

Central
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**TO EACH MEMBER OF THE
SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE**

21 January 2016

Dear Councillor

**SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE - Monday
25 January 2016: Committee Room 1, Watling House, Dunstable, LU6 1LF.**

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following outstanding reports:-

10. The Future of Greenacre Older Persons Home: Outcome of Consultation and Recommendations

To scrutinise the report and results of the consultation on the future of Greenacre Older Persons home and to provide the Executive with recommendations on the proposals for its future.

13. Winter Resilience Exception Report

The purpose of the attached report is to provide Members with an update on the Winter Resilience Plan produced by the Bedfordshire Clinical Commissioning Group (BCCG) and scrutinise the exceptions reported.

Should you have any queries regarding the above please contact the Overview and Scrutiny Team on Tel: 0300 300 4196.

Yours sincerely

Paula Everitt
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Central Bedfordshire Council

**SOCIAL CARE, HEALTH AND HOUSING OVERVIEW AND SCRUTINY
COMMITTEE** **25th January 2016**

**THE FUTURE OF GREENACRE OLDER PERSONS HOME AND
DAY CENTRE**

Report of Cllr Carole Hegley, Executive Member for Social Care and Housing
(carole.hegley@centralbedfordshire.gov.uk)

Advising Officers: Julie Ogley, Director of Social Care, Health and Housing
(julie.ogley@centralbedfordshire.gov.uk) and Tim Hoyle, MANOP Head of
Service (tim.hoyle@centralbedfordshire.gov.uk)

Purpose of this report

1. For members of the Committee to consider the report to Executive on the future of Greenacre Older Persons Home and Day Centre.
2. For members of the Committee to add their views on the conclusions and recommendations in the report prior to its consideration by the Executive

RECOMMENDATIONS

The Committee is asked to:

1. Note the contents of the report and its recommendations
2. Provide comments which will be added to the final report to be considered by the Executive.

Issues

1. The outcome of the consultations on the future of Greenacre Older Persons Home and Greenacre Day Centre and the recommendation on the preferred option will be considered by Executive on 9th February 2016 where it is expected that a decision will be made about their future.
2. The draft report is attached as Appendix 1. There are also appendices to the Executive Report and these are attached as Appendices 2-12.

Appendices

The following appendices are attached:

1. Executive Report: Greenacre Older Persons Home and Day Centre
2. Have Your Say on the Future of Greenacre Older Persons Home
3. Options Considered for the Future of Greenacre Older Persons Home
4. Greenacre Older Persons Home Questionnaire
5. Have Your Say on the Future of Day Care at Greenacre
6. Options Considered for the Future of Day Care at Greenacre
7. Greenacre Day Centre Questionnaire
8. Update on the Future of Greenacre Older Persons Home
9. Update on the Future of Day Care at Greenacre
10. Response to Consultation - Future of Greenacre Older Persons Home
11. Response to Consultation - the Future of Day Care at Greenacre
12. Anonymised needs and risk assessments of current residents of Greenacre Older Persons Home

Background Papers

3. The following background papers, not previously available to the public, were taken into account and are available on the Council's website:
 - a. Equality Impact Assessment – The Future of Greenacre Older Person's Home and Day Centre
 - b. Closure of Care Home and Relocation of Residents – Good Practice Guidance

Reports Considered Previously

4. The following reports relating to this matter were previously considered and are available on the Council's website:
 - a. Improving Care Home Provision for Older People in Central Bedfordshire – Report to Executive on 6th October 2015
 - b. Improving Care Homes For Older People In Central Bedfordshire – Report to the Executive on 10th February 2015

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Central Bedfordshire Council

EXECUTIVE

9th February 2016

The Future of Greenacre Older Persons Home and Day Centre

Report of Cllr Carole Hegley, Executive Member for Social Care and Housing
(carole.hegley@centralbedfordshire.gov.uk)

Advising Officers: Julie Ogley, Director of Social Care, Health and Housing
(julie.ogley@centralbedfordshire.gov.uk) and Tim Hoyle, MANOP Head of Service
(tim.hoyle@centralbedfordshire.gov.uk)

This report relates to a Key Decision

Purpose of this report

1. To consider the outcome of the consultation on the future of Greenacre Older Persons Home and Day Centre¹.
2. To decide on the future of the home and the services within it.

RECOMMENDATIONS

The Executive is asked to:

1. Note the outcome of the consultations on the future of Greenacre Older Persons Home and Greenacre Day Centre.
2. Approve the closure of Greenacre Older Persons Home and cessation of services at Greenacre Day Centre based on the matters set out in this report, its appendices and background papers.
3. Authorise the Director of Social Care Health and Housing to determine the date of closure of Greenacre Older Persons Home taking into consideration the assessed eligible care and support needs of residents of the home along with relevant operational matters.
4. Authorise the Director of Social Care Health and Housing to determine the date of cessation of the provision of service at Greenacre Day Centre, taking into consideration the assessed eligible care and support needs of the day centre users and their carers along with relevant operational matters.
5. Authorise the Director of Social Care Health and Housing to undertake the

¹ Throughout this document the following terms are used: 'Greenacre Older Persons Home' – this refers to the care home aspect of the building; 'Greenacre Day Centre' – this refers to the day centre operation within the building. The term 'Greenacre' is used to refer to the entire building or the entirety of operations on the site.

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- processes set out in paragraphs 89 to 91 and to determine the location of the replacement day service.
6. Authorise the Director of Social Care Health and Housing to commence the processes set out in paragraphs 92 to 95 to determine the future of the 'Step Up Step Down' residential reablement service.
 7. Approve the commencement of the processes set out in paragraphs 104 to 106 in relation to the staff employed at Greenacre Older Persons Home, Day Centre and Step Up Step Down unit.

Overview and Scrutiny Comments/Recommendations

3. This report was considered by Social Care Health and Housing Overview and Scrutiny Committee on 25th January 2016. The recommendations of the committee are as follows:
 - a. <To be added>

Background

4. At its meeting on 10th February 2015 the Executive considered a report on the challenges facing Central Bedfordshire in the provision of good quality accommodation for older people and the approach being taken to meet these challenges. (Members of the Executive should read this report prior to this meeting).
5. The challenges were set out in detail in the report and can be summarised as follows:
 - a. In common with other council areas and the nation as a whole, Central Bedfordshire's population of older people is set to grow much more rapidly than the overall population. This is particularly true of the group of people aged 85 and over.
 - b. When asked older people consistently say that their preference is to remain living independently in their own home for as long as possible and the Council aims to support this as much as it can.
 - c. The vast majority of people will continue to live in ordinary housing throughout their lives, supported by informal carers (such as relatives and friends) and 'paid for' carers sourced privately or commissioned by the Council. Additionally, in recent years the Council has developed extra care housing schemes that are able to deliver a high level of flexible care options to support residents as and when they need it.
 - d. However, even with the provision of extra care housing, for a small proportion of older people the best place in which their needs can be met is in a care home setting. In recent years increased expectations of the facilities in care homes have led to changes in the physical and environmental standards which new care homes need to meet.

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- e. Prior to the closure of Caddington Hall, the Council owned and operated seven care homes for older people across Central Bedfordshire. These were built in the period between the late 1960's and the early 1980's. None of them meet the modern physical and environmental standards that new care homes achieve.
6. The Council's response to these challenges of an increase in population of older people and rising expectations is necessarily set within the financial constraints within which the public sector operates. The approach being taken to address these challenges was also set out in detail in the report to the Executive on 10th February 2015 and can be summarised as follows:
 - a. Increase the availability of home care services in response to increasing demand and the desire by older people to remain in their own homes for as long as possible.
 - b. Develop both domiciliary and residential reablement services that assist older people to regain independent living skills which allow them to remain living at home, even after a spell in hospital.
 - c. Commence the development of extra care housing schemes for independent living in Dunstable (Priory View), Leighton Buzzard (Greenfields) and Houghton Regis (Houghton Regis Central) and plan to deliver a further three schemes of this type over the next five years.
 - d. Reconfigure care home provision for older people to deliver higher physical and environmental standards. This is the most challenging as such changes inevitably mean a degree of disruption to the lives of residents in the homes affected.
7. With these factors in mind in February 2015 the Executive authorised the commencement of a consultation on the future of Caddington Hall Older Persons Home. The timing of this was influenced by the opening of a new care home – Dukeminster Court, Dunstable – in April 2015 and the operator making 26 of its places available to the Council within the rates and terms of the Council's standard contracts with care homes.
8. At its meeting in July 2015 the Executive heard the outcome of this consultation and after due deliberation agreed the closure of the home and the transfer of residents to alternative homes.
9. This process concluded in September 2015 and Caddington Hall has now closed. Follow-up work was undertaken with the residents who transferred and/or their relatives and the feedback about the process was very positive. An internal review of the process and its outcomes was also undertaken and the 'lessons learned' from this have been used to inform subsequent activities.
10. In October 2015 the Executive authorised the commencement of a consultation on the future of Greenacre Older Persons Home and the Day Centre. The timing of this was influenced by the planned opening of a further new care home in the area – Rosewood Court, Dunstable – in March 2016 and the operator being willing to make 22 of its places available to the Council within the rates and terms of the Council's standard agreement with care homes. In addition nine of the 26 places at

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Dukeminster Court which were set aside during the closure of Caddington Hall remained vacant and available to the Council.

11. The Executive requested that a report on the outcome of the consultation process be brought to a future meeting along with recommendations about the future of the home in order to make an informed decision.
12. The main issue in relation to Greenacre Older Persons Home is that the home does not meet the modern expectations as it has relatively small rooms and no en-suite facilities.
13. In addition to the residential care facilities, Greenacre is also the location of:
 - a. A small but well-used day centre focussing on the needs of older people with dementia.
 - b. The 'Step Up Step Down' short term residential reablement service.
14. Both the Day Centre and the Step Up Step Down unit are operated separately from the rest of Greenacre Older Persons Home and each has its own staff team.
15. During 2015 inspections of the home by the Council and Care Quality Commission ('CQC') it was found that the quality of care at Greenacre Older Persons Home had deficiencies and the home became subject to the 'serious concerns' process² on 27th April 2015. During this time the home was not able to admit new residents and its occupancy fell. The quality of care was addressed and the process concluded on 17th August 2015. Since then Greenacre has been able to take new residents and its current occupancy is in the region of 70% with 21 of its 34 long term places occupied.
16. Greenacre Day Centre provides places for up to 14 people during the daytime Monday to Friday. A total of 18 customers attend the day centre and on average attend on around 3 days per week. In addition some of the residents of the home use the day centre on an ad hoc basis for social interaction. The centre provides a service mainly to older people who live in the community – often supported by one or more relatives. Most of the people who attend the day centre have some degree of dementia. Since the start of the consultation one customer has stopped attending and no new customers have started.
17. Should a decision be made to close Greenacre, the expectation is that the service provided by the day centre will continue but in a different location. The options for this are set out in paragraph 69 below.
18. Greenacre is the location for the 'Step Up Step Down' residential reablement service. This service has 8 places and provides older people who normally live in the community with intensive support in a residential setting for a period of up to six weeks either to prevent them being admitted to hospital ('step up') or to enable them to return home after a

² This process involves CQC, the Council and the home-owner where there are concerns about the quality of care being offered by a home. It seeks to address those concerns and restore the quality of care to an acceptable level.

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hospital stay ('step down'). The service has been located at Greenacre since its inception in 2011, apart from a period in 2015 when Greenacre was in 'serious concerns' when it was relocated to Ferndale in Flitwick.

19. The monitoring of the outcomes for people who receive the Step Up Step Down service indicates that the service is valuable both in terms of improved outcomes for the people who use it and also in overall reduced costs for both the NHS and Adult Social Care. A full review of the service has yet to be carried out but based on the evidence to date the service should continue in a similar form to the present arrangement.

Consultation Process on the Future of Greenacre Older Persons Home

20. The consultation process lasted for 13 weeks, from 14th October 2015 to 13th January 2016. Separate consultations were carried out for the care home and the day centre as they have different customers and options for their future.
21. In relation to the future of the care home consultees were asked for their views on seven options. These were:
 - a. Doing nothing – continue to run Greenacre in its present form.
 - b. Relocating existing residents to better homes and closing Greenacre – the Council's preferred option.
 - c. Transferring Greenacre to another organisation to run as a going concern.
 - d. Building a new home on the Greenacre site – moving residents to alternative homes, demolishing the old home and building a new one.
 - e. Running the home down – stopping new admissions to the home but keeping it open for an agreed period of time or until it had no residents.
 - f. Refurbishing the home so that it meets modern standards.
22. Consultees were also given the opportunity to identify other options and put forward proposals.
23. The Council set out in the consultation the offer to residents of alternative accommodation should the home close. This is:
 - a. Residents would be accommodated in a home that offers a good quality of care.
 - b. Residents would be offered alternative accommodation in a home that meets modern physical and environmental standards and customer expectations.
 - c. Residents would be accommodated in a home that can meet their assessed eligible care and support needs.
 - d. Residents would be accommodated in a home at fee rates within the range paid by the Council whose area the home is in.
 - e. Residents would be accommodated in a home that is a reasonable distance from their current home.

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- f. Residents who expressed the wish to move as a group would be accommodated where possible.
 - g. Residents would not be required to move more than once.
24. In conjunction with the core offer set out above, resident's individual wishes and circumstances would be further taken into account where at all possible. Examples of this would include:
- a. Where a resident wished to move to a different location to be close to a relative.
 - b. Where a resident wished to move to another type of accommodation.
25. In order to be able to honour the offer set out in the consultation the Council needs to be able to secure sufficient places in alternative homes. The Council was offered nine places at Dukeminster Court, a newly-built home in Dunstable operated by Quantum Care and 22 places at Rosewood Court, a home due to open in March 2016 and operated by Only Care. Given the occupancy of Greenacre Older Persons Home this was sufficient places to offer residents a place in one of them (subject to the home being able to meet their care needs).
26. The consultation documents in relation to the care home are set out in Appendices 1, 2 and 3 and should be considered by Members.
27. At the start of the consultation process there were 23 permanent residents in the home and no short term residents. During the course of the consultation there was one new short term resident who later became permanent, three of the residents died and one resident moved to a nursing home. At the time of writing there are 20 permanent residents and one short term resident.
28. In order to ensure that the people most affected by any changes were involved in the consultation process the following activities were undertaken during the consultation period:
- a. Before it commenced, meetings were held for residents, relatives and staff advising them of the proposals and explaining about the consultation period.
 - b. Relatives and residents were offered 'one-to-one' meetings with members of the consultation team to discuss the options.
 - c. Residents, relatives and other stakeholders were provided with regular updates about the progress of the consultation and what was planned to take place.
 - d. Staff were offered 'one-to-one' meetings with members of the consultation team to discuss the options.
29. Particular attention was given to supporting residents to be involved in the consultation process even though some lacked mental capacity to fully understand the Council's proposals. The ability of all residents to participate in the consultation was assessed by a social worker by undertaking an assessment in accordance with the principles of the Mental Capacity Act 2005.

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30. The assessments undertaken during the course of the consultation period showed that eight residents had capacity to take part in the consultation and were assisted to do so. 12 residents were assessed not to have capacity to participate meaningfully in the consultation, however of those, seven could give a view to a limited extent. These views are summarised in paragraph 60 below.
31. The majority of residents had friends or relatives who were able to support them in participating in the consultation or contribute on their behalf. In no cases was it judged or requested that independent advocacy was required to enable a resident to participate.
32. During the consultation period a document was published that set out the most common questions asked during the process so far with answers. This document appears as Appendix 7.
33. A total of 26 responses were received to the consultation. These are set out in full in Appendix 9 and the key issues raised are discussed in the next section.

Key issues

34. The key issues can be categorised into two areas - those that are significant in determining the future of Greenacre and those that are important to be considered should the decision be to close the home.

Issues important in determining the future of the home

35. Those which are significant when coming to a decision about determining the future of the home are:
 - a. The supply of and demand for residential care for older people in the area.
 - b. The degree to which the home currently meets the care needs of current and future customers.
 - c. The availability of alternative homes for existing residents.
 - d. The views of existing residents.
 - e. The potential impact of a move on existing residents.

Supply and Demand for Care Home Places

36. Under Section 5 of the Care Act 2014 ('the Act'), the Council has a duty to commission services and shape the market for social care services. The principles set out in the Act which should underpin this activity are:
 - a. A focus on outcomes and wellbeing;
 - b. Promotion of quality services, including through workforce development and remuneration and ensuring appropriately resourced care and support;
 - c. Supporting sustainability;
 - d. Ensuring choice;
 - e. Co-production with partners;

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- f. The promotion of diversity and quality of provision in care services.
37. The approach set out in the 10th February 2015 report to the Executive is to maintain the total number of care home places in the period to 2020 across the Central Bedfordshire area whilst re-providing the capacity in the seven Council-owned homes with places in homes that meet modern standards (the Council currently has six homes following the closure of Caddington Hall). The expectation is that the market will deliver these replacement places on a commercial basis. This 'market-led' approach delivers the outcomes the Council is seeking without capital investment by the Council but has the consequence that the Council cannot dictate when a new home will be built and must react to developments in the market.
 38. People entering care homes tend to look for ones that are in their local area and as a result most care home residents enter homes within five miles of their previous home. This is the case with Greenacre Older Persons Home where the majority of residents previously resided in Dunstable or Houghton Regis.
 39. The Council maintains data of care home capacity and usage in Central Bedfordshire based on publicly-available registration information and its own contractual information. It calculates demand based on population data and population forecasts.
 40. Looking at the locality of Chiltern Vale one new 75-place care home (Dukeminster Court, Dunstable) opened in April 2015 and another (Rosewood Court, Dunstable) is under construction and scheduled to open early in 2016.
 41. On that basis projected supply and demand for care home places indicates that supply will run well ahead of demand in the period to 2020 and therefore this is the opportunity to consider the future of homes in this locality. The data also indicates that it is unlikely that further new care homes will be developed in this locality in the same period.
 42. This data is shown in the graphs below. The first graph shows supply and demand assuming that Greenacre Older Persons Home remains open and the second shows this impact of its closure.
 43. In addition, the introduction of new care home places into the market may have a destabilising effect on other care homes (by taking customers and staff away from them) and using the opportunity to re-provide Council-owned capacity will have the effect of moderating this.

