

Report of Director of Adult Social Services

Report to Executive Board

Date: 15 February 2013

Subject: Better Lives for People of Leeds - Day Centres for Older People

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

Summary of main issues

- 1 Supporting more people to live safely in their own homes and giving them choice and control over their health and social care services are key priorities for Leeds. To achieve this, the Council must ensure that older people are supported by services built around their individual needs, which are of a good quality, modern and sustainable. In July 2008, Executive Board agreed a vision and strategy for reshaping older people's day services. This was to provide greater opportunities for older people to receive more personalised services with an enhanced range and quality of community based activities.
2. The recently published White Paper 'Caring for our future: reforming care and support' (July 2012) continues the focus on promoting older peoples independence and wellbeing and giving them control of their own care and support. This requires an ongoing shift of resources and a cultural and organisational shift towards further personalised, community based support. Leeds is already making significant progress towards this with an increasing number of older people taking up self-directed support.
3. The council has described the priorities which underpin its vision for the future. The Leeds 2030 vision is ambitious: To be the best city in the UK. Adult Social Care is supporting this vision through a new initiative, 'Better Lives for People in Leeds'. The aim of the Better Lives initiative is to stimulate the social care market in Leeds to move public funding away from directly-provided services towards individuals who will be able to pay for the care they want. In the future, people with social care needs will be empowered through their use of personal budgets to be in control, to have choice and to be safe.
4. This report informs Members of the progress made in implementing the options approved by the Executive Board in September 2011 on the future of the Council's day centres. (Better

Lives for Older People: Future Options for Long Term Residential and Day Care Services.) Building on this report and through a number of projects sitting within the Better Lives for Older People Programme, Adult Social Care is working towards a five year vision for its day centre provision. This report outlines the vision which involves taking a holistic look at what services are currently provided and how they can be improved to ensure that the needs and demands of future generations of older people can be met in the future, particularly in the context of significant financial constraints and reductions in public expenditure.

5. It is in the context of this vision that a further review of the remaining day centres has been done as part of the Better Lives programme.
6. This has focused on:
 - Responding to the needs of an increasing number of older people in the population
 - Supporting people's wish to retain their independence in a home of their own
 - Addressing the financial challenges of the Council and reduction in public expenditure by shaping our services to ensure they are more flexible and able to meet the needs and preferences of older people, now and in the future.
 - Addressing the fact that some of the existing Council owned day care provision will not meet the future needs of older people.
 - The increasing numbers of older people taking up the option of self-directed support; 551 people in 2008/09 rising to 4212 in 2011/12. An increase of 664%
 - The numbers of older people choosing to use Neighbourhood Network schemes. In September 2012 there were 21,549 members of Neighbourhood Networks of which 2,442 received intensive support at home and 11,468 one-to-one support.
 - The development of Holt Park Active which will provide a wide range of inclusive activities and facilities for people to be active, socialise and learn new skills as an alternative to traditional day centres activity. Further information on Holt Park Active is available below at paragraph 3.14.
 - A continuing trend of falling attendance at Local Authority older peoples day centres, with occupancy rates ranging from 21% to 63% with an average occupancy level of 38% (Jan13) across all 14 centres. The number of voids is also increasing (62%) despite the closure and consolidation of four centres in 2011/12.
7. The review is now at a stage where we are able to put specific options to the Executive Board, for those day centres where no recommendations were made as part of the first phase of this programme, with a view to going out to formal consultation.
8. The proposals to bring about changes in day centre provision should be seen in the context of national legislation and guidance including; Think Local Act Personal; White Paper Caring for Our Future, reforming care and support July 2012; Localism Act and Right to Manage 2011; Adult Social Care Outcomes Framework (DH 2011); The Time of Our Lives – Ageing Well in Leeds and the Leeds 2030 Vision: To be the best city in the UK. Adult Social Care is supporting this vision through a new initiative, 'Better Lives for People in Leeds'
9. A separate, but complementary Executive Board report on Residential Care Services for Older People has been produced and is presented on this same agenda for Executive Board.

Recommendations

1. The Executive Board is asked to note the content of this report and recognise the progress made so far in implementing the options approved by the Executive Board in September 2011 on the future of the Council's day centres for older people.
- 2 Detailed consultation with those directly affected took place as part of the 'Future Options for Long Term Residential and Day Care for Older People' review in 2011 and it is recommended that the Executive Board approve that consultation on the proposed options outlined in this report at paragraph 5 is carried out in the same way. This will also take into account the benefits from lessons learned and the insights gained from the consultation undertaken in 2011.

1. Purpose of this report

- 1.1 This report presents Executive Board with an update on the progress made in implementing the approved recommendations on the future of day centres for older people, made in the report to Executive Board; “Better Lives for Older People – Future Options for Long Term Residential and Day Care Services” in September 2011.
- 1.2 Building on the September 2011 Executive Board report and through a number of projects sitting within the Better Lives for Older People Programme, Adult Social Care is working towards a five year vision for its residential and day centre provision. The report outlines this vision which involves taking a holistic look at what services are currently provided and how the needs and demands of future generations of older people can be best provided, particularly in the context of significant financial constraints and reductions in public expenditure.
- 1.3 It is in the context of this vision that a further review of the remaining day centres has been done as part of the Better Lives programme. This report presents options on the future of these day centres where no recommendations were made as part of the first phase of this programme, with a view to going out to formal consultation with those directly affected.

2. Background information

- 2.1 At its meeting in June 2010, the Adult Social Care Scrutiny Board agreed to undertake an inquiry into the future provision of older people’s day services in Leeds. The inquiry offered the first opportunity since the Inspection of Adult Social Services conducted in 2008, to begin to articulate the ways in which housing, care and support services for older people could be better shaped to offer a significantly wider range of high quality future options.
- 2.2 In that regard, the inquiry accepted that people’s expectations around the choice, quality and control over their care and support have increased significantly and that a position of ‘no change’ in the provision of council-run day services for older people was not an option. On this basis, a set of criteria was developed and agreed by the Board as a sound framework for considering the most appropriate alternative option in relation to each of the 18 day centres for older people.
- 2.3 The inquiry into the future of day care provision for older people conducted by the Adult Social Care (ASC) Scrutiny Board in October and November 2010 informed the development of a set of options for change in relation to day centres in Leeds.
- 2.4 The December 2010 meeting of the Council’s Executive Board considered a review of the Council’s 19 residential care homes and 18 day centres for older people in light of:
 - the changing demographic profile of older people in the city
 - people’s wish to remain at home for as long as possible
 - new services that are being developed as alternatives to residential and day care
 - new services aimed at preventing premature entry into residential and day care
 - new services being developed in the independent sector
 - the ‘Putting People First’ and personalisation agenda

