/RichmondHouse/>

25. All directly affected stakeholders including residents, their family/carers, staff and Trade Union representatives, MPs and Elected Members in affected ward areas have also been sent a letter or a copy of this brief with the link to the consultation surveys, which will be made live when the consultation period starts.

26. Current residents at Richmond House are there on a short term basis only (on average 3.5 weeks). People who are resident at Richmond House during the consultation period will be consulted with and their views sought.

- **Completing the surveys on a hard paper copy**

27. And sending it to the ASC Consultation 2021 address detailed below. Managers at each home will do this on behalf of residents, their family members/carers and staff, or people can use the pre-paid envelope provided. All directly affected stakeholders have been provided with a paper copy of the consultation surveys.

28. Anyone can request a paper copy, or request a copy in a different format to meet their needs, by contacting us via the methods below.

- **Writing to us at:**

ASCConsultation2021  
Adults & Health

Merrion House,  
110 Merrion Centre  
Merrion Way  
Leeds  
LS2 8DT

- **Emailing:** [ASCConsultation2021@leeds.gov.uk](mailto:ASCConsultation2021@leeds.gov.uk)
- **Telephoning the ASC Consultation phone line on:** 0113 3783821, available Monday to Friday between 9am and 5pm
- **Observe or contribute to a community committee meeting:**
  29. Outer West Community Committee meeting (Richmond House focus)  
Date: Monday 18<sup>th</sup> January 2021 at 1pm
  30. Outer South Community Committee meeting (Home Lea House focus)  
Date: Monday 15<sup>th</sup> March 2021 at 4pm
  31. Details of how you can participate at a community committee meeting are available at <http://democracy.leeds.gov.uk/mgListCommittees.aspx?bcr=1>
- **Arranging a face to face conversation**
  32. We will also offer to hold one-to-one meetings with residents, and family members/carers, and with staff, to explain the proposal, answer any questions and gather views. This will be offered and arranged via the care home manager.
  33. Due to the Covid-19 pandemic the use of remote voice / video technology could be used, where appropriate and in line with safe working practices. We will make sure a relative or friend is present at the meeting to provide support.
  34. For people who are not able to express their views for themselves, or have no relatives or friends to be present, we will make sure an independent advocate is present to ensure they are appropriately consulted and their views recorded.

### **Staff Consultation**

35. Staff can participate in any of the ways described above. In addition all affected staff can;

- **Attend a drop in session:** Drop in sessions (where safe to do so, remote voice / video technology may be used) will take place each month during the consultation period, dates will be provided in advance.
- **Attend briefings on employee matters:** In addition to the consultation survey (approved by the Trade Unions) separate briefings on employee matters will take place concurrently with managers. The programme will work closely with Trade Unions to ensure employee matters are given high priority and regular meetings with Trade Unions will continue to take place.

### **Next Steps Post Consultation**

36. When the consultation period ends, all the information will be analysed and a detailed findings report including recommendations presented to Executive Board. This is anticipated as being in June 2021.
37. At this point, should the recommendations to Executive Board post consultation be for the closure of Home Lea House and Richmond House; then subject to approval by Executive Board and any associated call in or Scrutiny, letters will be issued to all affected stakeholders to advise them of the decision to decommission, and the assessment and transition of customers to suitable alternative provision would commence, as would options meetings with staff and Trade Unions to look at finding alternative employment options.
38. The Assessment and Transition social work team would carry out person-centred assessments, considering the needs and choices of the residents and their families and carers. This work takes place in line with the Council's established assessment and transfers protocols including its Care Guarantee, which provides reassurance on the service that residents, service users and their families can expect to receive. This includes a guarantee that **each person will receive the same level of service** and a commitment that **no resident will be worse off financially** if they have to move.
39. **Richmond House assessment and transition would take place from August to October 2021 as there are no permanent customers living at Richmond House. The service would be closed by 1<sup>st</sup> November 2021.**
40. **Home Lea House assessment and transition would take place from August 2021 to January 2022. The service would be closed by 1<sup>st</sup> February 2022.**
41. If the subject sites are declared surplus to operational requirements and no operational reason can be identified to justify their retention, a disposal would be recommended where it represents prudent and economic asset management, obviating holding costs associated with managing the land. Adults & Health are carrying out feasibility research and analysis to assess

whether there is a sustainable financial business case for re-purposing the sites to meet other strategic requirements of the Better Lives Programme.