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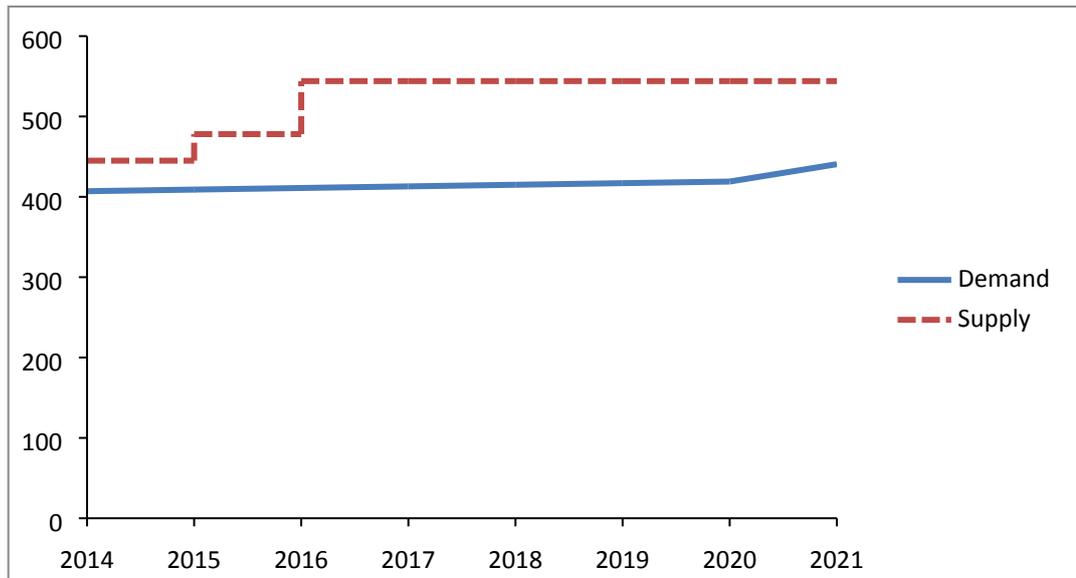


Figure 1: Forecast Care Home Supply and Demand in Chiltern Vale (Greenacre remaining open)

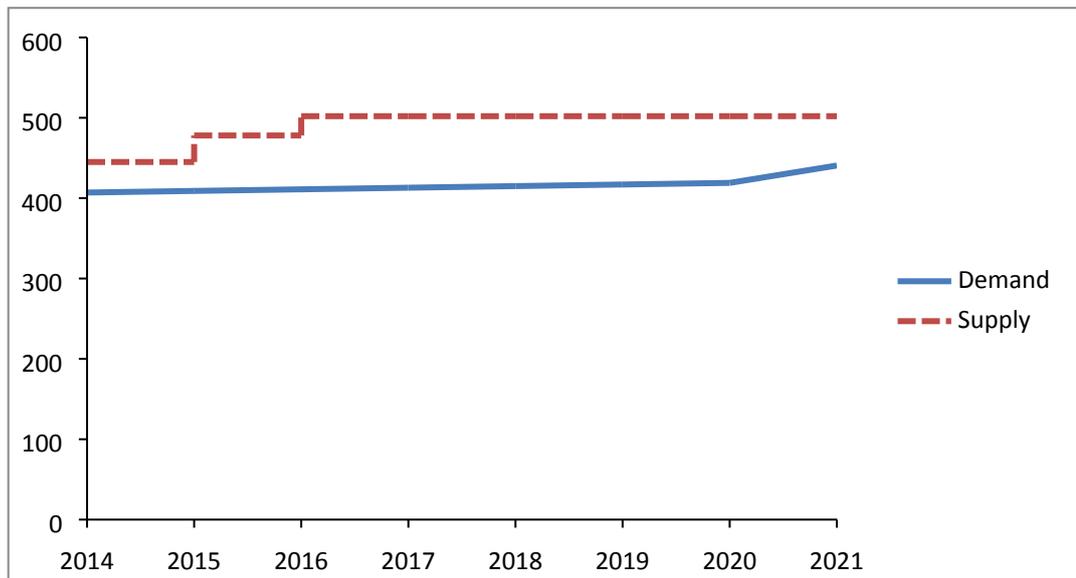


Figure 2: Forecast Care Home Supply and Demand in Chiltern Vale (Greenacre closing)

- 44. Therefore on the basis of supply and demand this is a good opportunity to pursue the replacement of the residential places at Greenacre Older Persons Home and would not lead to a shortage of placements for those that require one.

The availability of alternative care home places for existing residents

- 45. As has already been stated the offer of nine places at Dukeminster Court and 22 places at Rosewood Court means that if they wish residents can move in friendship groups.
- 46. The Council contracts with care home providers in Central Bedfordshire using standard contracts - the Framework Agreement for Accommodation Services in Care Homes and the ADASS Contract for Accommodation

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Services in Care Homes. Both forms of contract specify the service provided and the rates paid.

47. The Council already contracts with Quantum Care, the operator of Dukeminster Court. In order to place residents at Rosewood Court its operator, Only Care Ltd will need to be contracted with.
48. In accordance with the Council's policies checks have been undertaken on Only Care Ltd and the company meets the financial criteria set down. The ownership of Only Care Ltd is in private hands and the owner also has an interest in other companies providing residential care. For this reason similar checks were undertaken into those companies. None of the information obtained gave cause for concern.
49. On this basis officers have therefore agreed to contract with Only Care Ltd and arrangements are in hand for this to take place.
50. In addition to agreeing to the Council's contractual requirements, Rosewood Court will need to be registered with CQC to provide residential care before it can start to admit residents. This is not a matter that involves the Council but registration would also be a necessary pre-requisite to the placement of any people in the home. Only Care Ltd is already registered with CQC and has advised the Council that it will be seeking to achieve registration for Rosewood Court at the earliest opportunity.
51. In the event that the places at Dukeminster or Rosewood Court cease to be available to the residents of Greenacre Older Persons Home for any reason then the Council would need to reconsider its approach to the future of the home. In respect of Rosewood Court, for example, the places would only be available once the home has successfully registered with CQC and the contractual arrangements made.
52. In addition to the places at Rosewood Court and Dukeminster Court, there are ten other independently provided care homes in the Chiltern Vale locality which provide care to people placed by the Council. At the time of drafting this report seven of these homes had at least one vacancy and across these homes there were a total of 34 vacancies. This indicates that even without the places at Greenacre Older Persons Home there is capacity in local homes to provide a good range of choice for people seeking residential care.

The degree to which Greenacre Older Persons Home meets the care needs of older people.

53. The most recent CQC inspection of Greenacre Older Persons Home took place in January 2015 and was published in May 2015. At that inspection the care provided in the home was rated as 'Requires Improvement'. This has been and continues to be addressed by the current manager and the staff team.
54. The building has no immediate major maintenance issues. However the mechanical and electrical systems are over thirty years old and would require significant investment over the next five years to extend the useful life of the building beyond that.

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55. The building was designed and constructed before the modern requirements were introduced and as a result it does not have the room sizes and en-suite facilities that homes constructed more recently do.
56. The issue of room sizes is significant not just in terms of the resident having enough space but it can also be an issue which affects delivery of care. The care needs of older people in care homes have increased since Greenacre was designed and constructed. Many residents now need help with transfers, often needing two carers and suitable hoisting equipment, and this can be difficult to deliver in a small space.
57. The provision of en-suite bathrooms greatly enhances the dignity of the residents who are able to use the facilities, either independently or with assistance. There will always be a proportion of residents who are not able to make full use of this type of facility but even in those situations the en-suite can make the delivery of care to residents more dignified for the residents and staff and removes the need for rooms to have commodes.

The views of existing residents.

58. The views of existing residents and their relatives (along with those with others that responded to the consultation) are set out in full in Appendix 9 - Response to Consultation - The Future of Greenacre Older Person's Home. Exactly half of the 26 respondents supported the preferred option to close the home and re-locate current residents and many of those mentioned the need for improved facilities in more modern homes. 11 people disagreed (42%) and 2 were neutral (8%). Some of those who disagreed would like the Council to pursue the refurbishment option but others stated that they did not accept that the home needed modernisation. Some were concerned about the long term need to suitable accommodation for older people.
59. Many respondents mentioned the potentially disruptive effect on a move on existing residents and the need for such moves to be adequately planned and supported. This matter is covered in detail in the next section.
60. The majority of those who lacked capacity to participate in the consultation but could give a view, said they liked where they were living and did not want to move. Most of them also said that they liked the idea of an en-suite bathroom as it would be easier for them to use and would give them more privacy.
61. Whilst it is understandable that some residents and their relatives would prefer the facilities in the home to be brought up to date a number of issues would also be relevant:
 - a. Major building work would require the home to close and the residents move elsewhere whilst it was being carried out.
 - b. Given the site constraints upgrading the home would be likely to reduce the number of places in the home and this would significantly impact on its long term viability.
 - c. Capital investment in the region of £500,000 to £2,000,000 would be needed.

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62. Other matters raised during the consultation are dealt with elsewhere in this report or its appendices.

The potential impact of a move on existing residents.

63. Research on the effect of previous home closures in the UK and elsewhere has provided some evidence that the closure of a home can impact negatively on the health and wellbeing of residents. This is an area not without controversy but there is a general consensus that the risk of harm to individual residents can be reduced to an acceptable level by following a number of principles. These are:
- a. The importance of clear, open and honest communication with residents, relatives and staff.
 - b. Communication should be regular and be both proactive and reactive as the situation demands.
 - c. Residents should be sensitively encouraged and facilitated to take part in the consultation process about the future of the home in ways that are compatible with their needs and abilities. Professional assessment of their ability to participate and the potential harmful effects of participation would be made.
 - d. Residents should have access to advocacy.
 - e. All residents should have comprehensive assessments undertaken by appropriate professional(s) and the recommendation of these assessments will be taken into account in the choice of accommodation offered and in planning their move.
 - f. Residents and their relatives should be offered the opportunity to visit other homes and given time to make an informed decision.
 - g. In planning moves particular attention should be paid to those residents identified as most vulnerable or at risk.
 - h. Residents should be given practical help and support to move.
 - i. Residents should not be moved if there is medical advice that to do so would put them at imminent risk. Moves would be postponed until this risk had been mitigated.
 - j. Appropriate methods should be put into place to monitor the people who have transferred.
64. These principles have been defined more fully and published in good practice guidance³ including:
- a. 'Making Choices Good Practice Guide' – Reconfiguration of Statutory Residential Homes – Health and Social Care Board for Northern Ireland. This document was published in 2013 as guidance for practitioners and managers in Northern Ireland in relation to the closure of homes there. Although there are some historical,

³ It should be noted that this guidance covers both 'planned' and 'unplanned' closures. The latter type of closure is where a home needs to close at short notice because of regulatory action, provider failure or catastrophic building issues.

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governance and legislative differences between the UK and NI the majority of the recommendations in the guide are useful and relevant.

- b. 'Achieving Closure – Good Practice in supporting older people during residential care closures' – University of Birmingham / ADASS. This document was published in 2011 and draws on previously published studies and guidance as well as drawing on the experience of authorities that had undertaken care home closures.
65. The key points from these documents are incorporated into the Council's own guidance 'Closure of Care Homes and Relocation of Residents' which explains to practitioners how to put these principles into practice. This document is available as a background paper. To date all of these good practice principles have been followed and this will continue should the decision be to close the home.
66. Included in the guidance are:
 - a. Pre-move evaluations are completed with the resident and relative to identify their aims and any concerns.
 - b. A personalised move plan checklist is used for each resident to detail and track all actions both before and after the move.
 - c. These documents are used to identify and mitigate any risks and are shared with the receiving home.
 - d. 24-48 hours after a move has taken place the post-move evaluation is completed to ensure aims were met and highlight any issues to address.
 - e. The creation of 'Life Story Books' is encouraged and materials and support are supplied to help residents, relatives and carers to complete this. As well as helping people reminisce about their life it is also a way of bringing the person to life for staff who have not known them previously.
 - f. Photo books are provided with pictures of the new home(s) for those unable to visit, enabling the resident to familiarise themselves with their new home.
67. Full assessment of the needs and options for residents will be undertaken should a decision be made to close the home but an initial professional assessment has been made of the needs of residents to ascertain those who may be most at risk should the home close and to identify what actions can be taken to mitigate those risks. A summary of these assessments is set out in an anonymised form in Appendix 11.
68. Although, quite rightly, this approach focusses on managing the risks associated with a closure of the home, a number of residents and relatives see this proposal as one which has its positive aspects and which will lead to an improved quality of life for current and future residents. There is evidence from the previous closure that this is the case.

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Consultation Process on the Future of Greenacre Day Centre

69. In relation to the future of the day centre consultees were asked for their views on seven options. These were:
 - a. Doing nothing – continue with day care at Greenacre in its present form.
 - b. Relocating existing attendees to Houghton Regis Day Centre with the existing staff team and running it as a separate group within the Houghton Regis Day Centre.
 - c. Relocating existing attendees to Houghton Regis Day Centre with existing staff and merge the operation of both Centres.
 - d. Provide a similar service using another venue.
 - e. Replace existing provision with more individual services.
70. Consultees were also given the opportunity to identify other options and put forward proposals.
71. The consultation document stated that of the options set out the Council's preference was for either b) or c) as set out in paragraph 69 above and it was made clear to people who used the service and their relatives that all would be offered a place at any alternative service. Similarly it was stated that under options a) to d) that the staff who provide the day service would remain in post albeit at a different location under options b) to d).
72. In conjunction with these proposals, user of the centre's individual wishes and circumstances would be further taken into account where at all possible.
73. Prior to the commencement of the consultation it was identified that Houghton Regis Day Centre had capacity to provide accommodation of the service, either integrated within the centre or in a separate space.
74. The consultation documents in relation to the day centre are set out in Appendices 4, 5 and 6.
75. At the start of the consultation process there were 18 users of the day service. During the course of the consultation one person's needs changed and they stopped attending the centre.
76. In order to ensure that the people most affected by any changes were involved in the consultation process the following activities were undertaken during the consultation period:
 - a. Before it commenced, meetings were held for users of the service, their relatives and staff advising them of the proposals and explaining about the consultation period.
 - b. Relatives and users were offered 'one-to-one' meetings with members of the consultation team to discuss the options.
 - c. User, relatives and other stakeholders were provided with regular updates about the progress of the consultation and what was planned to take place.

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- d. Staff were offered 'one-to-one' meetings with members of the consultation team to discuss the options.
77. As with the residents of the home, particular attention was given to supporting day centre customers to be involved in the consultation process even though some lacked mental capacity. The ability of all residents to participate in the consultation was assessed by a social worker by undertaking an assessment in accordance with the principles of the Mental Capacity Act 2005.
78. The assessments undertaken during the course of the consultation period showed that ten residents had capacity to take part in the consultation and were assisted to do so. Four users were assessed not to have capacity to participate meaningfully in the consultation; however of those two could give a view to a limited extent. The views of these customers are set out in paragraph 85.
79. The majority of users had friends or relatives who were able to support them in participating in the consultation or contribute on their behalf. In no cases was it judged or requested that independent advocacy was required to enable a resident to participate.
80. During the consultation period a document was published that set out the most common questions asked during the process so far with answers. This document appears as Appendix 8.
81. A total of 24 responses were received to the consultation. These are set out in full in Appendix 10 and the key issues raised are discussed in the next section.

Issues important in determining the future of the day centre

82. The proposals for the day centre are consequent of any decision on the future of Greenacre. Older Persons Home No review has determined the long term requirements for day care for older people so the proposals are based on a range of solutions designed to replicate the existing service in a different location.
83. The consultation responses indicate that the majority value the existing service, appreciating the friendly peaceful environment, the care that the staff provide and the small group sizes. Many also value the current location. Many respondents want to keep as many aspects of the current provision the same even if the service relocated (for example the staff, days of attendance, friendship groups and own space).
84. Some respondents expressed concern about the loss of service provision within Dunstable and asked for alternative venues to be investigated.
85. The views of the users who did not have capacity were that they liked Greenacre day centre and they indicated that it was important to carry on activities they liked.
86. Given the feedback it is clear that a significant majority of respondents place the great value in the relatively small group and the staff team that supports them. Within this clear preference some are happy with the proposal to go to Houghton Regis but others would prefer to remain in a

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location is Dunstable, either because they believe it is a more convenient location from a transport perspective and/or because they are not sure that the larger Houghton Regis Day Centre will meet their needs.