- the increasing number of surplus places in the Council's residential homes and day centres
 - the current and future economic climate and the capital requirements of a high quality service
 - The proposal to develop Holt Park Leisure Centre to a new centre which will combine the availability of high-quality care and support with the provision of modern care and recreation services as an alternative to traditional day centre activity. Further information on Holt Park Active is available below at paragraph 3.14.
- 2.5 The Executive Board agreed the set of options, informed by the work undertaken by the Scrutiny Board inquiry. The Executive Board also agreed to the proposed consultation process and methodology which had previously been debated and augmented through the scrutiny board inquiry.
- 2.6 These options were subject to a comprehensive consultation process including residents, service users, carers, families, staff, community organisations, elected representatives, partners in the NHS, the voluntary and independent sectors, and members of the general public. In addition, to ensure that future services reflect local needs and opportunities and to allow their local knowledge and experience to influence the consultation, officers in ASC made presentations to all ten area committees in January and February 2011 and three Area Committee Chairs meetings in December, April and June.
- 2.7 Members of the area committees were asked to comment on the criteria for determining the most appropriate option for each facility particularly in terms of local factors and to suggest specific local issues that would help plan for the future needs of older people.
- 2.8 The review concluded that to maintain and operate the Council's residential and day facilities is unrealistic in terms of changing future demand and expectations; and unaffordable in terms of the resources needed to provide the quality required to make them viable for the future. Although the quality of care is high, the fabric of some of the buildings is such that basic maintenance and upgrade costs are prohibitively high and the current unit costs do not represent value for money. As well as the cost and quality relating to the buildings, attendance at day centres represents a service model that limits choice and independence when compared to the greater levels of independence associated with Self-Directed Support (personal budgets) and community based initiatives such as Neighbourhood Networks
- 2.9 The December 2010 report to Executive Board, 'Future Options for Long Term Residential and Day Care for Older People', outlined the strategic direction for provision of day centres. The key recommendations arising from this were:
- To focus resources on prevention, early intervention, reablement and providing intensive care and support for those with high level complex needs.
 - To explore partnerships with Health, voluntary organisations and other council services to deliver day services in future.
 - To undertake an options analysis on each of the local authority provided day centres to identify the most appropriate option for each facility.
- 2.10 As a result of the options analysis, recommendations were made to the Executive Board in September 2011 (Better Lives for Older People: Future Options for Long Term Residential and Day Care Services).
- 2.11 The Executive Board agreed the implementation of proposals for the eighteen day centres that included the decommissioning of four centres, to bring forward further

options in relation to six centres and to maintain eight centres as specialist resource units.

3 Main issues

- 3.1 The country is faced with an increase in the proportion of older people in its population and a decrease in the amount of local government funding to support them. There are currently 10.3 million people aged 65 or over in the UK and this figure is expected to rise by 65% in the next 25 years to over 16.4 million in 2033 (Office of National Statistics, 2009/11). This represents 21% of the total population.
- 3.2 The increase is reflected in Leeds, where there are currently 116,600 people over the age of 65, representing 14.6% of the overall population of the city. This figure will increase to 129,800 by 2020 (15.3% of population) and by 2030 the figure will reach 153,800 (16.9% of population) (ONS subnational population projections, March 2012).
- 3.3 Overall, in the 2010 Spending Review, central government funding for local government was cut from £29.7bn in 2010/11 to £24.2bn in 2014/15. The assumption made by the Local Government Association is that there could be a further reduction in funding to around £17.6bn by 2020.
- 3.4 According to the Local Government Association “the financial future of the local government sector is driven by care spending, it will pass 45 per cent of council spending in 2019-20, eating up other budgets as it does so.”
- 3.5 As more people aspire to live at home for longer, the increasing importance of maintaining independence and giving people more choice and control drives a need to change service provision to better suit individual needs. The Leeds Housing Strategy for Older People 2009-2012 supports this view, with one of the key aims to ensure ‘greater numbers of older people who own their homes are assisted to maintain independent living in safe and affordable housing’.
- 3.6 Social care policy in recent years has also promoted independence through the commissioning of preventive services and community based support. These services provide individuals and their carers with a range of practical and social support to enable them to live in their own homes and communities while continuing to access mainstream services. Leeds is already amongst the highest investors in preventative direct access social care services in the country. Its Neighbourhood Networks have received national attention for their innovative support for older people. Recent developments include pilot work to enable older people with care and support needs to more effectively access support from local volunteers and other community assets as part of their personal support programme.
- 3.7 Neighbourhood Network schemes are community based, locally led organisations that enable older people to live independently and pro-actively participate within their own communities by providing services that reduce social isolation; provide opportunities for volunteering; act as a “gateway” to advice, information, and services; and promote health and wellbeing to improve the quality of life for the individual. Neighbourhood Networks are working to develop new services that will help to prevent older people going into hospital unnecessarily, and supporting them by providing a greater range of activities using new funding available through direct payments.
- 3.8 The Department of Health National Framework aims to ensure fair, high quality, integrated health and social care services for older people by linking services to support independence and promote good health. What matters is being clear about what the person

wants to achieve in their life and what initiatives can be offered to them to help them get the result they want. This represents a shift from purely providing quantity of services towards providing a model which will bring the desired outcomes for the individual. This is the basis for the Adult Social Care Outcomes Framework introduced by the Department of Health in 2011(Transparency in outcomes: a framework for quality in adult social care, The 2011/12 Adult Social Care Outcomes Framework).

3.9 The outcomes are measured under four “domains”:

1. Enhancing quality of life for people with care and support needs
2. Delaying and reducing the need for care and support
3. Ensuring that people have a positive experience of care and support
4. Safeguarding people whose circumstances make them vulnerable and protecting from avoidable harm.

3.10 Against a backdrop of reducing government funding and increasing demand, Leeds Adult Social Care is faced with the challenge of how to facilitate choice for older people, improve standards, achieve better outcomes and meet the increasing aspirations of the citizens of Leeds. This requires a shift in current investment away from outmoded facilities with limited popularity that limit choice and a reinvestment into new approaches including personal budgets and integrated services. A strategic commissioning approach that focuses on supporting the development of a wider range of cost effective services will also be adopted. This will entail a more holistic approach to commissioning with Leeds City Council working alongside the NHS and independent and voluntary sector providers.

3.11 The objective of personalised social care is to ensure that the offer to those who need targeted help provides maximum control over their social care, with the information, means and confidence to make it a reality. It entitles all adults with social care needs to self - directed services provided through a personal budget.

3.12 Self Directed Support works in a creative and positive way to support older people with daily tasks and social activities, so they can enjoy the same freedom, choice and control as the rest of society. This could be to attend a course, carry out daily chores to increase independence, attend the gym, or go to a football match or the cinema.

3.13 Leeds has made significant progress in extending the use of personal budgets. Currently around 61% of Leeds citizens receiving a community care service or carer specific service receive their support in the form of personal budgets. The Council has agreed a target which will enable it to fulfil national aspirations for 70% of all people who receive community care and carer specific services to receive them through personal budgets by the end of March 2013.

3.14 Holt Park Active

3.15 Holt Park Active is a joint project between Sport and Active Lifestyles and Adult Social Care, and is the result of a successful bid made by the council for £28.894m of Government Private Finance Initiative credits (PFI) from the Department of Health.

3.16 The plan for Holt Park Active is fundamental to the Council’s objectives for the integration of social care, health, learning, sport and active recreation in modern, accessible and flexible buildings. The plan also supports the implementation of the Council’s ongoing social care

agenda in accordance with the transition to personalised services, focusing on helping people to live at home and maintaining independence.

- 3.17 As a partnership project with Adult Social Care (Older People and Learning Disabilities); Holt Park Active will provide fully integrated services combining accessible social care, well-being and leisure services. It is recognised that getting fit and keeping active helps to prevent ill health throughout life. It is also recognised that older people often stop participating in social activities and become less active after life changing events or ill health. This increases the risk of social isolation and depression. Supporting people to be engaged in community and social activities has proven to reduce the need for formal high level social care and admission to residential care and hospital.
- 3.18 **The Vision**
- 3.19 The Better Lives Programme sets out an emerging care strategy based on empowering people to give them this choice and control in where they live, the type of support they receive and who provides the support. This will be done through a mixture of enterprise, integration and through new developments in housing, care and support options for older people. Given this, and in the context of significant financial constraints and reductions in public expenditure, steps are being taken to design innovative, efficient and integrated models of care and support alongside increased partnership working with statutory and voluntary sector partners.
- 3.20 The Better Lives programme has been designed to help address the challenges we face and at the same time continue to improve health, and social care and housing outcomes for older people in Leeds.
- 3.21 Although the Better Lives for People in Leeds programme has its origins in the transformation of adult social care it has implications for the whole of the council. It invites Leeds City Council to take a corporate approach to the future development of care and support services in the city. This will ensure the development of a sustainable social care sector that offers a range of accessible, affordable and quality services. It will involve a process that supports closer working of some of the different functions of the council relating to adult social care, housing, development, planning and regeneration to ensure that the choice of local housing, care and support options for older people is expanded.
- 3.22 Alongside progress on the Better Lives Programme, the Leeds Market Position Statement was developed in 2012 to set out the rationale for facilitating an Adult Social Care (ASC) market for Leeds which delivers affordable quality outcomes for citizens, with consideration given to public policy context to which the market will have to respond and most notably, how ASC is set to change radically in the coming years.
- 3.23 The Market Position Statement draws attention to this key priority area for Adult Social Care:
- **Better lives through housing, care and support**

“Adult Social Care will work with other council directorates, private house-builders and developers, social housing providers and community, voluntary, faith and enterprise organisations. We will create a mosaic of types of housing (including residential and extra care), with care and support”.
- 3.24 The Older People’s Housing and Care Project has combined the knowledge of City Development, Environment and Neighbourhoods and Adult Social Care to assess the

demand, the delivery route and the design of future accommodation for older people. The outcome of this work, which includes a detailed analysis of demographics, communities, current provision, planned provision and development opportunities, will help ensure a more targeted approach to where services are developed. This will ensure all individuals are within easy access of a range of services that combine their housing and support needs – thus further reducing the need for dedicated day centres.

- 3.25 A number of initiatives have had an impact on influencing the recommendations for consultation contained in this report. They are as follows:
- 3.26 The Leeds Dementia Strategy (2012) has been developed with an overarching plan to make Leeds a dementia friendly city. This will support people with dementia to live their lives to the full as part of the community.
- 3.27 Dementia is one of the main causes of disability in later life, with over 820,000 people estimated to be suffering from late onset dementia in the UK in 2010 and by 2025, the number is expected to rise to one million (ONS 2009/11). In Leeds there are an estimated 8,400 people with dementia and this figure is estimated to increase to 11,900 in 2027 – a 40% increase in 15 years.
- 3.28 A projected rise in the number of people living with dementia presents a challenge in order to meet the increased and evolving needs of individuals.
- 3.29 Discussions have taken place with community groups and providers to assess the potential use of those day centres that have been subject to further review.

4. Better Lives for Older People

4.1 Progress to date: Spring Gardens (Otley), Firthfields (Garforth), Rose Farm (Rothwell and Lincolnfields (Leeds 9)).

- 4.1.1 These centres have now been decommissioned and the buildings are being used or are planned to be used for the benefit of the community. Spring Gardens is under consideration for use by Otley Action for Older People (Neighbourhood Network), Firthfields is due to become the operational base for Garforth Net (Neighbourhood Network) by Easter 2013, Rose Farm has been in use since May 2012 as a community facility for children and families. Lincolnfields has been in use since March 2012 by the Children's Services Education Outreach Team.
- 4.1.2 Throughout the consultation, concerns were expressed over the potential loss of friendships and fears around social isolation. The assessment and transition process responded to the individual needs and choice of the older people using day centres at every step to ensure as little disruption as possible and that social and friendship groups would be maintained. To this end, although offered a range of alternative day care provision in community settings, a number of older people using day centres chose alternative in-house provision delivered from centres under review. Prior to taking up the alternative provision, individuals were made aware that work was continuing to review these day centres to see if they still meet the city's changing requirements for care and that the future of the centre is uncertain until the review reaches its conclusion. Due to this uncertainty, older people taking up a place at one of these centres were advised that a permanent place at these centres is not guaranteed.
- 4.1.3 Individuals from each of the decommissioned day centres were transferred sensitively and safely in Phase One of the Better Lives for Older People Programme. This involved the

development and introduction of a detailed Assessment and Closure Protocol that was implemented by a dedicated social work team. Specifically this involved:

- One to one meetings with all older people using day centres either at the day centre or at their home depending on their personal preferences. During these meetings issues and concerns of the individual and carers were identified and solutions sought. Possible alternative services were also discussed.
- Trial visits and/or meetings with alternative service providers were also arranged so that older people using day centres could make an informed choice about the options open to them.
- Transfer to the new service with friendship groups.
- Follow up once older people using day centres had transferred to new services. This was done by staff from the centre they had left and/ or the assessment team to check that they were settling in.
- An assessment review held up to 3 months following the move to address any outstanding issues and ensure that individual's support needs were being met.
- The assessment and transfer process was managed by a transitions group made up of key stakeholders that met fortnightly at each of the centres being decommissioned.

4.1.4 116 customers at the 4 decommissioned day centres received a comprehensive needs assessment. In addition 19 carers requested and received a carer's assessment.

The outcomes of the assessments are set out below:

- 24 people using day centres transferred to a local Neighbourhood Network service or other voluntary sector day service.
- 67 people using day centres transferred to an alternative Adult Social Care day service.
- 11 people using day centres moved into residential care.
- 4 people using day centres received an enhanced package of support in their own home.
- 2 people using day centres died during the assessment process.
- 8 people using day centres were assessed as being already adequately supported in the community and not requiring an additional service.

4.1.5 Follow up reviews were completed three months after people using day centres moved to new services. These show that the majority of people are settled and happy in their new services. A selection of case studies are available at Appendix 1.

4.1.6 Phase 1 of the Better Lives programme identified that the majority of day centres had low attendance figures and coupled with other factors this indicates a need for changes to day service provision. As outlined in point 6 of the executive summary of this report, this is a continuing trend with occupancy rates ranging from 21% to 63% with an average occupancy level of 38% in January 2013 across all 14 centres. Information on occupancy at the day centres recommended for consultation on decommissioning is available at Appendix 2.