87. During the consultation period informal enquiries were made to investigate whether there were alternative venues available in Dunstable. The initial findings were that some venues may be available although no further investigation has taken place with regard to costs or suitability.
88. As a result of the virtual unanimity of view on the desire for the current customers of the day service and the staff that support them to stay together then it is proposed that only options that achieve this are pursued any further and the others are discounted. In both of these options the existing staff group would be retained. These are options b) and d) set out in paragraph 69 above:
 - a. Relocating existing attendees to Houghton Regis Day Centre with the existing staff team and running it as a separate group within the Houghton Regis Day Centre.
 - b. Provide a similar service using another venue.
89. In coming to a final decision on which option is chosen it is proposed that a process be undertaken with the current customers and their relatives and the staff and would include:
 - a. Discussions with customers and relatives about how the service could best be delivered in Houghton Regis Day Centre.
 - b. Undertake and report back on more detailed enquiries into the availability, suitability and cost of alternative venues in Dunstable.
 - c. Visit(s) for customers, relatives and staff to Houghton Regis Day Centre and any other venues identified as suitable.
 - d. Analysis of the transport implications of each option from the perspective of individual customers' journeys.
 - e. Analysis of the costs of each option.
90. Whilst at this stage the Council has an open mind on which option will be chosen it is expected that the following factors will need to be taken into account in coming to a decision:
 - a. The degree to which any option meets the needs of current and likely future customers.
 - b. The degree of disruption to existing customers.
 - c. The overall suitability of alternative premises.
 - d. Cost.
91. It is envisaged that decisions about the final option and transition arrangements will be made in a timescale that is commensurate with that envisaged for the care home aspect.

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The future of the Step Up Step Down Unit

92. No public consultation was carried out in relation to the Step Up Step Down Unit as the nature of the service means that it does not have any ongoing customers who would be affected by the proposals.
93. The intention is to continue with the service and to engage in a process with providers of residential care to secure suitable provision of Step Up Step Down. It is envisaged that the arrangements will be based on the existing contractual arrangements and will run concurrently with them.
94. Such a solution would impact on the staff employed by the Council currently delivering the service and it will therefore be necessary to undertake the appropriate Human Resources processes with those affected.
95. Although not a long term solution, as a short term arrangement it would be possible to transfer the delivery of the existing service to another home operated by the Council if, for example the process set out above could not be completed before those relating to other aspects of the home had been completed.

Next steps - issues which need to be considered should the decision be to close Greenacre.

96. There are a number of issues that will need to be considered should the decision be to close Greenacre. These are:
 - a. The degree to which risks to residents associated with a move can be managed and mitigated.
 - b. Managing moves and making practical arrangements.
 - c. Managing the employment options for staff and ensuring the Council meets its obligations to them.
97. Whilst there are a number of actions that cannot be undertaken ahead of a decision on the future of the home, it is important to explain what arrangements would be put in place to deal with these matters.
98. Plans are in place to have a professional team available to work with existing staff in the home, residents and their relatives to review care needs (alongside the resident's GP and any specialist medical advice), agree on the preferred options, plan moves and make the practical arrangements such as transportation.
99. All residents will have the risks to them assessed in more detail as part of the activities set out in paragraphs 66 to 68 above and actions put into place to reduce those risks to a minimum.
100. The assessments and actions required will be recorded for each resident in an individual 'move plan'. This will include follow-up and monitoring for a period after they have moved.
101. Some of the residents of the home are very frail. It is important to be responsive to any changes of needs or deterioration of a resident's condition. Even if arrangements have been made to close the home, residents who are reaching the end of their life or for whom medical advice

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is that a move could cause a significant deterioration in their health would not be moved and the home would remain open for as long as is necessary. For this reason the recommendation in this report is set out to allow the decision on the actual date of closure to be made operationally by the Director of Social Care, Health and Housing taking any issues of this nature into account.

102. Similar processes to those set out above were followed when a decision was made to close Caddington Hall. Following this relatives who had been involved were contacted and asked for their feedback. All made positive comments about the process. Few had suggestions for improvements but where these were offered they were incorporated into subsequent plans.
103. Following on from the process for the day centre set out in paragraphs 89 to 91 above a timetable and transition plan will be developed and shared with all those affected. The implications for each customer will be assessed and actions identified. Although formal assessment of customers' needs is not likely to be required the planning of transition process will involve a social worker and re-assessment of care needs can be undertaken in an individual basis if required.
104. Although staff in the home have been kept informed of the proposals and invited to participate in the consultation process about the future of the home, no formal employment-related activity has commenced. Should the decision be to close the home then staff from the Social Care, Health and Housing Directorate, supported by Human Resources would follow the agreed process in the circumstances where a change of this nature is being proposed.
105. This process will involve the following activities:
 - a. Formally advising staff of the plan and, where appropriate, that their posts are 'at risk'.
 - b. Advising staff of their options and rights.
 - c. Consulting staff on an individual and group basis on the options for their futures.
106. The Council's processes seek to avoid compulsory redundancy for staff where posts are at risk and would explore other options with them such as redeployment to another unit in a similar role or to another area of the Council. Some staff may wish to seek employment to another care home outside of Central Bedfordshire Council. Whilst the Council cannot arrange this directly it would aim to support staff to do this and would work with interested providers to facilitate this where possible.

Corporate Implications

107. The management of the Greenacre building and the site is a corporate responsibility. Should the decision be made to close the home then there will be a number of consequent actions that will need to be undertaken once the residents have moved out and the home closed. These include:
 - a. Decommissioning the building and making it secure.

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- b. Arranging for ongoing management of the site.
 - c. Examining options for the future use of the site.
108. Following closure the expectation is that a further report would be brought to the Executive setting out the options for the use of the site.

Legal Implications

109. When a Council is contemplating the changes to service provision in the way that is proposed in respect of the care home and day centre there are a number of legal aspects that need to be fully considered. There are three areas of law which are most significant in relation to these decisions:
- a. The duty to consult: there is a requirement that the Council conducts a consultation before making a decision.
 - b. Obligations under the Human Rights Act 1998 (HRA): the Council has obligations to ensure that any actions it takes do not infringe the human rights of residents in the home.
 - c. The Public Sector Equality Duty (PSED): in coming to a decision about the future of the home the Council must be aware of its duty to promote equality.
110. The obligations placed on the Council have been considered in the actions of officers and in the preparation of this report.
111. Case law sets out a number of principles for the conduct of consultation. These are:
- a. consultation must take place when the proposal is still at a formative stage
 - b. sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response
 - c. adequate time must be given for consideration and response
 - d. the product of consultation must be conscientiously taken into account.
112. The consultation and decision-making process has been designed to ensure that these principles are adhered to.
113. The HRA set out a number of rights that we all have. Most relevant in relation to the matter in question are:
- a. Article 2 – the right to life.
 - b. Article 3 – the prohibition of torture or inhuman or degrading treatment.
 - c. Article 8 – the right to privacy.
114. A decision which potentially restricts a human right does not necessarily mean that it will be incompatible with the HRA. Public bodies also need to take into account other general interests of the community. Some rights can therefore be restricted where it is necessary and proportionate to do so in order to achieve a legitimate aim. Provided a restriction of such a right has a legitimate aim and the restriction itself does not go any further than necessary to protect this aim, then it is likely that it will be compatible

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with the HRA. In this way the HRA recognises that there are certain situations where a public body is allowed to restrict individual rights in the best interests of the wider community.

115. In this situation the Council is proposing changes to service configuration that will result in an overall improvement of care home facilities for older people (which will ultimately benefit many hundreds of people) whilst acknowledging that in doing so there will be some unavoidable disruption to the lives of current residents. Providing that the Council does all that can reasonably be done to minimise the affect on existing residents then closing a home is not incompatible with the requirements of the HRA. The actions to date and proposed are set out in paragraphs 66 to 68 and 96 to 106 above.
116. Discussion of the Council's duties in relation to equalities is set out in paragraphs 126 to 128 along with the actions taken to ensure that it meets its obligations.

Financial Implications

117. Financial considerations have not been a fundamental driver for this proposal but the changes being considered do have financial implications compared to the current position.
118. Under the current contractual arrangements with care homes the Council does not block purchase places at care homes – it pays fees for any places it takes up. The fee structure is set out in the contract.
119. Residents pay an assessed contribution towards the cost of their care depending on their means. Once over a capital or income threshold residents reimburse the Council for the full cost of their care fees. These arrangements are not fundamentally affected by the proposals but the fees paid by full cost payers may increase to the level payable under the contract. Other residents' contributions will be unaffected. For example, the full cost fee for a place at a care home rated as 'Good' under the Framework Agreement is £489.87 per week. The full cost fee for a residential place at Greenacre Older Persons Home is £477.16 per week.
120. It is not envisaged that the proposed changes to the delivery of the services of the Greenacre Day Centre would affect the charges paid by customers.
121. Greenacre is operated as a directly-managed service and the majority of the operational costs relate to the employment of staff. In addition there are supplies and services costs and maintenance costs for the building.
122. If the decision is to close the home then the costs will shift from the directly-managed services to purchased services. In the long term this shift is likely to be cost-neutral but in the case of this home the fact that it has been operating below its capacity means that there are likely to be in-year cost savings.
123. During the transitional period (when residents are in the process of moving out of the home) there are dual running costs because the home needs to remain operational as residents move out. When this programme was

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originally envisaged the cost of dual running was estimated and incorporated into an earmarked reserve. This will be utilised as required and at this stage is deemed to be adequate to cover all anticipated costs.

124. Monitoring and management of costs in relation to these proposals will be undertaken using the Council's normal procedures and reported to members as part of the Council's normal budget monitoring activities.
125. Decisions around the future of the site have the potential to yield a capital receipt but this would be the subject of a further report should the decision be to close the home.

Equalities Implications

126. Central Bedfordshire Council has a statutory duty to promote equality of opportunity and have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
127. An Equality Impact Assessment (EIA) has been completed as part of the development process, and it is available as a background document. Members should read and consider the EIA before coming to a decision on the recommendations in this report.
128. An important aspect referred to in the EIA is the potential for there to be adverse impacts on residents if a care home is closed and they need to move. In light of this the key recommendations of the EIA are:
 - a. There is a need to balance the potentially conflicting duties in relation to consultation with residents who may be distressed (or be at risk of harm for other reasons) by the consultation process itself.
 - b. There is a need to ensure that decision-makers are given accurate information about the risks to individual residents and the degree to which these can be mitigated when coming to a decision about the future of the home. This information is contained in Appendix 11.
 - c. There is a need to ensure that the requirements of the PSED are taken into account and reflected in the information presented to decision-makers.
 - d. A good understanding of the needs and preferences of each resident, along with detailed transition plans that reflect these needs are important in reducing the risk to residents.
 - e. A high level of communication and engagement with residents, relatives and staff is important in helping to deal with issues as they arise and manage people's anxieties.

Conclusion and Next Steps

129. The availability of alternative places in homes that meet modern standards, the specific offer of places in newly-completed homes in Dunstable and the plans to ensure the welfare of residents mean that this is an appropriate time to proceed with the closure of the home.

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130. If the recommendations are accepted then the next steps will be to commence the processes set out in paragraphs 96 to 106 of this report.

Appendices

The following appendices are attached/provided through an electronic link:

1. Have Your Say on the Future of Greenacre Older Persons Home
2. Options Considered for the Future of Greenacre Older Persons Home
3. Greenacre Older Persons Home Questionnaire
4. Have Your Say on the Future of Day Care at Greenacre
5. Options Considered for the Future of Day Care at Greenacre
6. Greenacre Day Centre Questionnaire
7. Update on the Future of Greenacre Older Persons Home
8. Update on the Future of Day Care at Greenacre
9. Response to Consultation - Future of Greenacre Older Persons Home
10. Response to Consultation - the Future of Day Care at Greenacre
11. Anonymised needs and risk assessments of current residents of Greenacre Older Persons Home

Background Papers

1. The following background papers, not previously available to the public, were taken into account and are available on the Council's website:
 - a. Equality Impact Assessment – The Future of Greenacre Older Person's Home and Day Centre
 - b. Closure of Care Home and Relocation of Residents – Good Practice Guidance

Reports Considered Previously

2. The following reports relating to this matter were previously considered and are available on the Council's website:
 - a. Improving Care Home Provision for Older People in Central Bedfordshire – Report to Executive on 6th October 2015
 - b. Improving Care Homes For Older People In Central Bedfordshire – Report to the Executive on 10th February 2015



have
your
say...

...on the future of Greenacre Older Persons' Home

Find out more about the consultation process and how you
can have your say on the future of Greenacre

**Central
Bedfordshire**

Find Central Bedfordshire Council online at



www.centralbedfordshire.gov.uk/consultations

Appendix 2

Why do we consult?

Councillors are responsible for making decisions for the Council. Holding a consultation gives those directly affected by a proposed decision the opportunity to have their say and influence the decision that is made. Those directly affected, community organisations and the general public are encouraged to review the proposals and feedback their opinions and ideas to the Council.

During the consultation process you can request further information, ask questions and request that the Council looks into alternative options that have not been identified.

All comments made during the consultation process are recorded. The Council will publish its response to these comments and this information will be taken into account by Councillors so they can make an informed decision.

What we are consulting on

Central Bedfordshire Council wants the best possible quality of life for all its residents and is committed to developing and improving accommodation with care for older people. The Council owns and operates six care homes which were built several decades ago and which currently no longer meet the expectations of customers and regulators in terms of facilities and accommodation.

So, when better options become available elsewhere, the Council will consult with residents and relatives about the future.

The availability of places at Dukeminster Court and the opening of Rosewood Court, two new care homes in Dunstable, along with other good quality residential care homes in close proximity to Greenacre, mean that the Council can now offer alternative and improved accommodation to the residents of this home.

The Council is therefore consulting on the future of Greenacre Care Home. Having reviewed a number of options for the future of the home, the Council's current preferred option is to offer and arrange accommodation for the existing residents in good alternative care homes and then to close Greenacre.

At the same time we are also consulting on the future of the day centre that operates from Greenacre. If you would like to take part in this or would like more information about what we are proposing for this service please see the information at www.centralbedfordshire.gov.uk/consultations or contact us using the details at the end of this document.

Consultation Timetable

Key Date	Activity
14 th October 2015	Consultation opens
13 th January 2016	Consultation ends
9 th February 2016	Report to Executive for decision
18 th February 2016	Implementation of Executive decision

Appendix 2

How we will consult

Everyone can respond to the consultation by reading this factsheet, which has a summary of the proposals, and completing the consultation questionnaire. There is more information in the document 'Options Considered for the Future of Greenacre Care Home' which we would encourage people to read before responding.

If you have any questions about the options, need more information or would like the Council to consider other ideas these would be welcome. The ways you can contact the Council are explained at the end of this factsheet.

For those people who are most directly affected by the proposal – the people who live at Greenacre, their relatives and the staff who work there – we will organise meetings and events to enable everyone who wants to, to participate in the consultation.

We will take special care to ensure that the people who live in the home are consulted, without causing distress to those who may have difficulty understanding what is happening. We will discuss this with the people who know the residents best – their relatives and the staff in the home.

For those residents who may need help, we will offer support through advocates provided by POhWER, an independent organisation, who will assist them to ensure that they can express their views.

The consultation activities with residents and relatives will be tailored to individual requirements and the options that will be offered include:

- Meetings held at Greenacre for residents, relatives and staff - either in small groups or one to one.
- Meetings held in areas local to relatives for those who find it difficult to get to the home.
- Communications via post or email to residents, relatives and staff to inform them of activities and the progress of the consultation.

In addition members of the consultation team are available to meet with other individuals and organisations who would like to hear more about the proposals. Our contact details are at the end of this factsheet.

What the proposals are trying to achieve

A number of options in relation to the future of Greenacre care home have been considered and evaluated against three important questions. These are:

- Improved quality of accommodation – will the option mean that the current residents of Greenacre will be living in homes that have good quality care and meet modern standards of facilities and accommodation?
- Minimal disruption – what degree of disruption to the lives of current residents would result from the option in question and what will the impact of this be on their health and wellbeing?
- Value for money – would the option represent good value for money– both in the short term and the longer term?

The options we have considered

The Council has considered the following options:

- Doing nothing – continue to run Greenacre in its present form.
- Relocating existing residents to better homes and closing Greenacre.
- Transferring Greenacre to another organisation to run as a going concern.
- Building a new home on the Greenacre site – moving residents to alternative homes, demolishing the old home and building a new one.
- Running the home down – stopping new admissions to the home but keeping it open for an agreed period of time or until it had no residents.
- Refurbishing the home so that it meets modern standards.

These options are set out in more detail in the document ‘Options Considered for the Future of Greenacre Care Home’.

How we have evaluated the options

In the table below we have summarised how these options have been evaluated.

Outcomes	Options					
	Do nothing	Relocate to	Sell as	Rebuild	Run down	Re-
Improved quality of	✗	✓	✗	✓	✗	✓
Minimal disruption	✓	✗	✓	✗	✓	✗
Value for money	✗	✓	✗	✗	✗	✗

Preferred Option

Having considered these options for the future of Greenacre, the Council’s preferred option at this stage is to offer and arrange for accommodation in better and alternative care homes for all existing residents. The Council would then close Greenacre.

This is the preferred option because:

- Improved quality of accommodation: it enables existing residents to live in care homes that meet physical and environmental standards and deliver good quality care.
- Minimal disruption for existing residents: any move would mean some disruption for existing residents, which could have a negative impact on their health and wellbeing. Whilst the preferred option would require existing residents to move, this would only happen once and measures could be put in place to minimise any risks to their health and wellbeing
- Value for money: because the independent care home market is delivering good quality residential care homes in south Central Bedfordshire, significant investment in a care home in this area would not represent value for money to the Council and its council tax payers.