4.1.7 During the assessment of older people using day centres in the first phase of the review, it was found that some people agreed that they could be supported within the community and no longer had need for a day centre. Neighbourhood Networks cater for a range of needs and it is envisaged that as part of the five year vision, further support will be provided to Neighbourhood Networks to work with a wider range of older people, including those with

more complex needs. There will also be support to develop more flexible transport options for older people, including the use of community based transport schemes.

- 4.1.8 Of the older people using day centres assessed, some people had high levels of need (dementia/personal care due to frailty) and regular day centre attendance was preventing a requirement for residential care.

4.2 Phase 2 Proposals

- 4.2.1 It is proposed that any future provision of day centres should be geared towards providing support for those with higher levels of care need (e.g. dementia or levels of frailty which mean accessing community services may be problematic). The Joseph Rowntree Foundation define high level care as “Older people of any age who need a lot of support associated with physical frailty, chronic conditions and/or multiple impairments. Most will be over 85 years old.’ Dementia describes a group of symptoms including memory loss, confusion, mood changes and difficulties with day to day tasks. It affects the whole life of the person who has it, as well as their family, who are also likely to need advice and support.
- 4.2.2 In addition, it is proposed that the anticipated increase in the uptake of personal budgets will require a different response to how future day services are provided and by whom.
- 4.2.3 In the future, people with social care needs will be empowered through their use of personal budgets to be in control, to have choice and to be safe. The Better Lives strategy will deliver transformation across all areas of ASC provision, including dementia and for older people with high support needs. It is envisaged that this will result in a further shift in demand for traditional day centre support towards a more focussed approach to supporting individuals with dementia and high support needs. Adult Social Care will respond and adapt these services accordingly as the strategy is implemented and more older people are empowered to choose and purchase services built around their individual needs.
- 4.2.4 It is proposed that the following centres will be maintained at this time and further developed as specialist resource centres to cater for people with high level care needs and /or dementia and to provide support to their carers during daytime hours.
- Siegen Manor (Morley South)-Dementia
 - Calverlands (Horsforth),-Dementia
 - Middlecross (Armley)-Dementia
 - Laurel Bank (Middleton Park)-Dementia
 - The Green (Killingbeck & Seacroft)-Dementia
 - Radcliffe Lane (Pudsey)-High Level Care
 - Springfield (Beeston & Holbeck)-High Level Care
 - Wykebeck Valley (Gipton & Harehills)-High Level Care
- 4.2.5 Access to appropriate support and advice can have a huge impact on carers and families Support for carers will be a key aim, with the intention of increasing the number of carers using the specialist day centres for support in the form of information, emergency back-up and advice, while developing user and carer forums to provide feedback on the quality of our services.

4.3 Social enterprise

- 4.3.1 The potential to develop the social enterprise model for delivering care in the future will also be explored, with a series of workshops to be held for ASC staff. This will

include looking at whether existing older peoples day centres have the potential to operate under this model. This has particular relevance for the two BME day centres that meet the needs of some members of their community but have low attendance levels and do not currently cater for many people with high level needs.

- 4.3.2 An options analysis has been carried out on those day centres where no recommendations were made as part of the first phase of this programme. The criteria developed for the option analysis during phase 1 of the programme have been refreshed with updated data on day centre users.
- 4.3.3 The analysis and findings clearly evidence that a targeted approach to the development of services is required. This is in line with the aims outlined in the Market Position Statement - for Adult Social Care to move away from direct provision of services, instead concentrating on shaping the market and working with health care commissioners and service providers in the voluntary and independent sectors to provide a wider range of options and improved outcomes for citizens. Appendix 3 outlines alternative facilities in each area.
- 4.3.4 The Localism Act (2011) also gives local communities, voluntary organisations and Local Authority staff the right to express an interest in taking over the running of Local Authority services. It is anticipated that a number of organisations may express an interest in exploring this option during phase 2. It is recommended that such initiatives, where a robust business case can be developed and an experienced management team is in place, should be supported.
- 4.3.5 In view of the progress made on the Better Lives for Older Peoples Programme, it is proposed that revised options are consulted on in respect of those day centres where no recommendations were made as part of the first phase of this programme. These options are:
1. Decommission facility and transfer people who use day centres to other services of their choice already available in the locality.
 2. Decommission facility and transfer people who use day centres into new build/new services in the locality or other services of their choice already available - (building work in progress and opening of new facility imminent)
 3. Decommission facility when new developments arise in the locality- (currently no development in progress, and limited supply in locality)
 4. Consider development in line with 'Better Lives Through Enterprise' (facility to be developed as an integrated service with health partnerships, sold as going concern, run by social enterprise/ co-operative/ User Led Organisation etc)
 5. Do nothing (this is not considered a viable option due to the reasons identified in the review carried out during phase 1 and referred to in section 2).
- 4.3.6 The above options have been considered in relation to each of the remaining day centres. This has led to the identification of a recommended option for each day centre based on the analysis of the unit and its locality.
- 4.3.7 Subject to Executive Board approval, consultation would take place on all the options listed but the recommended option would be identified and open to challenge. A further report would be submitted to the Executive Board giving the outcomes of the consultation process with any revised recommendations.

5. Recommendations to be consulted on

5.1 Burley Willows (Hyde Park and Woodhouse)

- 5.1.1 Proposal to consult on; decommissioning facility when new developments arise in the locality. The planned development of Holt Park Active (due to open Oct 2013) will see provision of a range of day services and activities in the area which will offer existing day centre users an enhanced alternative to the existing facility. In addition, it is proposed that consultation to close the adjoining Burley Willows residential home takes place and a decision on one unit will have an impact on the other.

5.2 Doreen Hamilton (Burmantofts & Richmond Hill)

- 5.2.1 Proposal to consult on; decommissioning facility and transfer people who use day centres to other services of their choice already available in the locality. The unit has fewer facilities and services than the other day centre in the locality (Wykebeck Valley) and there is more alternative provision in the ward/area. The centre only opens 3 days each week. The nearby alternative Adult Social Care day centre at Wykebeck Valley has almost double the number of service users (57) that Doreen Hamilton has (29). It is proposed to develop the role of the Doreen Hamilton building so that it can play a wider role in the life of the local community e.g. community use or early years centre.

5.3 Naburn Court (Crossgates and Whinmoor)

- 5.3.1 Proposal to consult on; decommissioning facility and transfer people who use day centres to other services of their choice already available in the locality. The centre only opens 3 days each week and there are a range of services in the centres catchment area including nine Neighbourhood Networks.

5.4 Queenswood Drive (Kirkstall)

- 5.4.1 Proposal to consult on; decommissioning facility when new developments arise in the locality. The planned development of Holt Park Active (due to open Oct 2013) will see provision of a range of day services and activities in the area which will offer existing day centre users an enhanced alternative to the existing facility.

6. Corporate Considerations

- 6.1 The work undertaken by the Adult Social Care programme team has been done in conjunction with other council departments, Health Service and voluntary sector colleagues to ensure that a co-ordinated and integrated approach to service change and improvement is achieved.
- 6.2 A key issue identified at phase 1 was the role of the Council and its partners in encouraging a wider range of day support options available at a local level, sensitive to the specific needs and requirements of the different localities and communities that make up the city.
- 6.3 The decommissioning process has been developed and delivered in line with the Council's values, in particular 'treating people fairly', 'Working with communities to develop the services that they need and want' and 'doing what we can to save money and work efficiently'. The proposed phase 2 consultation will be both comprehensive and inclusive and make a genuine effort to ensure anyone with an interest in the provision of older people's day care has a chance to contribute. In addition, the intentions behind the

proposals are to ensure that all older people in the city, now and in the future, are able to benefit from the best possible quality and choice of care and support. In the current financial climate, it is essential that the Council's limited resources are targeted at those in greatest need.

- 6.4 Decommissioned buildings, that are no longer suitable for the provision of care and support for older people, will be used to benefit the community in other ways. If a decision is made to decommission the four day centres identified in this report the potential alternative use is as follows:

Day Centre	Proposed Alternative use
Burley Willows	Develop extra care housing on the site
Queenswood Drive	Potential use by the local Neighbourhood Network
Naburn Court	Future use of the building to be determined by the ALMO. This could include use by the local community or ALMO
Doreen Hamilton	Community use or Early years centre

7.0 Consultation and Engagement

7.1 Background

An extensive and inclusive consultation process undertaken as part of the 'Future Options for Long Term Residential and Day Care for Older People' review in 2011 was informed and endorsed by a Scrutiny Inquiry and aimed to seek the views of all key stakeholders and specifically of those people currently living in residential care homes, people who use day centres, their carers and the staff who provide care and support. The communication and consultation activities for this review were broken down into two distinct areas: the wider consultation and the detailed consultation with those directly affected.

7.2 The Wider Consultation

- 7.2.1 The wider consultation involved discussions and engagement at a more general level with stakeholder and interest groups and the wider general public who may have expectations about the future of older people's care services. Through a series of planned events in February to June 2011, consultation took place with a wide range of stakeholders including current day centre users of adult social care services, carers, voluntary, community and faith organisations, independent sector providers of adult social services, members of staff and equality and diversity groups and organisations.
- 7.2.2 The outcomes of the wider consultation described above, together with feedback from a range of stakeholders and the detailed consultation with those directly affected, provided the council's Executive Board in September 2011 with a mandate to approve and proceed with the Better Lives Programme aimed at reshaping local authority residential care home and day care provision for older people in Leeds. Executive Board also agreed to bring forward further options in relation to the remaining six day centres and eight residential homes.
- 7.2.3 Given the consultation process outlined above and the approval from Executive Board in September 2012, it is not the intention to repeat the consultation with the wider general public on the future of day centres for older people. Adult Social Care is committed however to communicating and engaging with all stakeholders to ensure widespread understanding of, and engagement with, our new direction - the Better Lives initiative.

7.3 Phase Two Detailed Consultation

- 7.3.1 As in Phase 1, the aim of the detailed consultation on the proposals for the day centres specified in this report is to consult with those directly affected and as a priority the older people who currently use the day centres and their families and carers. Detailed consultation will take place with affected care staff and trade unions and also with related stakeholders within the locality, including Members and partner organisations. The consultation will seek views about the process and ensure that the needs of individuals are adequately assessed and met. As in Phase 1, all existing users of day centres will be offered a choice of alternative day time activities tailored to their individual circumstances.
- 7.3.2 Subtle improvements will be implemented to improve the consultation process following an evaluation of phase one of the review of older people's residential and day care services. A detailed summary of lessons learned from Phase 1, and the proposed changes in response can be found in Appendix 4.

7.4 People who use day centres, relatives and carers

- 7.4.1 It is proposed that detailed consultation should formally begin on 11 March 2013 following endorsement of proposals contained in this report by Executive Board and a short period of planning and preparation. It will be completed within three months. The aim of the consultation will be to determine the impact of the proposed future options on those older people who use the day centres and ensure that the rationale behind the proposals is clearly understood. It is intended that the consultation will be a two way process with the objective of securing stakeholder engagement at every stage. For people who are not able to make decisions for themselves, or have no relatives or friends to be present, an independent advocate will be present to ensure any decisions made are in their best interests.
- 7.4.2 In order to establish clear lines of communication and engagement right from the start, letters were sent to older people who use the day centres and their families and carers on 7 February 2013 advising them of the Council's intention to seek Executive Board approval to begin consultation on the proposed options and prior to any breaking news stories. It is proposed that a further letter be sent on 16 February 2013 following the Executive Board's decision.
- 7.4.3 Providing the older people who use the day centres and their relatives and carers with the appropriate level of information and consulting with them at key stages of the process will be a key component of the consultation process. This is particularly relevant at the beginning of the process as the people who use the day centres and relatives are likely to be anxious about the proposals. It is proposed that a telephone helpline is available, staffed by experienced officers in the Programme Team.
- 7.4.4 The consultation will be undertaken in a 'person centred' way and one to one interviews offered to everyone affected. The manager in each day centre will arrange a suitable future date and time for the one-to-one interviews to take place. Relatives, carers or friends will also be invited to attend. A questionnaire, available in a range of formats will be used to capture people's responses to the proposed changes and determine the impact on individuals and how this might be reduced as plans are developed. A comprehensive suite of information will explain the way in which factors for consideration have been applied in generating the option for each day centre.
- 7.4.5 Care and consideration will be given to any communication issues for each individual person who attends the day centres. The programme team will work with each manager of the day centre prior to the start of the consultation to identify each individual's

communication needs. A consultation plan has been developed that incorporates the need to be mindful of engaging with older people who may be inevitably anxious about the proposals, particularly those with complex needs, such as those with dementia.

- 7.4.6 The capacity of people who use day centres to participate in the consultation will be determined by the day centre manager. Guidance notes will be issued designed to prompt and guide managers in obtaining the views of people who use the day centre and those with dementia. Semi-structured interviews where a relaxed, one to one, meeting takes place is the chosen method for this purpose and feedback from the first phase of consultation indicates this is the preferred method for people who use day centres and their families.

7.5 Elected Members

- 7.5.1 Local Authorities are experiencing a number of drivers for local citizens to become more engaged in service design and delivery. Provisions made within the government's 2011 Localism Act envisage a greater engagement of communities in the delivery of services and management of assets, with new powers to challenge councils for control of service delivery and to bid to own and run assets of community value. For this to work and to ensure a connection between strategic and local interests and facilitate the engagement of citizens, Adult Social Care will enlist the local leadership skills, knowledge and expertise of elected members. To start the delivery of this challenge, a Cross Party Member Advisory Board has been established to provide an opportunity for Members of all parties to discuss a shared interest in further improving services for older people.

- 7.5.2 As a likely first point of contact from those directly affected, elected members in wards with proposed options for change were sent a briefing note on 7 February 2013 advising them of the Council's intention to seek Executive Board approval to consult on the proposals and offered a meeting with the Executive Member for Adult Social Care. It is proposed that a further letter be sent on 16 February 2013 following the Executive Board's decision. This will be followed by regular briefings throughout the consultation process as and when required.