Although this is the preferred option we want to hear your views before coming to a decision. This is why the consultation process is so important.

Appendix 2

Have your say

We want to know the views of current residents, their relatives and others who have an interest in the future of Greenacre Care Home. We also want to understand what the impact will be on individuals and how we might reduce this.

A copy of this factsheet and a more detailed briefing document - 'Options Considered for the Future of Greenacre Care Home' is available on the web site for the public and hard copies will be available on request.

You can ask us any questions or tell us your view through the methods on the next page. We are particularly keen to get your answers to the following questions:

- What are your views on the Council's preferred option?
- Are there any options that you think are not correctly evaluated?
- Are there any options listed that you think the Council should investigate in more detail?
- Are there any other options that you think the Council should consider that are not in the document?
- Do you have any further comments about the future of the home?
- What could the Council do to minimise the impact of any changes on existing residents and their relatives.
- Do you have any other comments about the provision of accommodation for residents at Greenacre?

For more information

- Visit our website for more information and complete our online questionnaire: www.centralbedfordshire.gov.uk/consultations
- Email us at: Consultations@centralbedfordshire.gov.uk
- Write to us at: FREEPOST RSJS GBBZ SRZT (you do not need a stamp)
Greenacre Older Persons Home Consultation
Central Bedfordshire Council
Priory House, Monks Walk
Chicksands, Shefford
SG17 5TQ

The consultation is open until 13th January 2016

If you need information in alternative formats or languages...

Email	consultations@centralbedfordshirecouncil.gov.uk
Telephone	0300 300 4371
Website	www.centralbedfordshire.gov.uk/consultations

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Options Considered for the Future of Greenacre Older Persons' Home

This document provides detailed information about the options currently being considered in relation to the future of Greenacre care home. It aims to support people who wish to participate in the consultation process about the future of the care home and should help people make an informed response to the consultation questionnaire.

For more information about what consultation is, how it works and how you can contribute please read the factsheet 'Have your say on the Future of Greenacre Care Home'.

Reasons for Review

Nationally and locally, people are living longer. Quite rightly the expectations of older people and their relatives have got higher, and as a council, our ambitions for the care and support of older people have also increased.

Central Bedfordshire Council wants the best possible quality of life for its residents and has been looking at how it can secure this both now and for future generations.

In this context we have been reviewing the Council's own residential care homes. These were built some decades ago and no longer meet the higher standards and expectations of our residents.

So, when better options become available elsewhere, the Council will consider consulting with residents and relatives about the future. This is now the case with Greenacre.

There are now good quality care home places in close proximity to Greenacre, including places at new care homes in Dunstable. Dukeminster Court is a new residential care home on Church Street that opened in April 2015 and Rosewood Court is a new residential and nursing care home that is under construction at London Road, due to open in February 2016.

Options Considered

When considering the future of Greenacre the Council has considered and evaluated a number of options.

The outcome of our consideration to date is set out below.

1. Doing nothing

What would this mean in practice?	The Council would continue to own and operate Greenacre. No changes would be made to the building or the arrangement for the delivery of care.
Cost	Estimated annual running cost (including staffing, utilities, day- to-day repairs and maintenance and supplies) are £989k. These are the direct costs incurred in the home and do not include management or corporate overheads.

	<p>Estimated future capital repairs and maintenance £500k¹.</p> <p>These running costs for Greenacre equate to an estimated £583 per place per week.</p> <p>The current fee for 'full cost' payers for Greenacre is £477.16 per week. (Along with the other older persons homes run by the Council it is proposed to increase this rate to £489.87, to align with the rate paid to homes on the Councils Framework Agreement who are judged to be 'Good'. This is planned to come into effect on 1st January 2016).</p>
Approximate timescales	Immediate, as it would be a continuation of the existing arrangement.
Assumptions	None
Advantages	<ul style="list-style-type: none"> • There would be no disruption to residents as they would remain where they are. • The residents care would continue to be delivered by staff with whom they are familiar. • The staff in the home would not be affected.
Disadvantages	<ul style="list-style-type: none"> • Existing and future residents will not live in accommodation that meets modern expectations which could lead to a poorer quality of life. • The Council will not have fulfilled its commitment to deliver a better offer to residents and replace its own care homes with capacity in homes that meet modern expectations. • The existing building would need significant investment to extend its useful life. • In the Council's role of managing the market it may be problematic for the Council to seek to improve standards elsewhere in the market if it had taken the decision not to improve its own services. • This option does not take the opportunity to move residents into new care homes that meets modern standards. Experience shows that new homes generally become fully occupied quickly and the Council will have missed this opportunity. As there is sufficient supply of care homes in this area it is unlikely that many more new homes will be built.

¹ This is an estimate based on the amount required to renew aspects of the building that are coming to the end of their useful life and assuming that there is a need to extend the use of the building for an indefinite period. If there is a need only to extend the life of the building for a limited period then this sum could be reduced.

Initial assessment:

Doing nothing is not considered to be an acceptable option as it does not deliver an improved service for existing and future residents.

2. Offer and arrange alternative accommodation to existing permanent residents in homes that meet current standards and then close Greenacre

<p>What would this mean in practice?</p>	<ul style="list-style-type: none"> • Stop new admissions to the home. • Engage with residents and their representatives to gain an understanding of their needs and preferences. • Undertake assessments as necessary for each resident. • Provide residents with a choice of alternative accommodation that meets their needs and preferences and are within a reasonable distance. The homes suggested would offer good quality care, modern physical and environmental standards and fee rates that are in line with the Council's fee structure or the host Local Authority rates. • Prepare for relocation, including logistical arrangements and having care staff from the new home coming to meet residents and learn their routines, likes and dislikes. • Manage the moves to alternative accommodation, following accepted best practice. • Undertake staff consultation and determine the outcome for the individuals concerned. • Formally close Greenacre.
<p>Cost</p>	<p>The costs will not be confirmed until residents have chosen where they would like to move to. However, residents would be relocated to homes where the fee rates are in line with the Council's fee structure or the host Local Authority rates (if the home is out of area).</p> <p>The Council's fee structure only applies to care homes in Central Bedfordshire and is based on the following quality bands. The fees are reviewed each year:</p> <p style="text-align: center;">Adequate - £473.19 a week Good - £489.87 a week Excellent - £501.91 a week</p> <p>If a home has attained the Council's dementia accreditation then an additional £15.00 a week will be paid for residents with a diagnosis of dementia.</p> <p>The running costs for Greenacre equate to an estimated £583</p>

	<p>per place per week.</p> <p>The Council would no longer have to pay to repair and maintain the home.</p>
Approximate timescales	<p>Undertake assessments and discuss options with residents and their representatives – 6 weeks</p> <p>Preparation for relocation of residents – 4 weeks</p> <p>Relocation of residents – up to 3 months</p> <p>Staff consultation – 3 months</p> <p>Formal closure of Greenacre – 3-4 weeks</p>
Assumptions	<p>The Council is able to secure sufficient places in new homes to meet the needs of Greenacre residents.</p>
Advantages	<ul style="list-style-type: none"> Existing and future residents will live in a home that meets modern standards. Some residents could use this opportunity to move to a home that is nearer to family and friends. The approach supports the independent care home market because the Council will no longer be competing with them for customers. The approach is fair and open to the care home market, as all homes that meet modern standards and deliver good care will be considered as relocation options for residents. The Council will no longer have to invest significant funds to maintain and repair an old building that does not meet standards. The Council would have a surplus site which could be disposed of or given an alternative use.
Disadvantages	<ul style="list-style-type: none"> Residents' health and wellbeing may be negatively impacted by the disruption of a move and active measures would be taken to minimise these risks. Best practice would be followed to help residents to prepare for any move and familiarise themselves with their new home and care staff (for example, using photos, visits and short videos). The Council would also follow best practice in a thorough handover process with the new home. Friends and relatives of a small number of residents may have to travel further to the new home. Although it is not possible to be specific about what would happen to the staff at Greenacre, it appears unlikely that they would transfer to the homes with the residents as TUPE (Transfer of Undertakings, Protection of Employment) would not apply.

Initial assessment

Relocating existing residents at Greenacre to care homes that meet people’s expectation in respect of physical and environmental standards is considered to be a favourable option as it allows existing and future residents to live in good quality accommodation as well as receive good quality care. By following best practice the Council would seek to minimise the risks of the disruption caused by moving residents, and for some this could actually prove to be a positive experience. This option represents good value for money to the Council as it requires no additional investment. It also supports care home operators that provide good accommodation and good care.

3. Sell Greenacre as a ‘going concern’ to another care home provider

<p>What would this mean in practice?</p>	<ul style="list-style-type: none"> • Advertise Greenacre on the open market. • If an acceptable offer is made, enter into negotiations and secure the sale of the site with the care home business as a going concern. • The Council will cease owning and operating Greenacre. • A new care home provider will operate Greenacre as a care home. • Residents would remain in the home and new residents would continue to be admitted • The staff in the home would have the right to transfer under TUPE. It is most likely that the new company would keep the staff at Greenacre but they could be required to work anywhere within the new organisation. • The Council would not enter into any specific contractual arrangement with the new provider other than for existing residents.
<p>Cost</p>	<p>The Council to oversee disposal which would necessarily include the procurement of specialist external support in marketing care provision. The estimated fees are 1.5-2% plus legal costs.</p> <p>Estimated advertising cost (includes a full information pack, promotion and direct approach to care home operators) - £5k.</p> <p>In 2012 Bidwells valued the site at around £1.5M if the existing use of Greenacre continued with no block contract arrangement in place.</p>
<p>Approximate timescales</p>	<p>Appoint external marketing consultant – 2 weeks</p> <p>Create information pack – 3 weeks</p> <p>Advertise Greenacre for sale – 3 months</p> <p>Execution of sale – 2 months</p>
<p>Assumptions</p>	<ul style="list-style-type: none"> • An operator is willing to purchase a home that does not meet modern standards and is able to get the home

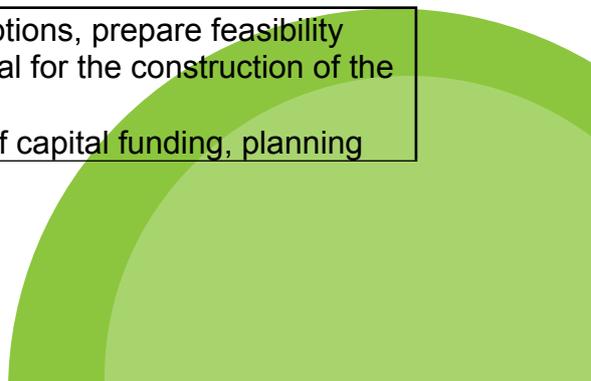
	<p>registered by CQC (Care Quality Commission).</p> <ul style="list-style-type: none"> • An operator is willing to purchase an old building that is in need of significant investment and is considered to be smaller than what most operators require to be economically viable. • An operator is willing to take on the financial commitments that a TUPE transfer would entail.
Advantages	<ul style="list-style-type: none"> • The residents can remain in the home. However, a change of care home operator may lead to changes in the way care is delivered and how the home is managed. • Existing staff would transfer to the new provider and are likely to remain working at the home. • The Council would no longer have to invest significant funds to maintain and repair an old building that does not meet standards. • The Council would receive some income from the sale of Greenacre.
Disadvantages	<ul style="list-style-type: none"> • The Council is unlikely to find an operator to purchase Greenacre as it does not meet registration standards, the building is old so requires considerable investment and it is smaller than what most operators are looking for. The existing and future residents of the home will not live in accommodation that meets modern standards. • The new operator may change the fee rates. This could have a significant impact on the fees charged to self funders. • An incoming operator may change care practices within the home. • It would be very difficult to guarantee the future of the home under a new operator. • The fact that TUPE would apply would affect the operating costs and may deter some operators or impact the sale value.

Initial assessment

This option would be acceptable to the Council. However, our understanding is that it is very unlikely that an operator would purchase Greenacre for reasons of its size, facilities, condition and the TUPE implications.

4. Build a new care home on the site after demolition of the existing building

What would this mean in practice?	<ul style="list-style-type: none"> • The Council would analyse options, prepare feasibility studies and develop a proposal for the construction of the new care home. • This would include securing of capital funding, planning
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	<p>processes and procurement of specialist architectural advice</p> <ul style="list-style-type: none"> • Move residents into alternative care home accommodation either on a temporary or permanent basis depending on customer choice. • Demolish the existing building. • Construct new home. • Staff the new home. • Move the residents who wish it back to the new home.
Cost	<p>Building a new 60 bed care home would cost in the region of £6m.</p> <p>If the alternative accommodation is made available at the Council's rates the fees would be between £473.19 and £516.91 a week.</p> <p>The new home would not be available for 12-18 months so the Council would incur additional staff related costs.</p>
Approximate timescales	<p>Write Business Case and Executive Report to request approval to invest in constructing a new home on the Greenacre site – 3 months.</p> <p>Tender for architect – 2 months</p> <p>Produce concept design – 3 months</p> <p>Obtain Planning Permission – 3 months</p> <p>Tender design and build contract – 8 months</p> <p>Move residents to other homes – 6 weeks</p> <p>Construction – 12 months</p> <p>Commissioning and occupation of new home – 3 months</p>
Assumptions	<p>Planning Permission will be granted for the new building.</p>
Advantages	<ul style="list-style-type: none"> • A modern home that meets current standards will be available at Greenacre for existing and future residents.
Disadvantages	<ul style="list-style-type: none"> • This option would require residents to move more than once if they wished to return to the replacement home. Their health and wellbeing may be negatively impacted by this disruption and active measures would need to be taken to minimise these risks. Best practice would be followed to help residents to prepare for any move and familiarise themselves with their new home. For these reasons, in practice, on a proportion of existing residents are likely to move to a replacement home when it is completed. • Residents may not be able to move together as a group into alternative care home accommodation. This could



	<p>break up friendship groups.</p> <ul style="list-style-type: none"> • The consequences of this option for staff are complicated as they would not be required at Greenacre until the new home is complete, which could be roughly a year. The Council would incur additional staff-related costs and it may not be possible to retain staff. • Building a new 60 bed care home would cost in the region of £6m. The Council have not made provisions for this in the budget and would need to stop or delay other projects in order to fund this. • There are a sufficient number of care home places available to meet the demand in the Dunstable area. The Council has a duty to the care market and would not want to take active steps to directly deliver services in an area where the market is able to meet the demand. • It would be difficult for the Council to justify why it has chosen to invest in a new care home when the market is building new homes and is able to meet the demand without Greenacre. • The existing site is constrained which would restrict its scale and layout. This in turn could impact on the economic viability of the home and its ability to operate successfully.
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Initial assessment

Building a new care home on the site after the existing building is demolished is not currently considered to be an acceptable option because it would cause considerable disruption to residents as they would all have to move once and those that wanted to return would move twice. In addition, investing in a new-build care home in an area that has enough modern care home places to meet demand would not be a good use of the Council’s resources.

5. Stop new admissions and close after a set period of time – run down the home

What would this mean in practice?	<ul style="list-style-type: none"> • Council agrees to stop admissions to the home. • Council continues to own and operate the home. • Over time beds will become vacant but these will not be offered to new residents. • The number of staff will be reduced gradually as the number of residents decreases. • The home will close when the number of residents drops below an agreed number or after an agreed period of time.
Cost	The staffing, supplies and utility costs will decrease as the number of residents decrease but the running cost per resident will increase.



Approximate timescales	The duration that the home will remain open for is unknown.
Assumptions	<ul style="list-style-type: none"> • CQC would find this approach acceptable. • This can be delivered without risking the safety, health and well being of residents.
Advantages	<ul style="list-style-type: none"> • The majority of the existing residents will not have to move. • The Council would eventually have a surplus site which could be disposed of or given an alternative use.
Disadvantages	<ul style="list-style-type: none"> • Existing residents will not live in accommodation that meets modern standards which could lead to a poorer quality of life. • It may become difficult to maintain an active, vibrant atmosphere in the building as vacancy levels increase. It could become very lonely for the last remaining residents. • Operating a home that has a diminishing number of residents can lead to safety and management issues. • It would be difficult to maintain staff over a long period of time. • It may be difficult to retain good quality staff, especially at a senior level. • Any residents that are left after the agreed period of time would have to move to an alternative care home. • The running cost per resident will increase as the number of residents decreases.

Initial assessment

Stopping admissions to the home and closing after a set period of time is not currently considered to be an acceptable option. The home will have the feeling of being wound down, which is likely to affect the mental wellbeing of residents, as the home will become less occupied and less vibrant. Staff will leave and changes will need to be made to enable the home to continue operating safely with fewer residents. It is unlikely that good quality staff will remain, especially those at a senior level, which could affect the quality of care. Those residents that remain in the home at the end of the agreed period would have to move.

6. Refurbish the existing building so that it meets modern standards

What would this mean in practice?	<ul style="list-style-type: none"> • The Council would analyse options, prepare feasibility studies and develop a proposal for the refurbishment of the home. • This would include securing of capital funding, planning processes and procurement of specialist architectural advice. • Carry out building works to refurbish the existing
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	<p>building to meet current standards.</p> <ul style="list-style-type: none"> Residents will remain in the home.
Cost	<p>Refurbishment costs would not be known until the specification and design is finalised and the build contract is let but it is likely to be between £500k and £2M.</p>
Approximate timescales	<p>Write Business Case and Executive Report to request approval to invest in constructing a new home on the Greenacre site – 3 months.</p> <p>Tender for architect – 2 months.</p> <p>Develop refurbishment design – 3 months.</p> <p>Tender for building contractor – 8 months.</p> <p>Obtain Planning Permission – 3 months (may not be required).</p> <p>Refurbishment works take place – 6-12 months.</p>
Assumptions	<p>Planning Permission would be forthcoming if required.</p> <p>A refurbishment whilst the home remained open would be technically and operationally feasible.</p>
Advantages	<ul style="list-style-type: none"> Residents could remain in the home. The existing staff would remain in the home. Existing and future residents would live in accommodation that meets modern standards.
Disadvantages	<ul style="list-style-type: none"> The adaptations required to bring the home up to current standards would generate noise and mess which would be disruptive to residents over a long period of time. Residents may have to move within the home to enable the building work to take place. It would be difficult for the Council to justify why it has chosen to invest in refurbishing this care home when there are enough care home places to meet demand without Greenacre. The work required would be extensive and would require a significant amount of funding. The Council has not made provisions for refurbishing Greenacre so may have to stop other projects or put them on hold to fund this refurbishment. The number of bedrooms is likely to reduce because of the space required for en-suite bathrooms, larger rooms and wider corridors to accommodate modern equipment, activity rooms, relaxation areas and lounges. Having fewer rooms would make the home less economically viable.

Initial assessment

Refurbishing the home is not currently considered to be an acceptable option because the work required would be disruptive to residents over a long period of time and is likely to result in a home that has considerably fewer places than the current home, adversely affecting its economic viability. In addition, investing in a refurbishment in an area that has enough modern care home places to meet demand would not be a good use of the Council’s resources.

Options Summary

The options are summarised against three key outcomes in the table below.

Outcomes	Options					
	Do nothing	Re-locate to better homes	Sell as going concern	Rebuild	Run down	Re-furbish
Improved quality of accommodation	x	✓	x	✓	x	✓
Minimal disruption for existing residents	✓	x	✓	x	✓	x
Value for money	x	✓	x	x	x	x

Having reviewed the options for the future of Greenacre the Council’s preferred option at this stage is to offer and arrange accommodation in alternative care homes for all existing residents. The Council would then close Greenacre.

This is the preferred option at this stage because:

- **Improved quality of accommodation:** it enables existing residents to live in care homes that meet the increase in expectation in respect of physical and environmental standards and deliver good quality care.
- **Minimal disruption for existing residents:** any move would mean some disruption for existing residents, which could have a negative impact on their health and wellbeing. Whilst the preferred option would require existing residents to move, this would only happen once as a result of the Council’s action and measures could be put in place to reduce any risks to their health and wellbeing.
- **Value for money:** because the independent care home market is delivering good quality residential care homes in south Central Bedfordshire, significant investment in a care home in this area would not represent value for money to the Council and its council tax payers.

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Consultation on the Future of Greenacre Older Persons Home



Central Bedfordshire Council wants the best possible quality of life for all its residents and is committed to developing and improving accommodation with care for older people. The Council owns and operates six care homes which were built several decades ago and which currently no longer meet the expectations of customers and regulators in terms of facilities and accommodation.

So, when better options become available elsewhere, the Council will consult with residents and relatives about the future.

The availability of places at Dukeminster Court and the opening of Rosewood Court, new care homes in Dunstable, along with other good quality residential care homes in close proximity to Greenacre, mean that the Council can now offer alternative and improved accommodation to the residents of this home.

The Council is therefore consulting on the future of Greenacre.

The Council has considered the following options in relation to the future of Greenacre including:

- Option 1 - Doing nothing - continue to run Greenacre in its present form.
- Option 2 - Relocating existing residents to better homes and closing Greenacre.
- Option 3 - Transferring Greenacre to another organisation to run as a going concern.
- Option 4 - Building a new home on the Greenacre Site - moving residents to alternative homes, demolishing the old home and building a new one.
- Option 5 - Running the home down - stopping new admissions to the home but keeping it open for an agreed period of time or until it had no residents.
- Option 6 - Refurbishing the home so that it meets modern standards.

Having reviewed these options (which are set out in more detail in the document 'Options Considered for the Future of Greenacre') the Council's preferred option is to offer and arrange accommodation for the existing residents in good alternative care homes and then to close Greenacre.

We want to know the views of residents, their relatives and other interested parties. The simplest way to let us have your views is by completing the questionnaire below.

For more information about the consultation process please read the factsheet 'Have your say on the Future of Greenacre'.

The options considered

The preferred option - relocating existing residents to better homes and closing Greenacre Older Person's Home

You can see the explanation about our preference in the 'Options considered for Greenacre Older Persons Home' document.

Q1 How far do you agree or disagree with the Council's preferred option?

Strongly agree

Agree

Neither agree or disagree

Disagree

Strongly disagree

Q2 What are your views on our preferred option?

Q3 Are there any options we have considered that you think we have not correctly evaluated?

Yes

No

Don't know

Q4 If yes, please state which options and why you think they should be evaluated differently.

Q5 Are there any options listed that you think the Council should investigate in more detail?

Yes

No

Don't know

Q6 If yes, please state which options and say what further information or investigation is needed.

Q7 Are there any other option(s) that you think we should consider that are not in the document?

Yes

No

Don't know

Q8 If yes, please explain what these options are.

Q9 Do you have any further comments about the future of the home?

Welfare of residents at Greenacre Older Persons Home

Q10 Throughout the process we will be conducting individual meetings with residents and their relatives, and providing advocates where necessary. Are there any other actions you think we should be taking to minimise the impact of the proposals on the residents at Greenacre Older Persons Home?

Other comments

Q11 Please write any other comments here:

Please turn to the next page to complete the information about you.

About You

This section of the survey is about you. The following information will help us when considering your opinions and to make sure that we're getting the views of all members of the community. The answers will not be used to identify any individual.

Q12 Are you a: (please select one option)

- | | |
|---|--|
| <input type="checkbox"/> Resident | <input type="checkbox"/> Member of the public |
| <input type="checkbox"/> Relative of a resident | <input type="checkbox"/> Charity or organisation |
| <input type="checkbox"/> Member of staff | <input type="checkbox"/> Other |

If other, please specify:

Q13 Are you male or female? (please select one option)

- | | |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

Q14 What is your age? (please select one option)

- | | |
|---------------------------------------|------------------------------------|
| <input type="checkbox"/> Under 16 yrs | <input type="checkbox"/> 45-59 yrs |
| <input type="checkbox"/> 16-19 yrs | <input type="checkbox"/> 60-64 yrs |
| <input type="checkbox"/> 20-29 yrs | <input type="checkbox"/> 65-74 yrs |
| <input type="checkbox"/> 30-44 yrs | <input type="checkbox"/> 75+ |

Q15 Do you consider yourself to be disabled? (please select one option)

Under the Equality Act 2010 a person is considered to have a disability if he/she has a physical or mental impairment which has a sustained and long-term adverse effect on his/her ability to carry out normal day to day activities.

- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

Q16 To which of these groups do you consider you belong? (please select one option)

- | | |
|---|----------------------------------|
| <input type="checkbox"/> White British | <input type="checkbox"/> Mixed |
| <input type="checkbox"/> Black or Black British | <input type="checkbox"/> Chinese |
| <input type="checkbox"/> Asian or Asian British | <input type="checkbox"/> Other |

If other, please specify:

Q17 What is your postcode?

This will only be used for analysis purposes and will not be used to identify you in any way

Q18 If you would like to receive any updates on this consultation or alerts for any new consultations, please provide your email address below to be added to the list:

Thank you. Please return your completed form by Wednesday 13th January 2016 to:
FREEPOST RSJS GBBZ SRZT (you do not need a stamp)
 Greenacre Older Persons Home consultation
 Central Bedfordshire Council
 Priory House, Monks Walk, Chicksands, Shefford, SG17 5TQ

Data Protection Act 1998

Please note that your personal details supplied on this form will be held and/or computerised by Central Bedfordshire Council for the purpose of the Greenacre Older Persons Home consultation. The information collected may be disclosed to officers and members of the Council and its' partners involved in this consultation. Summarised information from the forms may be published, but no individual details will be disclosed under these circumstances.

Your personal details will be safeguarded and will not be divulged to any other individuals or organisations for any other purposes.

Information classification: Protected when complete



have
your
say...

...on the future of Day Care at Greenacre

Find out more about the consultation process and how
you can have your say on the future of Day Care at
Greenacre

Find Central Bedfordshire Council online at



www.centralbedfordshire.gov.uk/consultations

**Central
Bedfordshire**

Appendix 5

Why do we consult?

Councillors are responsible for making decisions for the Council. Holding a consultation gives those directly affected by a proposed decision the opportunity to have their say and influence the decision that is made. Those directly affected, community organisations and the general public are encouraged to review the proposals and feedback their opinions and ideas to the Council.

During the consultation process you can request further information, ask questions and request that the Council looks into alternative options that have not been identified.

All comments made during the consultation process are recorded. The Council will publish its response to these comments and this information will be taken into account by Councillors so they can make an informed decision.

What we are consulting on

Central Bedfordshire Council is consulting on the future of Greenacre Older Persons' Home. Having reviewed a number of options for the future of the home, the Council's current preferred option is to offer and arrange accommodation for the existing residents in good alternative care homes and then to close Greenacre. The outcome of this consultation could therefore have an impact on Greenacre Day Centre.

We therefore wish to consult with Greenacre Day Centre attendees and their family and/or carers about the options for the day care service.

The Council would also welcome your views about the future of Greenacre Older Persons Home. The details about this separate consultation and how you can tell us your views are listed on the last page of this document.

Consultation Timetable

Key Date	Activity
14 th October 2015	Consultation opens
13 th January 2016	Consultation ends
9 th February 2016	Report to Executive Committee for decision
18 th February 2016	Implementation of Executive decision

Appendix 5

How we will consult

Everyone can respond to the consultation by reading this factsheet, which explains the proposals, and completing the consultation questionnaire. There is more information in the document 'Options Considered for the Future of Greenacre Day Centre' which we would encourage people to read before responding.

If you have any questions about the options, need more information or would like the Council to consider other ideas these would be welcome. The ways you can contact the consultation team are explained at the end of this factsheet.

For those people who are most directly affected by the proposal – the people who attend the Day Centre at Greenacre, their relatives and carers – we will organise meetings and events to enable everyone who wants to, to participate in the consultation.

We will take special care to ensure that the people who attend are consulted without causing distress to those who may have difficulty understanding what is happening. We will discuss this with the people who know them best – their relatives and the Day Centre staff.

For those people who may need help with their communication, we will offer support through POhWER, an independent organisation, who will assist them to ensure that they can express their views.

The consultation activities with attendees and relatives will be tailored to individual requirements and the options that will be offered include:

- Meetings held at Greenacre for Day Care attendees, relatives and carers - either in small groups or one-to-one.
- Meetings held in areas local to relatives for those who find it difficult to get to the home.
- Communications via post or email to residents, relatives and carers to inform them of activities and the progress of the consultation.

In addition members of the consultation team are available to meet with other individuals and organisations who would like to hear more about the proposals. Our contact details are at the end of this factsheet.

What the proposals are trying to achieve

A number of options in relation to the future of the Day Centre at Greenacre have been considered and evaluated against three important questions. These are:

- Quality of service provided – will the option mean that the attendees will continue to receive the same or better quality of service as currently?
- Minimal disruption – what degree of disruption to the lives of current attendees would result from the option in question and what will the impact of this be on their health and wellbeing?
- Value for money – does the option represent good value for money– both in the short term and the longer term?

The options we have considered

The Council has considered the following options:

1. Doing nothing – continue with day care at Greenacre in its present form.
2. Relocating existing attendees to Houghton Regis Day Centre with the existing staff team and running it as a separate group within the Houghton Regis Day Centre.
3. Relocating existing attendees to Houghton Regis Day Centre with existing staff and merge the operation of both Centres.
4. Provide a similar service using another venue.
5. Replace existing provision with more individual services.

These options are set out in more detail below and are linked to the decision about the home as a whole.

Option 1. Do Nothing. If a decision is made to close the home then the continuation of the operation of the Day Centre in its current form would not be sustainable. Therefore in these circumstances the ‘do nothing’ option would either be impractical to achieve or would represent very poor value for money, as it would entail the Day Centre remaining open whilst the rest of the building was closed but common services (such as catering and domestic services) would need to be retained.

Option 2. Move current service ‘as is’ to Houghton Regis Day Centre. The centre at Houghton Regis has space available to accommodate the Greenacre Day Centre as a separate entity, so the only significant change to attendees would be a change in venue. This may result in a slightly longer journey for some attendees (but perhaps less for others) but the overall disruption would be minimal. This may also provide the opportunity for existing transport arrangements to be streamlined to minimise journey times and give value for money. The move may also open up other activities for attendees to enjoy.

Option 3. Move current service to Houghton Regis Day Centre as above but mix in the groups over time. This option would be similar to Option 2 but it would be planned that over time both the attendee and staff groups would mix together. This could be a little more disruptive but could result in more availability of places and a more personalised service in terms of what abilities and interests attendees may have. It also means that attendees benefit fully from a wider range of activities within the centre.

Option 4. Provide the same day care service using another venue. This could be by building somewhere or by commissioning the service in a new or existing building. This option could not be achieved in the short term. It would be more expensive than other options.

Option 5. Replace existing provision with individual services. In this option current and future attendees could be provided with help to access community-based services and activities to meet their needs. The cost would be met through a Personal Budget or Direct Payment. Whilst this may be an option for some attendees we do not currently think that there are suitable alternative services in place at present to make this a viable option for all of the people who use the Day Centre.

Appendix 5

How we have evaluated the options

We have formed an initial view about these options based on some key criteria:

- **Maintaining quality of service:** would the option result in the service to existing and future attendees being of at least as high a quality as the current service?
- **Minimal disruption:** would the option result in a low level of disruption for the people who currently use the service?
- **Value for money:** would the option represent good value for money, compared with the existing service?

Our views are summarised in the table below.

Criteria	Options				
	1.	2.	3.	4.	5.
Maintain quality of	✓	✓	✓	✓	✗
Minimal disruption	✓	✓	✓	✗	✗
Value for money	✗	✓	✓	✗	✗

Preferred Options

Having considered the options for the future of Day Care at Greenacre, the Council's preferred options, should the home close, would be to move the existing service to Houghton Regis Day Centre, either in a stand alone room or by integrating the service into the wider service on offer at Houghton Regis Day Centre.

Although moving to Houghton Regis Day Centre is our preferred option we want to hear your views before coming to a decision. This is why the consultation process is so important.

We would also be keen to hear from existing attendees and their relatives/carers about their views on the two preferred options (2 and 3 above) and which of those they would favour.

Have your say

We want to know the views of current attendees, their relatives and others who have an interest in the future of Day Care at Greenacre. We also want to understand what the impact will be on individuals and how we might reduce this.

A copy of this factsheet is available on the web site for the public and hard copies will be available on request.

Appendix 5

You can ask us any questions or tell us your view through the methods below. We are particularly keen to get your answers to the following questions:

- What are your views on the Council's preferred options for Day Care at Greenacre?
- Are there any options that you think are not correctly evaluated?
- Are there any options listed that you think the Council should investigate in more detail?
- Are there any other options that you think the Council should consider that are not in the document?
- What could the Council do to minimise the impact of any changes on existing attendees and their relatives.
- Do you have any other comments about the provision of Day Care at Greenacre?

For more information

From 14th October 2015 you can:

- Visit our website for more information and complete our online questionnaire:
www.centralbedfordshire.gov.uk/consultations
- Email us at: Consultations@centralbedfordshire.gov.uk
- Write to us at:

FREEPOST RSJS GBBZ SRZT (you do not need a stamp)
Greenacre Day Care Consultation
Central Bedfordshire Council
Priory House, Monks Walk
Chicksands, Shefford
SG17 5TQ

The consultation period is open until 13th January 2016

Please let us know if you need information in alternative formats or

Email	consultations@centralbedfordshirecouncil.gov.uk
Telephone	0300 300 4371
Website	www.centralbedfordshire.gov.uk/consultations

Options Considered for the Future of Day Care at Greenacre

This document provides detailed information about the options currently being considered in relation to the future of Day Care at Greenacre Older Persons' Home. It aims to support people who wish to participate in the consultation process about the future of the service and should help people make an informed response to the consultation questionnaire.

For more information about what consultation is, how it works and how you can contribute please read the factsheet 'Have your say on the Future of Day Care at Greenacre'.

Reasons for Review

Central Bedfordshire Council is consulting on the future of Greenacre Older Persons' Home. Having reviewed a number of options for the future of the home, the Council's current preferred option is to offer and arrange accommodation for the existing residents in good alternative care homes and then to close Greenacre.

The outcome of this consultation could therefore have an impact on Greenacre Day Centre. We therefore wish to consult with Greenacre Day Centre attendees and their family and/or carers about the options for the day care service.

Options Considered

When considering the future of Day Care at Greenacre the Council has considered and evaluated a number of options.

The outcome of our consideration to date is set out below.