7.6 Scrutiny Board

- 7.6.1 It is proposed that the Health & Well-being and Adult Social Care Scrutiny Board keep a watching brief on future developments to ensure they are relevant, focused and purposeful

7.7 Area Committees

- 7.7.1 It is proposed that officers in Adult Social Care make presentations to all 10 area committees in June and July 2013 to ensure that future services reflect local need and to ensure that local knowledge and experience form part of the consultation feedback.

7.8 Staff consultation

- 7.8.1 In order to establish clear lines of communication and engagement right from the start, letters were sent to staff on 7 February 2013 advising them of the intention to seek Executive Board approval to begin consultation on the proposed options. It is proposed that a further letter is sent on 16 February 2013 following Executive Board's decision.
- 7.8.2 Staff briefings on the proposed options will take place during week commencing 18 February 2013. Separate briefings on employee matters will take place concurrently with managers from adult social care.

7.9 Trade Unions

- 7.9.1 Trade union representatives play a key role in supporting employees through organisational change and monthly consultation meetings will take place to ensure that arising employee matters are addressed.
- 7.9.2 The implications for staff arising from the proposed decommissioning of establishments will be managed in accordance with the Council's Managing Workforce Change Policy. Workforce planning is embedded within the Directorate and, through controlled vacancy management, suitable alternative employment opportunities will be made available for any potentially displaced staff, through the reduction of agency workers. In addition the Council's Early Leavers Initiative (ELI) is being used as an additional opportunity to enable posts to become available for displaced staff.

7.10 Consultation methodology

- 7.10.1 A refreshed communication management and stakeholder engagement strategy has been developed. Consultation methods will be tailored to the stakeholder groups and will include briefing documents, the opportunity to respond in writing or electronically and group discussions.
- 7.10.2 An advisory group has been established to advice on the accessibility of the consultation process, consultation documentation and the report on the consultation findings. The group will also advise on the impact the proposals will have on those affected and contribute towards the Equality, Diversity, Cohesion and Integration Impact Assessment.

7.10.3 Who will we consult with?

- People who currently use day centres, their families and carers
- Staff
- Elected members
- Advisory Group
- Partner organisations
- Trade unions

7.10.4 How we will consult?

- One-to- one interviews with those directly affected and use of a questionnaire
- Fact sheets will be produced setting out options and how these have been arrived at
- Ward Member briefings
- Attendance at Area Committees
- Attendance at Health & Well-Being and Adult Social Care Scrutiny Board.
- Attendance at the Health & Well-Being Board
- Effective feedback arrangements
- Meetings and events with trades unions, specifically in relation to the options being consulted on
- Group Q&A sessions for people who use day centres and all interested parties
- Documentation that gives background information about each unit and options available
- Staff meetings
- Meetings with key partner organisations, particularly NHS partners
- Newsletters and web-based information
- A media protocol

- 7.10.5 Formal advocacy will be provided for people who use day centres when required and as requested.
- 7.10.6 Feedback from the consultation will be reviewed and the responses recorded and circulated to those involved in the consultation process. The responses collected during the consultation and the outcome of the equality impact assessment will be used to draw up recommendations for future day centre services, to be considered by a future meeting of Executive Board. The recommendations will include detailed proposals on implementation.

8.0 Equality and Diversity / Cohesion and Integration

- 8.1 Giving due regard to equality, the proposed options were subject to an Equality Screening and this concluded that they will potentially give rise to equality impacts particularly on those older and disabled people, their families and carers, whose day centre is currently provided by the in-house day care service. The screening document is available at Appendix 5. Staff will also be affected, particularly women, who make up 90% of the workforce. If the proposals are agreed they will be the subject of individual EIAs as a parallel process to the consultation on the proposed changes.

9.0 Council policies and City Priorities

- 9.1 Over the last decade the Council has invested heavily in a range of services for older people that offer them choice in the support they need to remain in their own homes and communities. These services include personal budgets, assistive technology, reablement / intermediate care, neighbourhood networks, home care, sheltered and extra-care housing and accessible community facilities.
- 9.2 LCC Top 25 priorities sets out the delivery milestones of the council for 2012-13 which support delivery of the key priorities in the city priority plan and council business plan 2011-15. In relation to Adult Social Care this includes supporting Better Lives through enterprise with the development of a wider range of care service providers. This will increase the range of choices open to service users.
- 9.3 The Council also has a duty of care to existing day centre users. This will be maintained throughout the change programme by ensuring that older people who use day centres are kept fully informed of the planned changes and timescales, their needs are fully assessed, they are offered a choice in alternative provision, their quality of care is maintained and they have no additional costs to pay. The important role of family carers is also recognised and they will be kept fully informed and offered a carers assessment, where appropriate.

10.0 Resources and value for money

- 10.1 During previous consultation, a wide range of people expressed concern that the alternative services will not be affordable and people will be financially disadvantaged. There were also some concerns that the Council has purposely run down services in terms of investment requirements.
- 10.2 The Council is committed to ensure that no individual is disadvantaged as a consequence of the recommendations contained in this report. The Council has invested heavily in its buildings over the years. However, the Council-owned day centres have significant running, maintenance and upgrade costs and the scale of that investment would need to grow significantly against a background of less money being available to the Council overall.
- 10.3 The Council has sought every means possible to ensure that the services received by people with statutory social care needs are impacted as little as possible by the current

financial circumstances. This has meant significant efficiencies have already been made and will continue to be made; however, it is clear that in some areas alternatives to Council provision represent far better value for money.

- 10.4 There is a strong independent sector in Leeds that continues to develop new day support options and new homes, many that offer day provision with better specifications and at a competitive cost.
- 10.5 In addition, re-aligning Council services to meet specialist needs, both on a day and residential basis, with an integrated community focus will offer better value for money by providing better outcomes to more people.
- 10.6 It has also been suggested the Council should consider additional use of the buildings by communities and organisations which would contribute towards the cost of the services. The Council continues to welcome proposals that would lead to better and more effective community use of its buildings and facilities.

10.7 Savings to date

- 10.8 Following approval at Executive Board on 7th September 2011, four local authority day centres have closed with annual revenue savings of £0.4m. This reflects the savings in staffing and running costs, with day centre users being accommodated in other day centres with excess capacity, thereby keeping additional costs to a minimum.

10.9 Potential savings

- 10.10 In terms of the proposals made for the remaining day centres where no recommendations were made as part of the first phase of this programme, should the recommended option for each day centre be confirmed following consultation, it is estimated that the council will accrue gross savings of £0.5m per annum, reducing to a net figure of £0.4m per annum after re-provision costs estimated at 20% have been taken into account.
- 10.11 Based on estimates carried out in autumn 2012, capital expenditure for planned maintenance required on the four day centres to be consulted on for decommissioning outlined above in paragraphs 6.1 – 6.8 is estimated at £282,858.

11.00 Legal Implications, Access to Information and Call In

- 11.1 Legal services have been involved in the programme to provide advice on legal requirements, contracts and challenges. To date there have been two Freedom of Information requests specifically in relation to day centres, all of which have been responded to in full. Any decision regarding the proposed re-provision and decommissioning of day centres would be subject to Call In.