1. Doing nothing – continue with day care at Greenacre in its present form

What would this mean in practice?	No changes would be made to the building or the arrangement for the delivery of Day Care.
Cost	There are no cost-expenditure or cost-saving implications for this option – costs would remain the same.
Approximate timescales	Immediate, as it would be a continuation of the existing arrangement.
Assumptions	This option assumes that there would be no change to Day Care, as either the Council would continue to own and operate Greenacre or a new owner would be commissioned to provide the service 'as is'.

Advantages	<ul style="list-style-type: none"> • There would be no disruption to attendees as they would remain where they are. • The service would continue to be delivered by staff with whom they are familiar.
Disadvantages	<ul style="list-style-type: none"> • This option is not likely to be feasible under many of the options for the future of the care home aspect of Greenacre.

Initial assessment:

If a decision was made in relation to the home that would mean that the Day Centre could continue to operate unchanged then this would be an appropriate option as it would continue to provide the service it does and there would be no disruption for the current attendees. This would also be an option if the home were sold as a 'going concern' although the Council would need to consider whether or not to commission this service alongside the care home aspect. However a new owner may wish to utilise the space in a different way. Under the other options for the care home that would involve closure of the building or a refurbishment then the option for the Day Centre to continue are unlikely to be possible.

2. Relocating existing attendees to Houghton Regis Day Centre with the existing staff team and running it as a separate group within the Houghton Regis Day Centre.

What would this mean in practice?	The existing service would be relocated and operated as it is now, with the same staff and attendees
Cost	There are no negative cost implications for this option and it could produce savings in transport costs.
Approximate timescales	If this option was decided upon then it is likely transfer could happen within a month or so.
Assumptions	That there is sufficient, appropriate space at Houghton Regis Day Centre.
Advantages	<ul style="list-style-type: none"> • There would be minimal disruption to attendees as the service would remain unchanged. • The service would continue to be delivered by staff with whom they are familiar. • There may be a greater range of activities on offer in a larger centre. • Transport may be able to be provided more flexibly
Disadvantages	<ul style="list-style-type: none"> • The venue may be further away from some attendees' home. • The facilities at Houghton Regis Day Centre may be different from those at Greenacre.



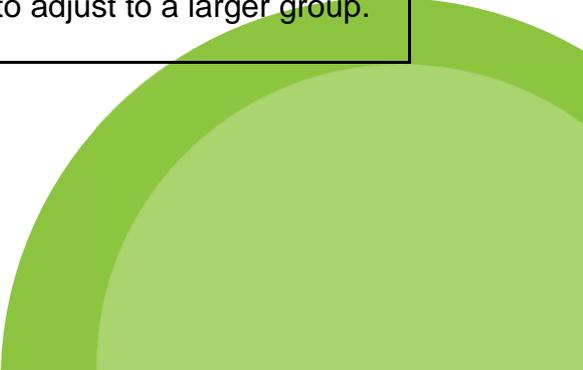
- | | |
|--|--|
| | <ul style="list-style-type: none"> The attendees would have to adjust to the new venue. |
|--|--|

Initial assessment:

This option could be pursued no matter what the decision was in relation to the future of the care home itself, although there may be little benefit in it if the home were to remain open. It is an acceptable option to the Council as it allows the service to continue virtually unchanged and there may be some economies that can be delivered through shared transport arrangements.

3. Relocating existing attendees to Houghton Regis Day Centre with existing staff and merge the operation of both Centres.

What would this mean in practice?	The existing service would be relocated and operated as it is now, with the same staff and attendees but there could be more mixing in with existing attendees and joining in with wider activities on offer. This could be achieved over time to minimise disruption and allow attendees to adjust.
Cost	There are no negative cost implications for this option and it could produce savings in staffing and transport costs.
Approximate timescales	If this option was decided upon then it is likely transfer could happen within a month or so. The merging of operations would then take approximately three months.
Assumptions	That there is sufficient, appropriate space at Houghton Regis Day Centre.
Advantages	<ul style="list-style-type: none"> There would be minimal disruption to attendees as the service would remain unchanged initially. The service would continue to be delivered by staff with whom they are familiar. There may be more capacity in terms of staff and so attendees could attend for more days if needed. There may be a greater range of activities on offer in a larger centre. Transport may be able to be provided more flexibly.
Disadvantages	<ul style="list-style-type: none"> The venue may be further away from some attendees' home. The facilities at Houghton Regis Day Centre may be different from those at Greenacre. The attendees would have to adjust to the new venue. The attendees would have to adjust to a larger group.





Initial assessment:

This option could be pursued no matter what the decision was in relation to the future of the care home, although there may be little benefit in it if the home were to remain open. It is an acceptable option as it allows the service to continue virtually unchanged other than location and there may be economies that could be delivered through shared transport and staffing arrangements. It has the advantage of being able to enhance the existing service using the wider facilities and resources within a larger setting. Provided this is achieved sensitively and gradually, it could provide existing attendees the continuity with a more flexible service moving forward.

4. Provide a similar service using another venue.

What would this mean in practice?	The council would look to commission, build, buy or rent a suitable venue to provide the service
Cost	There are cost implications for this option as the council would need to find capital if it was to purchase the land and build. The revenue costs would increase considerably if a new venue has to be rented or service commissioned.
Approximate timescales	If an existing facility was to be used then it would take approximately six months to make arrangements. If a new facility was required then this would take a minimum of a year.
Assumptions	That a suitable site or venue could be identified and secured.
Advantages	<ul style="list-style-type: none"> • The new venue could be designed specifically for the needs of the attendees. • It could provide more modern facilities.
Disadvantages	<ul style="list-style-type: none"> • This option is not immediately available so interim arrangements may need to be made for attendees. • This will cause disruption for existing attendees.

Initial assessment:

This option could be pursued no matter what the decision was in relation to the future of the care home, although there may be little benefit in it if the home were to remain open. It would incur additional costs but could provide what is needed in the longer term. In the short term it would be disruptive to the existing attendees and the staff. This option may necessitate an interim solution while a new service was developed. For these reasons this option is not one of the preferred ones.



5. Replace existing provision with more individual services away from a building-based day care model.

What would this mean in practice?	The council would provide attendees with a Personal Budget or Direct Payment which they could use to purchase individual services. Support Planners would assist attendees and their relatives/carers to identify appropriate services.
Cost	There are cost implications which are not fully known but there may be additional costs to this option.
Approximate timescales	If this option was decided upon then it would take approximately three months to implement.
Assumptions	This option assumes that there are appropriate alternative services and resources available for attendees to purchase.
Advantages	<ul style="list-style-type: none"> • The services could be personalised and tailored to individuals needs. • The services purchased can be far more flexible and not just available between Monday and Friday.
Disadvantages	<ul style="list-style-type: none"> • The attendees would not necessarily get a group experience using individual services. • This will cause disruption for existing attendees. • Some attendees may lack capacity to manage a Direct Payment or to be able to choose how they use it.

Initial assessment:

This option could be pursued no matter what the decision was in relation to the future of the care home, although there may be little benefit in it if the home were to remain open. Direct Payments can provide a more bespoke and flexible solution to providing care and support but they do require suitable services to be in place for individuals to purchase. Given the care and support needs of the group of day centre attendees it is may be that appropriate services may not be readily available. If adopted it is likely the Council would still need to provide a similar day care experience for some attendees. Therefore this option is not considered to be a solution for all current attendees but could be pursued on for some individuals.

Options Summary

We have formed an initial view about these options based on some key criteria:

- **Maintaining quality of service:** would the option result in the service to existing and future attendees being of at least as high a quality as the current service?
- **Minimal disruption:** would the option result in a low level of disruption for the people who currently use the service?
- **Value for money:** would the option represent good value for money, compared with the existing service?

Our views are summarised in the table below.

Criteria	Options				
	1. Do nothing	2. Move current service 'as is' to Houghton Regis Day Centre	3. Move current service to Houghton Regis Day Centre as above but mix in the groups over time	4. Provide the same day care service using another venue	5. Replace existing provision with individual services
Maintain quality of service	✓	✓	✓	✓	✗
Minimal disruption	✓	✓	✓	✗	✗
Value for money	✗	✓	✓	✗	✗

Having considered the options for the future of Day Care at Greenacre, the Council's preferred options would be to move the existing service to Houghton Regis Day Centre, either in a stand alone room or by integrating the service into the wider service on offer at Houghton Regis Day Centre (options 2 and 3 above).

Although moving to Houghton Regis Day Centre is our preferred option we want to hear your views before coming to a decision. This is why the consultation process is so important.

We would also be keen to hear from existing attendees and their relatives/carers about their views on the two preferred options (2 and 3 above) and which of those they would favour.



Future of the Day Care at Greenacre



Central Bedfordshire Council is consulting on the future of Greenacre Older Persons' Home. Having reviewed a number of options for the future of the home, the Council's current preferred option is to offer and arrange accommodation for the existing residents in good alternative care homes and then to close Greenacre. The outcome of this consultation could have an impact on Greenacre Day Centre.

We therefore wish to consult with Greenacre Day Centre attendees and their family and/or carers about the options for the day care service.

The Council has considered the following options for the Day Care Centre:

Option 1. Do Nothing. If a decision is made to close the home then the continuation of the operation of the Day Centre in its current form would not be sustainable. Therefore in these circumstances the 'do nothing' option would either be impractical to achieve or would represent very poor value for money, as it would entail the Day Centre

Option 2. Move current service 'as is' to Houghton Regis Day Centre. The centre at Houghton Regis has space available to accommodate the Greenacre Day Centre as a separate entity, so the only significant change to attendees would be a change in venue. This may result in a slightly longer journey for some attendees (but perhaps less for others) but the overall disruption would be minimal. This may also provide the opportunity for existing transport arrangements to be streamlined to minimise journey times and give value for money. The move may also open up other activities for attendees to enjoy.

Option 3. Move current service to Houghton Regis Day Centre as above but mix in the groups over time. This option would be similar to Option 2 but it would be planned that over time both the attendee and staff groups would mix together. This could be a little more disruptive but could result in more availability of places and a more personalised service in terms of what abilities and interests attendees may have. It also means that attendees benefit fully from a wider range of activities within the centre.

Option 4. Provide the same day care service using another venue. This could be by building somewhere or by commissioning the service in a new or existing building. This option could not be achieved in the short term. It would be more expensive than other options.

Option 5. Replace existing provision with individual services. In this option current and future attendees could be provided with help to access community-based services and activities to meet their needs. The cost would be met through a Personal Budget or Direct Payment. Whilst this may be an option for some attendees we do not currently think that there are suitable alternative services in place at present to make this a viable option for all of the people who use the Day Centre.

The options considered

The Council preferred options would be:- Option 2 - Move current service to Houghton Regis Day Centre or Option 3 - Move current service to Houghton Regis Day Centre as per option 2, but mix in the groups over time.

You can see the explanation about our preference in the 'Options considered for Day Care at Greenacre' document.

Q1 How far do you agree or disagree with the Council's preferred options?

Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

Q2 What are your views on our preferred options?

Q3 Are there any options we have considered that you think we have not correctly evaluated?

Yes No Don't know

Q4 If yes, please state which options and why you think they should be evaluated differently.

Q5 Are there any options listed that you think the Council should investigate in more detail?

Yes No Don't know

Q6 If yes, please state which options and say what further information or investigation is needed.

Q7 Are there any other option(s) that you think we should consider that are not in the document?

Yes No Don't know

Q8 If yes, please explain what these options are.

Q9 Do you have any further comments about the future of Day Care at Greenacre?

Welfare of attendess at Day Care - Greenacre

Q10 Throughout the process we will be conducting meetings with attendess of Day Care at Greenacre and their relatives, and providing advocates where necessary. Are there any other actions you think we should be taking to minimise the impact of any changes on existing attendess and their relatives?

Other comments

Q11 Please write any other comments that you may have about the provision of Day Care at Greenacre here:

Please turn to the next page to complete the information about you.

About You

This section of the survey is about you. The following information will help us when considering your opinions and to make sure that we're getting the views of all members of the community. The answers will not be used to identify any individual.

Q12 Are you a: (please select one option)

- | | |
|--|--|
| <input type="checkbox"/> Attendee of Day Care at Greenacre | <input type="checkbox"/> Member of the public |
| <input type="checkbox"/> Relative of a resident | <input type="checkbox"/> Charity or organisation |
| <input type="checkbox"/> Member of staff | <input type="checkbox"/> Other |

If other, please specify:

Q13 Are you male or female? (please select one option)

- | | |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

Q14 What is your age? (please select one option)

- | | |
|---------------------------------------|------------------------------------|
| <input type="checkbox"/> Under 16 yrs | <input type="checkbox"/> 45-59 yrs |
| <input type="checkbox"/> 16-19 yrs | <input type="checkbox"/> 60-64 yrs |
| <input type="checkbox"/> 20-29 yrs | <input type="checkbox"/> 65-74 yrs |
| <input type="checkbox"/> 30-44 yrs | <input type="checkbox"/> 75+ |

Q15 Do you consider yourself to be disabled? (please select one option)

Under the Equality Act 2010 a person is considered to have a disability if he/she has a physical or mental impairment which has a sustained and long-term adverse effect on his/her ability to carry out normal day to day activities.

- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

Q16 To which of these groups do you consider you belong? (please select one option)

- | | |
|---|----------------------------------|
| <input type="checkbox"/> White British | <input type="checkbox"/> Mixed |
| <input type="checkbox"/> Black or Black British | <input type="checkbox"/> Chinese |
| <input type="checkbox"/> Asian or Asian British | <input type="checkbox"/> Other |

If other, please specify:

Q17 What is your postcode?

This will only be used for analysis purposes and will not be used to identify you in any way

Q18 If you would like to receive any updates on this consultation or alerts for any new consultations, please provide your email address below to be added to the list:

Thank you. Please return your completed form by Wednesday 13th January 2016 to:
FREEPOST RSJS GBBZ SRZT (you do not need a stamp)
 Greenacre Older Persons Home consultation
 Central Bedfordshire Council
 Priory House, Monks Walk, Chicksands, Shefford, SG17 5TQ

Data Protection Act 1998

Please note that your personal details supplied on this form will be held and/or computerised by Central Bedfordshire Council for the purpose of the Greenacre Older Persons Home consultation. The information collected may be disclosed to officers and members of the Council and its' partners involved in this consultation. Summarised information from the forms may be published, but no individual details will be disclosed under these circumstances.

Your personal details will be safeguarded and will not be divulged to any other individuals or organisations for any other purposes.

Information classification: Protected when complete



have
your
say...

...on Greenacre Older Persons Home

An update on the Greenacre consultation

Find Central Bedfordshire Council online at



www.centralbedfordshire.gov.uk/consultations

**Central
Bedfordshire**

Greenacre

Consultation Update 25th November 2015

What we have done so far

Following the approval by the Council's Executive Committee on 6th October 2015 to consult on the future of Greenacre the consultation documents were sent out to residents, relatives and other interested parties. Since then the consultation team have been busy talking to residents, relatives and staff about the proposals and encouraging them to complete the consultation questionnaire.

Many residents and relatives have now spoken to or met Claire Blankenship, the social worker in the consultation team who has spent a lot of time in the home helping residents to contribute to the consultation.

Who we have consulted with

Along with the residents, relatives and staff, we have sent consultation information to the organisations listed below that all have a role in relation to Greenacre.

Local GP's who have patients residing at Greenacre.

East London NHS Foundation Trust (ELFT) – part of the NHS that provides services to people with mental health needs including people with dementia.

Healthwatch – the national consumer champion in health and care. Healthwatch have significant statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services.

Dunstable Town Council and **Houghton Regis Town Council** – Greenacre predominantly has residents from these two areas.

Carers in Bedfordshire – a registered charity existing to help family carers and former carers cope with the mental and physical stress arising from their role. They offer assistance such as practical help, advice, training, advocacy, support and information.

Age UK Bedfordshire – a local charity based in Bedford and operating through the whole of Bedfordshire and Luton for the benefit of all older people in the County.

Alzheimer's Bedfordshire – a charitable organisation providing information, support and services to people living with all types of dementia, their carers, family members, health professionals, and anyone else with concerns about their memory or that of someone else.

Older Person's Reference Group (OPRG) – an independent forum to improve the services Central Bedfordshire Council Provide for older people.

POhWER – a charity and membership organisation that provide information, advice, support and advocacy to people who experience disability, vulnerability, distress and social exclusion.



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Frequently Asked Questions

Below are some of the questions that we have been asked so far during the consultation by residents and their relatives.

If the decision is made to close the home, will everyone be moved out at the same time?

No. In that situation we would work with residents, relatives and staff at Greenacre and at the homes people would be moving to, to coordinate the moves to ensure that everyone would receive the time and support they needed before, during and after the move.

How can I arrange a visit to view Dukeminster Court, Rosewood Court or another residential care home in Central Bedfordshire?

If you are interested in looking at other homes you can contact them directly to arrange a visit. If you need help or advice on this please contact Mel in the first instance – see details at the end of the document.

Dukeminster Court is open and you can visit any time. There is no need to make an appointment but if you want to let them know you are coming or just find out more about the home you can call them on 01582 474700.

Rosewood Court will not be open to take customers until February 2016, however the home should be open for viewing before then. When we have more information about this we will let people know.

Are Dukeminster Court and Rosewood Court Nursing Homes?

Like Greenacre, Dukeminster Court is a residential care home and any specialist nursing care needed will be provided by a Community Nurse. Rosewood Court is planning to offer both residential and nursing care.

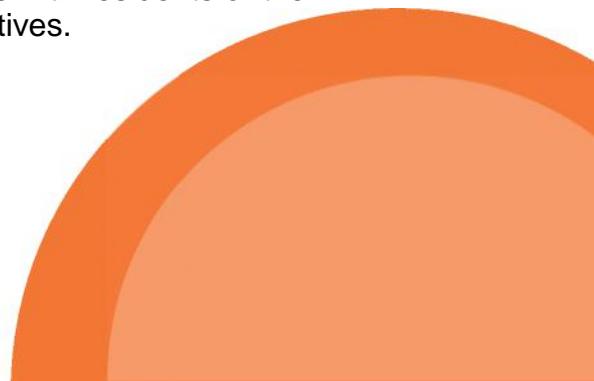
If Greenacre were to close, we would carry out individual assessments of resident's needs and if it is clear that a resident's needs would be better met in a nursing home then this would be discussed with the resident and their relatives.

Would I have to pay more if I were to move to Dukeminster Court, Rosewood Court or another residential care home within Central Bedfordshire?

Those people who are not currently paying the full cost of their care would not have to pay any more than they do at Greenacre.

For those who are paying the full cost of their care (currently £477.16 per week) we have agreed with Dukeminster Court and Rosewood Court that the amount they will pay will be the same as the rate the Council would pay to the home for a person with similar needs who cannot afford to pay the full cost. For example, the amount we currently pay at Dukeminster Court is £489.87 per week. We would try to agree similar terms with other care homes that a person funding their own care was interested in, but cannot guarantee this.

We know that everyone's circumstances and preferences are unique and we will be happy to discuss the financial implications and options with residents or their representatives.



Can I move my relative to Dukeminster Court, Rosewood Court or another home before the end of the consultation?

The places available at Dukeminster Court and Rosewood Court have been reserved in the event that the Executive decides to close Greenacre. They are therefore not available to people who wish to move prior to any decision being made and implemented.

We are not encouraging residents to move until a decision has been made about the future of the home. If the conclusion is that the home will close then we will put in place the resources, plans and activities to support residents and relatives and help them move and settle in to a new home.

However, if you feel that an early move to an alternative care home would be beneficial for your relative, please contact Cheryl-Ann Edwards, Greenacre Home Manager, who will be able to discuss this with you.

Will staff from Greenacre be moving to Dukeminster Court or Rosewood Court?

TUPE refers to the "Transfer of Undertakings (Protection of Employment) Regulations 2006". TUPE rules protect employees' rights when the organisation or service they work for *transfers* to a new employer. As the proposal is to allow residents to choose which home they move to rather than all moving to one home, it is not a transfer of service and TUPE would not apply.

That having been said, in the event of a closure Central Bedfordshire Council would support staff to find alternative employment and where possible, redeploy them to other homes or services run by the Council, where there are suitable vacancies.

We would also be happy to work with the organisations running Rosewood Court and Dukeminster Court to explore employment opportunities for staff.

How will the homes be allocated to residents as there are limited places at Dukeminster Court?

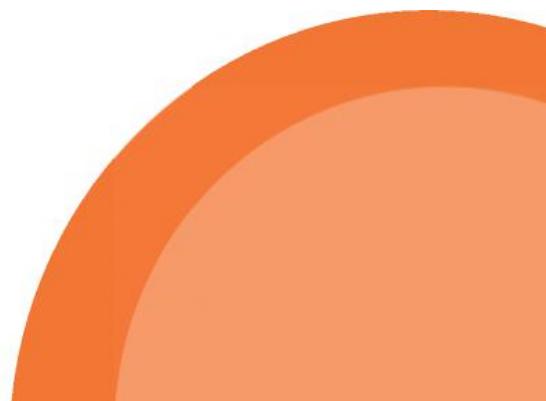
If the decision is made to close the home we will assess each resident's needs, discuss their preferences and look at how they can best be met. We will involve residents and their relatives or representatives in this process.

We would be able to offer all residents a place in a new home that meets their needs.

Will both homes have the same criteria for determining if a resident requires a place in a dementia unit?

Both homes will be able to meet the needs of people with dementia and both will have areas within the home that cater for people with different types of need. There are likely to be some differences in how each home decides where individual's needs are best met and also the needs of each individual resident would need to be considered.

This is an area that can be discussed in more detail with each home and individual residents and relatives should the decision be made to close Greenacre.



If we move to a privately run home will we still be Council customers?

Yes. Any permanent resident of Greenacre who is moved by the Council to a new home will be considered to have been placed by the Council.

Would we still pay the Council or would we have to pay the new home?

If you move to a private home, the Council would normally expect the home to invoice the resident or their representative directly for their contribution. This could be different if a resident moves outside Central Bedfordshire as practices may differ in different areas.

What happens when my relative's savings fall below £23,250?

If a resident has more than £23,250 in savings then they would pay the entire fee for the care home they are living in.

If a resident's savings fall below £23,250 they will require a financial assessment by

the Council. The assessment will allow the Council to determine the amount the resident can afford to pay, based on their income and capital.

We recommend that you contact the Customer Finance Team on 0300 300 8303, to request a financial assessment a few weeks before the resident's savings fall below the threshold.

What will happen with the Day Centre at Greenacre?

The future of the Day Centre at Greenacre is also being consulted on with our preferred option currently being to transfer the service to Houghton Regis Day Centre. The timescales for the consultation are the same as the home so the consultation finishes on 13th January 2016 and a decision should be made on the future of the Day Centre on 9th February 2016.

What will happen with the Step Up Step Down unit at Greenacre?

The Council is currently undertaking a review of the Step Up Step Down service to determine its future.

Independent advice and support

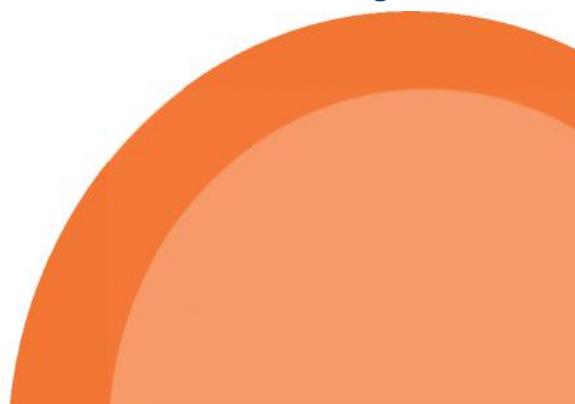
If you would like to speak to someone other than the Council, below are the contact details for two local independent organisations that would be happy to discuss the consultation with you.

POhWER
advocacy, making your voice heard

Telephone: 0300 456 2370
Email: pohwer@pohwer.net

healthwatch
Central Bedfordshire

Telephone: 0300 303 8554
Email: info@healthwatch-centralbedfordshire.org.uk



Consultation Period and Decision Making

No decision about the future of Greenacre has yet been made. Below is a timetable of the activity planned between now and a final decision being made. The earliest a decision would be made about the future of the home is 9th February 2016.

Dates	Activity	Notes
14 th October 2015 to 13 th January 2016	Consultation period	You can respond to the consultation on the future of the home at any time during this period by filling in the questionnaire by hand, which can be obtained from Greenacre or from Mel Alderton on the numbers at the end of this document. This can then be posted to us or handed in to the management at Greenacre. Alternatively the questionnaire can be filled in online at www.centralbedfordshire.gov.uk/consultations .
4 th January to 14 th January 2016	Preparing the report on the consultation	During this time we will be reviewing the consultation responses and producing a written report.
25 th January 2016	Meeting of the Council's Social Care Health and Housing Overview and Scrutiny Committee to consider the report on the consultation and recommendations in respect of the future of Greenacre.	The Overview and Scrutiny Committee provides an opportunity for elected, non-Executive councillors and local residents to discuss and comment on the Council's policies, plans and strategies before they are presented to the Council's Executive. The Committee encourages public engagement in the democratic process and is keen for people to attend its meetings. The report will be published on the Council's website ten days before this meeting takes place.
9 th February 2016	Meeting of the Council's Executive to consider the report on the consultation and recommendations in respect of the future of Greenacre.	This committee made up from elected local councillors will consider the report and the comments and recommendations from the Overview and Scrutiny Committee and make a decision about the future of the home. This is a public meeting – anyone can attend. The report will be published on the Council's website about a week before this meeting takes place.
9 th to 18 th February 2016	Call In period	The decisions made by Executive on the 9 th February will be published two days after the meeting. Decision made by the Executive can be 'called in' for reconsideration within five working days of the date they are published. In the event that the decision is not called in we would expect to be able to implement the recommendations from 18 th February.2016.

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What happens next?

Claire is continuing to meet with residents. She is undertaking assessments to ensure that all residents have their say in the consultation if at all possible and is encouraging relatives to be involved.

Alongside Claire, the other members of the consultation team will also continue to be available at Greenacre on a regular basis to answer any questions you have.

If you haven't completed the consultation questionnaire we would encourage you to do so. You can do this by filling in the questionnaire by hand and posting it to us at the address below or by leaving it with management at Greenacre. Alternatively the questionnaire can be filled in online at www.centralbedfordshire.gov.uk/consultations. If you need copies of the consultation documents or the questionnaire you can get them from the website. There are also copies in the home. If you want to be sent any of the documents please contact Mel Alderton on the numbers below.

The closing date for consultation responses is 13th January 2016. All responses will be reviewed and included in a consultation report which will be shared with residents, relatives and staff before being published on the Council's website. The consultation report will accompany a report on the future of Greenacre which will be considered by the Social Care Health and Housing Overview and Scrutiny Committee on 25th January 2016 and at a meeting of the Executive on 9th February 2016.

As soon as a decision is made by the Council's Executive we will inform residents, relatives and staff.

Meet the consultation team

The consultation team consists of (left to right) Claire, Mel, Lorna, and Tim

You can expect to see them in the home and can contact any of them via Mel using the details below.

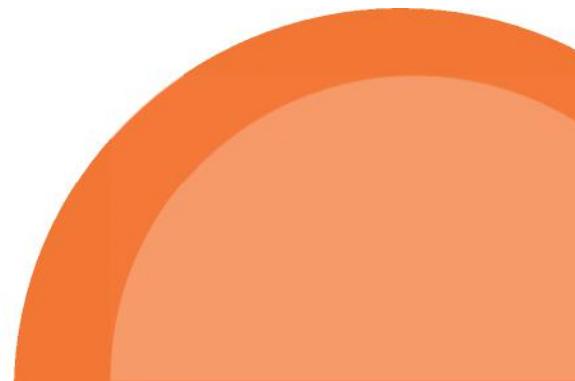


Contact us...

by telephone: 0300 300 4371

by [email: mel.alderton@centralbedfordshire.gov.uk](mailto:mel.alderton@centralbedfordshire.gov.uk)

Write to: Mel Alderton, Central Bedfordshire Council,
 Houghton Lodge, Houghton Close, Ampthill, MK45 2TG



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have
your
say...

...on the future of Day Care at Greenacre

An update on the future of day care at
Greenacre consultation

Find Central Bedfordshire Council online at



www.centralbedfordshire.gov.uk/consultations

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Bedfordshire**

Day Care at Greenacre

Consultation Update 25th November 2015

What we have done so far

Following the approval by the Council's Executive Committee on 6th October 2015 to consult on the future of Day Care at Greenacre the consultation papers were sent out to customers, relatives and other interested parties. Since then the consultation team have been busy talking to customers, relatives and staff about the consultation and encouraging them to complete the consultation questionnaire. A list of the questions we were often asked at those meetings along with their answers can be found on the next page.

Many relatives and customers have now spoken to or met Claire Blankenship, the social worker in the consultation team who has spent a lot of time in the home helping residents to contribute to the consultation.

Who we have consulted with

Along with the customers, relatives and staff, we have consulted with the organisations listed below that all have a role in relation to Greenacre and its residents and relatives.

Local GP's who have patients who attend the day care centre at Greenacre.

East London NHS Foundation Trust (ELFT) – part of the NHS that provides services to people with mental health needs including people with dementia.

Healthwatch – the national consumer champion in health and care. Healthwatch have significant statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services.

Dunstable Town Council and **Houghton Regis Town Council** – Greenacre predominantly has customers from these two areas.

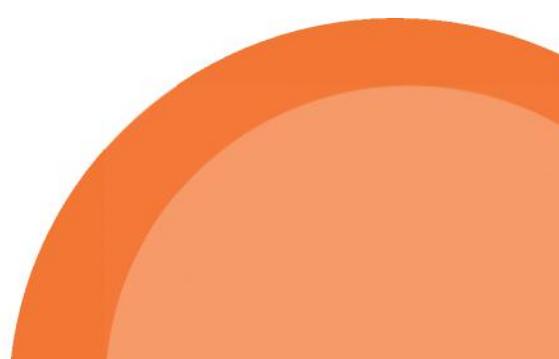
Carers in Bedfordshire – a registered charity existing to help family carers and former carers cope with the mental and physical stress arising from their role. They offer assistance such as practical help, advice, training, advocacy, support and information.

Age UK Bedfordshire – a local charity based in Bedford and operating through the whole of Bedfordshire and Luton for the benefit of all older people in the County.

Alzheimer's Bedfordshire – a charitable organisation providing information, support and services to people living with all types of dementia, their carers, family members, health professionals, and anyone else with concerns about their memory or that of someone else.

Older Person's Reference Group (OPRG) – an independent forum to improve the services Central Bedfordshire Council Provide for older people.

POhWER – a charity and membership organisation that provide information, advice, support and advocacy to people who experience disability, vulnerability, distress and social exclusion.



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Frequently Asked Questions

Below are some of the questions that we have been asked so far during the consultation by residents and their relatives.

How can I arrange a visit to view Houghton Regis Day Centre?

If you are interested in visiting Houghton Regis Day Centre you can contact the Manager Lorraine Bugler on 0300 300 8179 directly to arrange a visit. If you need help or advice on this please contact Mel in the first instance – see details at the end of the document.

Will the attendance days and times change?

If one of the options to move the day centre activities to Houghton Regis Day Centre is chosen then as part of the transfer process we would look to see if there was any benefit to adjusting the day(s) on which people attend. However we would try very hard to minimise the disruption to people attending the centre. If we were considering changes to the day(s) people attend then we would discuss this on an individual basis with customers and their relatives, if appropriate.

Would the staff move to Houghton Regis Day Centre with us?

Yes, if one of the options to move the day centre activities to Houghton Regis Day Centre was chosen then we are proposing that the staff who currently work in the day

centre at Greenacre would transfer to Houghton Regis along with the customers.

Could the buses at Houghton Regis Day Centre be used during the day for trips out?

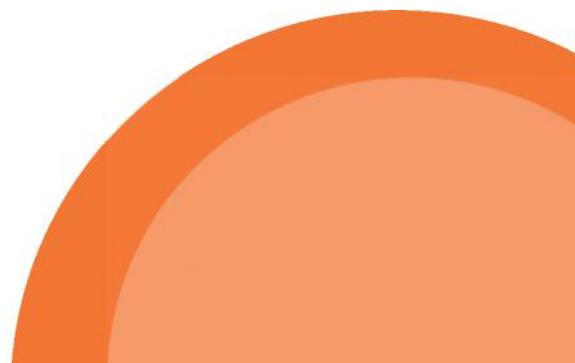
This doesn't happen at present, however the centre does hold various events within the centre such as 'seaside day' by bringing in fish and chips and a race event 'Day at Houghton Races'.

Could the Greenacre transport be merged with Houghton Regis Day Centre's to reduce journey times?

Yes, if one of the options to move the day centre activities to Houghton Regis Day Centre was chosen then this is a possibility.

What is the staff/customer ratio at Houghton Regis Day Centre?

Staffing ratios are based on the needs of the customers attending the centre. There are 13 staff in the centre each day 8 of whom are care assistants. The average number of people attending each day is about 35.



What is the ratio of dementia, learning disability and frail and elderly in Houghton Regis Day Centre?

The figures below are based on current customers attending per week.

- i. People in the early stages of dementia 10%
- ii. People with dementia who have significant care needs 32%
- iii. Adults under 65 with a learning disability 5%
- iv. Adults under 65 with a physical disability 19%
- v. Older people with care or social needs 33%

If the day centre at Greenacre were to move to our own allocated room at Houghton Regis Day Centre would there be a separate entrance?

If this option is chosen then a separate entrance can be made available for those who may be anxious about using the main one. However currently we would prefer customers to use the same entrance to increase social interaction and avoid a sense of groups being segregated.

Can our furniture and memorabilia be moved to Houghton Regis Day Centre?

Yes, any furniture or memorabilia could be moved to Houghton Regis Day Centre to provide as much familiarity of surroundings for the customers.

Independent advice and support

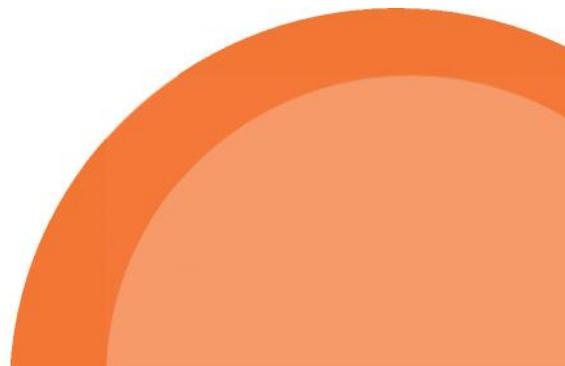
If you would like to speak to someone other than the Council, below are the contact details for two local independent organisations that would be happy to discuss the consultation with you.