12.0 Risk Management

- 12.1 The programme has been subject to a full risk assessment. Identified risks will have comprehensive mitigation measures in place. These will include continuing use by the assessment team of the "Assessment and Closure Protocol" developed for phase 1. Each person using a day centre will be offered a comprehensive assessment of their needs which will include identified risk issues.
- 12.2 Particular attention will be given to providing additional support to the seven people who have moved during Phase 1 to a centre that is now proposed for closure in Phase 2. These individuals will be prioritised for assessment by the social work assessment team and

offered alternative ASC provision. They will also have the opportunity to move to the new service with their friends, with day centre staff supporting the transition process. The people who use the day centre and their carers (where applicable) will also be followed up by the social work assessment team within three months of the move to ensure that the move is going smoothly and to address any concerns.

13. Conclusions

- 13.1 The recommendations for day centres, approved under phase one of The Better Lives for Older People Programme, have been successfully implemented. A review of the remaining day centres has been undertaken and options for consultation under phase two of the programme have been identified.
- 13.2 The Better Lives for Older People Programme has highlighted the changing expectations of older people around choice, quality and control of their care and support services. This is reflected in the increasing number of older people who would previously have been referred to a day centre taking up the option to have individual support budgets (direct payments) to enable them to access mainstream social and leisure activities.
- 13.3 It is proposed that the future provision of day centres should focus on a smaller number of specialist services targeted at people who may find it difficult to access mainstream activities. These centres would be for older people with higher level care needs, associated with dementia and physical infirmity, and would be provided by the development of eight retained day centres offering city-wide cover.

14.0 Recommendations

1. The Executive Board is asked to note the content of this report and recognise the progress made so far in implementing the options approved by the Executive Board in September 2011 on the future of the Council's day centres for older people.
- 2 Detailed consultation with those directly affected took place as part of the 'Future Options for Long Term Residential and Day Care for Older People' review in 2011 and it is recommended that the Executive Board approve that consultation on the proposed options outlined in this report at paragraph 5 is carried out in the same way. This will also take into account the benefits from lessons learned and the insights gained from the consultation undertaken in 2011.

15.00 Background documents¹

- 15.1 None

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

Case Studies

Susan's story

Susan (92) attended Spring Gardens day centre in Otley for 11 years and developed many close friendships during that time. She has been involved with Otley Action for Older People for around 4/5 years and credits them with helping her move into her flat. She attends a quiz and bingo on Mondays occasionally, the Bridge Church lunch club once a month and enjoys having the opportunity to spend time in the company of her friends. She also attends the Otley Methodist lunch club and enjoys being able to still see many of her close friends regularly. She has been able to re-establish contact with her two cousins who she had lost contact with for several years, Susan says she has always got on well with her cousins so she has enjoyed being able to see them again. Susan says that without the lunch club she wouldn't be able to see her friends and she looks forward to going each week.

Betty's Story

Betty (77) had attended Firthfields day centre two days a week for over nine years and enjoyed her time at the centre. Following the announcement that the centre was going to close, Betty knew she had decisions to make about what she was going to do so that she could maintain her routines which were important to her. With support from her granddaughter she arranged to take the Access Bus so she could go shopping each Saturday, which used to be one of the days she attended the centre. Betty has started meeting new people during these trips. She says, "You soon make friends if you want to. It's up to you."

Betty keeps herself busy and active with daily walks down the high street, visiting family and is considering going on holiday to Texas to visit her family. Although she does miss the centre, she enjoys the balance of going out and spending time at home.

"I enjoy what I do now. There's plenty on in my life," says Betty. "You just get on with it, and if you feel like doing something, do it."

Fred's Story

Fred (81) had been going to Firthfields Day Centre for a number of years and was concerned when he heard the news that it was closing. Fred decided after talking to his social worker and the staff at Garforth Neighbourhood Elders Team that he would transfer to the local Neighbourhood Network service. Fred says that he could not manage without NET now and that it has made a positive impact on his life. Fred loves to go out on the trips and also enjoys the Men's Group. He is very grateful for the transport by Volunteers to bring him to NET to join in the activities.

Appendix 2

Attendance at Older peoples day centres proposed for consultation on closure January-December 2012

Day Centre	No of Days Open a week	Maximum No of Places per day	Total number on register Dec 2012	Average Daily Attendance Jan-Dec 2012	Attendance as % of potential capacity available	% Voids Jan-Dec 2012	Daily Cost per place Dec 2012
Burley Willows	6	35	49	13	37%	63%	£136
Doreen Hamilton	3	30	29	15	51%	49%	£185
Naburn Court	3	35	21	11	31%	69 %	£311
Queenswood Drive	5	30	57	14	47 %	53%	£108

Burley Willows

Alternative Provision Available to Service Users			Number of Weekly sessions
Organisation	Type of Support provided		
Holt Park Active	Practical Support	Social Support/Healthy Living	150
Chapel Allerton Good Neighbours - NNS	Practical Support	Social Support	41
Meanwood Elders Neighbourhood Action - NNS	Practical Support	Social Support	290
MaeCARE - NNS	Practical Support	Social Support	80
STEP – NNS	Practical Support	Social Support	173
Horsforth Live at Home – NNS	Practical Support	Social Support	164
HOPS – NNS	Practical Support	Social Support	56
AVSED – NNS	Practical Support	Social Support	125
OWLS – NNS	Practical Support	Social Support	140
All Hallows Community Cafe		Social Support	48
ST Chad's L/Club		Social Support	50
Yeadon Convent Day Centre		Social Support	32
The 88 Lunch Club		Social Support	30
Shared Lives	Support for Carers		Variable
TOTAL SESSIONS			1,379

Doreen Hamilton

Alternative Provision Available to Service Users			Number of Weekly sessions
Organisation	Type of Support provided		
HOPE - NNS	Practical Support	Social Support	126
North Seacroft Friends and Good Neighbours - NNS	Practical Support	Social Support	94
South Seacroft Good Neighbours - NNS	Practical Support	Social Support	80
Leeds Black Elders L/Club	Practical Support	Social Support	25
Action for Gipton Elderly – NNS	Practical Support	Social Support	274
Burmantofts Senior Action – NNS	Practical Support	Social Support	71
Richmond Hill Elderly Aid – NNS	Practical Support	Social Support	280
Crossgates & District – NNS	Practical Support	Social Support	140
Swarcliffe Good Neighbours – NNS	Practical Support	Social Support	113
Leeds Irish Health & Homes	Practical Support	Social Support	52
Senior Citizens Endeavour L/Club		Social Support	56
Wykebeck Valley Day Centre	Practical Support/Personal care	Social Support	150
Shared Lives	Support for Carers		variable
TOTAL SESSIONS			1,461

Naburn Court

Alternative Provision Available to Service Users			Number of Weekly sessions
Organisation	Type of Support provided		
Cross Gates Good Neighbours Scheme - NNS	Practical Support	Social Support	140
Swarcliffe Good Neighbour Scheme - NNS	Practical Support	Social Support	113
WISE – NNS Wetherby	Practical Support	Social Support	368
North Seacroft Friends & Good Neighbours – NNS	Practical Support	Social Support	94
South Seacroft Good Neighbours – NNS	Practical Support	Social Support	80
Burmantofts Senior Action – NNS	Practical Support	Social Support	71
MaeCARE - NNS	Practical Support	Social Support	80
HOPE – NNS	Practical Support	Social Support	126
Richmond Hill Elderly Action - NNS	Practical Support	Social Support	280
WRVS St James L/Club		Social Support	36
Thoner Over 55's Group L/Club		Social Support	18
Alwoodley Park L/Club		Social Support	30
Shared Lives	Support to Carers		Variable
TOTAL SESSIONS			1,436

Queenswood Drive

Alternative Provision Available to Service Users			Number of Weekly sessions
Organisation	Type of Support provided		
Holt Park Active(Opens Oct 2013)	Social Support/Practical Support/Healthy Living		150
STEP - NNS	Social Support		173
HOPS - NNS	Social Support		56
Horsforth Live at Home Scheme - NNS	Social Support		164
OWLS - NNS	Social Support		140
OPAL - NNS	Social Support		213
Meanwood Elders Neighbourhood Action – NNS	Social Support		290
Aireborough Voluntary Services for the Elderly with Disabilities (AVSED)	Social Support		125
Cookridge Methodist Church L/Club	Social Support		24
The 88 Club	Social Support		30
St Chads L/Club	Social Support		50
Chapel Allerton Town Street L/Club	Social Support		30
Association of Blind Asians L/Club	Social Support		20
Alwoodley Park L/Club	Social Support		30
Headingley Methodist L/Club	Social Support		40
All Hallows Community Cafe	Social Support		48
Shared Lives	Support for Carers		Variable
TOTAL SESSIONS			1,583

Better Lives for Older People – Day Centres for Older People Lessons Learned

An evaluation of phase one of the review of older people's residential and day care services has been undertaken, including the extent to which it met its stated aims. We will be using this information in the second phase of the Better lives for Older People Programme and are committed to ensuring that the lessons learned from phase one are incorporated into our developing day centres for older people.

The consultation process yielded a rich and diverse range of views, comments, concerns and questions, all of which have been considered in developing the consultation, communication and engagement strategy for the Better Lives Programme. While it is not possible to fully replicate each comment in this report, key themes have emerged from the consultation process which are summarised below along with the response or action point:

- **Clarity of the strategy and importance of clear and consistent messages for future consultation. Keep message consistent from the start.**
A communication plan has been developed which describes a clear and consistent message, commonly understood by everyone and in line with a shared vision for the service. This vision will be the basis for the outcomes and delivered benefits of the Better Lives Programme and will underpin future communication and engagement.
- **Illustrate possible outcomes of what is being proposed and provide more information on alternatives and what the new model of care will look like.**
To better understand some of the issues and demonstrate how challenges were met in the first review, we will provide case studies and stories which outline experiences of former users of the day centres which closed last year and how they are getting on in their new service.
- **The information given out should be consistent and accurate with regular and consistent communications with stakeholders in user friendly language**
We will develop clear communication materials. The style and language will be debated and overseen by an Expert Advisory Group on behalf of older people service users.
- **Keep to realistic timescales to avoid confusing letters to explain delays**
We will develop and maintain realistic project and resource plans to ensure that schedules are robust and timescales achievable
- **Improve dialogue and engagement with the Voluntary, Community and Faith Sector and local Interest Groups.**
An Advisory Group will be established to advise on the accessibility of the consultation process, documentation and the report on the consultation findings. The group will also advise on the likely impact of the proposals on those affected and contribute towards the Equality, Diversity, Cohesion and Integration Impact Assessment.
- **Improved communication with staff. Build in more time to brief staff on proposed changes.**
Guidance will be given to all care staff regarding information handling. In addition they will be supported throughout the process. Their career paths and aspirations will be considered and discussed and long periods of uncertainty avoided.
- **More detailed information on the criteria used to determine the options to allow those directly affected to respond**
Care and consideration will be given to communication issues for each individual resident and day centre user. Meetings will be held with residents to help understand the impact of any changes. Those customers directly affected by the proposed changes will receive written information outlining the likely impact for them and giving the opportunity to comment on the proposals and their impact in a one-one interview with the manager of the home.

Equality, Diversity, Cohesion and Integration Screening

Directorate: Adult Social Care	Service area: Older Peoples Day Centres	
Lead person: Anna Clifford	Contact number: 3952297	
1. Title: Better Lives for Older People – Day Centres		
Is this a:		
Strategy / Policy	Service / Function	Other
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
If other, please specify		
2. Please provide a brief description of what you are screening		
<p>In September 2011, following extensive and comprehensive consultation, the Council's Executive Board agreed to proceed with the Better Lives Programme aimed at reshaping local authority residential care home and day care provision for older people in Leeds. The Executive Board also agreed to bring forward further options in relation to the remaining six day centres and eight residential homes.</p> <p>Criteria for determining the future options for these services have already been assessed with due regard to equality. These criteria were considered and agreed by the Executive Board on 15 December 2010.</p> <p>Building on the September 2011 Executive Board report and through a number of projects sitting within the Better Lives for Older People Programme, Adult Social Care is working towards a five year vision for these remaining services. This involves taking a holistic look at what services are currently provided and how the needs and demands of future generations of older people can be best provided.</p> <p>It is in this context that proposals have been developed for those day centres where no recommendations were made as part of the first phase of this programme. The review is now at a stage where we are able to put specific options to the Executive Board with a view to going out to formal consultation.</p> <p>Executive Board will be requested at its meeting on 15 February 2013 to begin a process of consultation on the proposed options identified for the remaining older people's day centres.</p>		
3. Relevance to equality, diversity, cohesion and integration		
Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	√	
Have there been or likely to be any public concerns about the policy or proposal?	√	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	√	
Could the proposal affect our workforce or employment practices?	√	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment 	√	

<ul style="list-style-type: none"> • Advancing equality of opportunity • Fostering good relations 		
4. Considering the impact on equality, diversity, cohesion and integration		
<ul style="list-style-type: none"> • Key findings <p>Phase 1 of the review considered and assessed the impact of the decommissioning and recommissioning of a number of day centres both in terms of future users of the services and those individuals directly affected.</p> <p>The impact on individuals directly affected by the proposals for the remaining day centres where no recommendation were made as part of the first phase of this programme is not known and to this end an impact assessment will be completed for each option involving relevant and appropriate consultation and involvement through the Adult Social Care Programme Team.</p>		
<ul style="list-style-type: none"> • Actions <p>(think about how you will promote positive impact and remove/ reduce negative impact)</p> <p>A separate assessment will be completed for each option involving relevant and appropriate consultation and involvement through the Adult Social Care Programme Team</p>		
5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.		
Date to scope and plan your impact assessment:	December 2012 – July 2013	
Date to complete your impact assessment	When will you complete the impact assessment? August 2013 .	
Lead person for your impact assessment (Include name and job title)	Anna Clifford	
6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Dennis Holmes	Deputy Director, Strategic Commissioning, Adult Social Care	23 January 2013
7. Publishing		
<p>This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.</p> <p>Please send a copy to the Equality Team for publishing</p>		
Date screening completed	10 December 2012	
If relates to a Key Decision send to Corporate Governance		
Any other decision please send to Equality Team (equalityteam@leeds.gov.uk)		