POhWER
advocacy, making your voice heard

Telephone: 0300 456 2370
Email: pohwer@pohwer.net

healthwatch
Central Bedfordshire

Telephone: 0300 303 8554
Email: info@healthwatch-centralbedfordshire.org.uk





Consultation Period and Decision Making

No decision about the future of Day Care at Greenacre has yet been made. Below is a timetable of the activity planned between now and a final decision being made. The earliest a decision would be made about the future of the home is 9th February 2016.

Dates	Activity	Notes
14 th October 2015 to 13 th January 2016	Consultation period	You can respond to the consultation on the future of the day centre at any time during this period by filling in the questionnaire by hand, which can be obtained from Greenacre or from Mel Alderton on the numbers at the end of this document. This can then be posted to us or handed in to the management at Greenacre Day Centre. Alternatively the questionnaire can be filled in online at www.centralbedfordshire.gov.uk/consultations .
4 th January to 14 th January 2016	Preparing the report on the consultation	During this time we will be reviewing the consultation responses and producing a written report.
25 th January 2016	Meeting of the Council's Social Care Health and Housing Overview and Scrutiny Committee to consider the report on the consultation and recommendations in respect of the future of Greenacre.	The Overview and Scrutiny Committee provides an opportunity for elected, non-Executive councillors and local residents to discuss and comment on the Council's policies, plans and strategies before they are presented to the Council's Executive. The Committee encourages public engagement in the democratic process and is keen for people to attend its meetings. The report will be published on the Council's website ten days before this meeting takes place.
9 th February 2016	Meeting of the Council's Executive to consider the report on the consultation and recommendations in respect of the future of Greenacre.	This committee made up from elected local councillors will consider the report and the comments and recommendations from the Overview and Scrutiny Committee and make a decision about the future of the home. This is a public meeting – anyone can attend. The report will be published on the Council's website about a week before this meeting takes place.
9 th to 18 th February 2016	Call In period	The decision made by Executive on the 9 th February will be published two days after the meeting. Decisions made by the Executive can be 'called in' for reconsideration within five working days of the date they are published. In the event that the decision is not called in we would expect to be able to implement the recommendations from 18 th February 2016.

What happens now?

Claire is continuing to meet with day centre customers. She is undertaking assessments to ensure that all customers have their say in the consultation if at all possible and is encouraging relatives to be involved.

Alongside Claire, the other members of the consultation team will also continue to be available at Greenacre on a regular basis to answer any questions you have.

If you haven't completed the consultation questionnaire we would encourage you to do so. You can do this by filling in the questionnaire by hand and posting it to us at the address below or by leaving it with management at Greenacre. Alternatively the questionnaire can be filled in online at www.centralbedfordshire.gov.uk/consultations. If you need copies of the consultation documents or the questionnaire you can get them from the website. There are also copies in the home. If you want to be sent any of the documents please contact Mel Alderton on the numbers below.

The closing date for consultation responses is 13th January 2016. All responses will be reviewed and included in a consultation report which will be shared with customers, relatives and staff before being published on the Council's website. The consultation report will accompany a report on the future of Greenacre which will be considered by the Social Care Health and Housing Overview and Scrutiny Committee on 25th January 2016 and at a meeting of the Executive on 9th February 2016.

As soon as a decision is made by the Council's Executive we will inform customers, relatives and staff.

Meet the consultation team

The consultation team consists of (left to right) Claire, Mel, Lorna, John and Tim

You may have seen them in the home already. You can contact any of them via Mel using the details below.

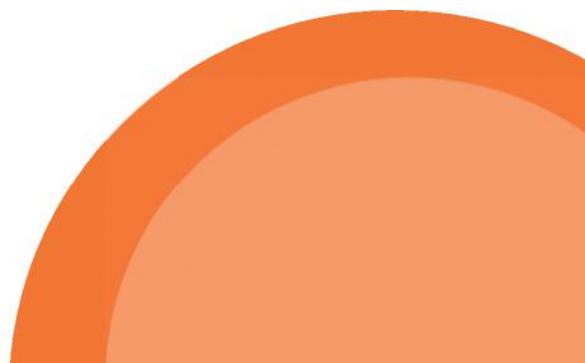


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Central Bedfordshire Council Greenacre Older Persons Home Consultation

Response to Formal Consultation

Appendix 10

1. INTRODUCTION

- 1.1 Central Bedfordshire Council wants the best possible quality of life for all its residents and is committed to developing and improving accommodation with care for older people. The Council owns and operates six care homes which were built several decades ago and which currently no longer meet the expectations of customers and regulators in terms of facilities and accommodation.
- 1.2 Therefore when better options become available elsewhere, the Council will consult with residents and/or relatives about the future of these homes.
- 1.3 The Council has undertaken a consultation on the future of Greenacre Older Persons Home. Having reviewed a number of options for the future of the home, the Council's preferred option is to offer and arrange accommodation for the existing residents in good alternative care homes and then to close Greenacre Older Persons Home.
- 1.4 The Council has considered the following options in relation to the future of Greenacre Older Persons Home including:
 - Doing nothing – continue to run Greenacre Older Persons Home in its present form.
 - Relocating existing residents to better homes and closing Greenacre Older Persons Home – the Council's preferred option.
 - Transferring Greenacre Older Persons Home to another organisation to run as a going concern.
 - Building a new home on the Greenacre Older Persons Home site – moving residents to alternative homes, demolishing the old home and building a new one.
 - Running the home down – stopping new admissions to the home but keeping it open for an agreed period of time or until it had no residents.
 - Refurbishing the home so that it meets modern standards.
- 1.5 The Council's preferred option is to offer and arrange accommodation for the existing residents in good alternative care homes and then to close Greenacre Older Persons Home.
- 1.6 The formal consultation began on 14th October and ran for 13 weeks, ending on 13th January 2016.
- 1.7 Informal consultation meetings took place on a face-to-face basis with residents and/or their family members/next of kin and members of staff. At these meetings officers answered questions and encouraged people to complete the consultation.
- 1.8 Particular attention was given to supporting residents to be involved in the consultation process even though some lacked mental capacity to fully understand the Council's proposals. The ability of all residents to

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participate in the consultation was assessed by a social worker by undertaking an assessment in accordance with the principles of the Mental Capacity Act 2005. The assessments undertaken during the course of the consultation period showed that eight residents had capacity to take part in the consultation and were assisted to do so. 12 residents were assessed not to have capacity to participate meaningfully in the consultation, however of those, seven could give a view to a limited extent. The majority of residents had friends or relatives who were able to support them in participating in the consultation or contribute on their behalf. In no cases was it judged or requested that independent advocacy was required to enable a resident to participate.

- 1.9 The formal consultation was managed via a formal consultation document. This was available in paper format; downloadable from the CBC website, or was obtainable by telephoning or writing to the contact details provided in the letters to stakeholders.
- 1.10 CBC staff and elected members were informed about the formal consultation and external communications were made raise public awareness of the consultation with Central Bedfordshire residents. Key external organisations, MP's and town councillors were also informed.
- 1.11 This report includes an overview of the feedback received during the consultation period.
- 1.12 Further feedback has been received from stakeholders in addition to the formal consultation document. This is set out in Appendix 3.

2. RESPONSE RECEIVED

- 2.1 The formal consultation was designed to capture both quantitative and qualitative data from respondents, with results summarised as follows (percentages are rounded up or down as appropriate).
- 2.2 In total 26 people responded to the formal consultation.
- 2.3 6 (23.1%) of respondents were residents, 9 (34.6%) were family members of residents, 2 (7.7%) were members of staff from Greenacre Older Persons Home, 7 (26.9%) were members of the public and 2 (7.7%) were 'other' people.
- 2.4 12 (46.2%) of respondents were male, 14 (53.8%) were female
- 2.5 Respondents in age groups

20-29	1	(3.8%)
30-44	3	(11.5%)
45-59	8	(30.8%)

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60-64	1	(3.8%)
65-74	8	(30.8%)
75+	5	(19.2%)
Preferred not to say or did not answer	0	

- 2.6 3 (11.5%) of respondents stated that they had a disability, 22 (84.6%) of respondents stated they did not have a disability and 1 (3.8%) preferred not to say or did not answer.
- 2.7 25 (96.2%) of respondents were White: British, 1 (3.8%) of Respondents stated "Other" and 0 (00.0%) of respondents preferred not to state or did not answer.
- 2.8 Appendix 1 provides a full demographic statistical profile of respondents

3. RESULTS OF CONSULTATION: QUESTION RESPONSES

The formal consultation was designed to capture both quantitative and qualitative data from respondents, with results summarised as follows

3.1 Q1 How far do you agree or disagree with the Council's preferred option?

Strongly agree	2	(7.7%)
Agree	11	(42.3%)
Neither agree or disagree	2	(7.7%)
Disagree	4	(15.4%)
Strongly disagree	7	(26.9%)

3.2 Q2 What are your views on our preferred option?

There is general agreement that the facilities offered by Greenacre Older Persons Home are not modern and the Council is right to be looking at options for the future. While half of respondents agree with the Council's preferred option a number of concerns have been raised about the impact moving to alternative accommodation would have on current residents and whether or not this would result in increased costs.

It is positive that a majority of the respondents were supportive of the proposals and recognised that the facilities offered by Greenacre Older Persons Home do not meet modern standards.

If the decision is made to close the home all residents would have their care and support needs assessed and the risk associated with a move would be fully assessed and managed. We would follow best practice for relocating residents and would coordinate the moves to ensure that everyone would receive the time and support they needed before, during and after the move.

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The potential financial implications of relocation to a new home were explained in the consultation update issued on 25th November 2015. The Council would be recommending alternative care homes that it currently contracts with and the rates for these are between £473.19 and £501.91 per week, depending on the quality banding the home is on. Those people who are not currently paying the full cost of their care would not have to pay any more than they do at Greenacre Older Persons Home For those who are paying the full cost (currently £477.16 per week), the Council has agreed that they would pay the same as the rate the Council would pay to the home for a person with similar needs who cannot afford to pay the full cost. As everyone's circumstances and preferences are unique we would discuss the financial implications and options with residents and/or their representatives.

3.3 Q3 Are there any options we have considered that you think we have not correctly evaluated?

Yes	2	(7.7%)
No	20	(76.9%)
Don't know	4	(15.4%)

20 (76.9%) of respondents agreed that options had been evaluated correctly.

3.4 Q4 If yes, please state which options and why you think they should be evaluated differently.

Options from the respondents included:-

- Land-swop with a developer.
- Further research into refurbishment costs of Greenacre.

We do not think that a 'land swap' arrangement in these circumstances would be an effective solution to meeting the need for care home places in the Dunstable area.

The refurbishment of Greenacre Older Persons Home was one of the options in the consultation document and estimations of the cost were made. Given the feedback on this option we consider that it would not be appropriate to further investigate the cost of a refurbishment.

3.5 Q5 Are there any options listed that you think the Council should investigate in more detail?

Yes	6	(24.0%)
No	15	(60.0%)
Don't know	4	(16.4%)

15 (60%) of respondents felt the Council had investigated all options fully.

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3.6 Q6 If yes, please state which options and say what further information or investigation is needed.

Options that respondents stated they would like to see further information or investigation on:

- Further development on the timeline to support current residents should the Council continue with the preferred
- Redistribution of Council Tax money to fund refurbishment of Greenacre
- The views and opinions of the wider ageing population of Dunstable residents should be sought.

If a decision is made to relocate residents and close Greenacre Older Persons Home a detailed timeline will be developed. The project team will work with residents, relatives, staff from Greenacre Older Persons Home and staff from the new home to develop a realistic timetable that takes into account the needs of the residents. We would follow best practice for relocating residents and would coordinate the moves to ensure that everyone would receive the time and support they needed before, during and after the move. The move timetable would be flexible to take into account changes in the health and needs of residents.

The refurbishment of Greenacre Older Persons Home was one of the options in the consultation document.

Wider stakeholder engagement took place as part of the consultation. In particular we invited the Older People's Reference Group, the local U3A, the Dunstable Association of Senior Citizens and Dunstable and Houghton Regis Town Councils to contribute to the consultation.

3.7 Q7 Are there any other option(s) that you think we should consider that are not in the document?

Yes	2	(8.0%)
No	21	(84.0%)
Don't know	2	(8.0%)

21 (84.0%) of respondents felt all options had been considered

3.8 Q8 If yes, please explain what these options are.

No new options identified

3.9 Q9 Do you have any further comments about the future of the home?

Comments included:

- The need for Greenacre to be modernised

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- For the council to consider the impact and support offered to residents and families should the home close and the offer of alternative accommodation made
- Clarification over re-development and sale of the site.

If a decision is made to close the home then support would be made available to residents, their families and the staff at Greenacre. Older Persons Home This is made clear in the report to the Executive.

The decision on the future of the home is a separate one from what would happen to the site in the event that the home closes. There are no proposals in the Executive report about the future of the building and the site as a whole. Any changes on the site may require planning permission and the usual planning permission process followed.

3.10 Welfare of residents at Greenacre Older Persons Home

Q10 Throughout the process we will be conducting individual meetings with residents and their relatives, and providing advocates where necessary. Are there any other actions you think we should be taking to minimise the impact of the proposals on the residents at Greenacre Older Persons Home?

- Residents and family members asked that they are kept fully informed and updated at regular intervals, that action plan is drawn up and stuck to. To record and report the outcomes of the meetings accurately, and act on them.
- Request to view alternative accommodation in advance of closure.
- The transitional arrangements are imperative as good relationships have been forged with residents, relatives and staff over time and they may be fear of losing this, if the Council decides to close the home.

As stated above we would work with residents and relatives and keep them informed throughout the process if there was a decision to close Greenacre Older Persons Home. This would involve the agreeing and sharing of plans and timetables which we would endeavour to adhere to.

Part of the process would be to arrange visits to alternative homes for residents and relatives.

3.11 Other comments

Q11 Please write any other comments here:

Comments from respondents reiterated suggestions and statements made in the questions above i.e. Greenacre Older Persons Home remaining a Care Home. Reassurance of the wellbeing and independence of residents being maintained.

4. SUMMARY

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- 4.1 In summary, 50% of the 26 respondents support the preferred option to close the home and re-locate current residents and many mentioned the need for improved facilities in more modern homes. 11 people disagreed (42%) and 2 were neutral (8%). Some of those who disagreed would like the Council to pursue the refurbishment option but others stated that they did not accept that the home needed modernisation. Some were concerned about the long term need to suitable accommodation for older people.
- 4.2 Other comments received included the request for ongoing communication between the Council and those people affected as well as clarification and reassurance over possible impact on residents, cost implications and the redevelopment of the site.

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Appendix 1:

Results of Consultation: Demographic Profile of Respondents

	No.	Percentage
Q12: Are you a: (please select one option)		
Resident	6	23.1%
Relative of a Resident	9	34.6%
Member of Staff	2	7.7%
Member of the Public	7	26.9%
Charity or Organisation	0	00.0%
Other	2	7.7%
No Response	0	00.0%

Q13: Are you male or female? (please select one option)

Male	12	46.2%
Female	14	53.8%
No response	0	00.0%

Q14: What is your age? (please select one option)

Under 16	0	00.0%
16-19	0	00.0%
20-29	1	3.8%
30-44	3	11.5%
45-59	8	30.8%
60-64	1	3.8%
65-74	8	30.8%
75+	5	19.2%
Preferred not to say or did not answer	0	00.0%

Q15: Do you consider yourself to be disabled?

Under the Equality Act 2010 a person is considered to have a disability if he/she has a physical or mental impairment which has a sustained and long-term adverse effect on his/her ability to carry out normal day to day activities.

Yes	3	11.5%
No	22	84.6%
Preferred not to say or did not answer	1	3.8%

Q16: Please tell us your ethnicity

White: British	25	96.2%
White: Irish	0	00.0%
White: Gypsy or traveller	0	00.0%

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Mixed: White and Black Caribbean		00.0%
Mixed: White and Black African		00.0%
Mixed: White and Asian		00.0%
Mixed: other		00.0%
Asian or Asian British: Indian		00.0%
Asian or Asian British: Pakistani		00.0%
Asian or Asian British: Bangladeshi		00.0%
Asian or Asian British: Chinese		00.0%
Asian or Asian British: other		00.0%
Black or Black British: Caribbean		00.0%
Black or Black British: African		00.0%
Black or Black British: other		00.0%
Other	1	3.8%
Preferred not to say or no response		00.0%

Appendix 10

Appendix 2 - Results of Consultation: Qualitative Feedback

3.1 Q2 What are your views on our preferred option?

- My concern is not that closing Greenacre is a poor decision; the case is well made but that 'value for money' for the Council will result in clients ending up paying more for residential care in privately owned homes.
- Whilst I can see the sense of moving the residents to a better unit and I understand why this is more cost effective, it seems a shame to close down a care home when the numbers of elderly population are constantly increasing and will do for ever. Surely the council needs to invest in INCREASING the number of spaces available instead of merging homes etc. I imagine the site would be sold for residential, but it would only be releasing money for the short term because within the next 10 years they will have to build another home anyway which will cost significantly more than the £6million mentioned. Surely a refurb would be cheaper in the long run. Or, turn it into some other healthcare provision.
- I appreciate the reasons behind this. however, I am very concerned about the impact on the residents, especially those who sadly have dementia
- That full consultation be carried out with residents and their families to ensure their new placement is to their complete satisfaction. That a move be done as smoothly as possible. That staff be given help to find new employment within the sector. That nothing is rushed.
- Option 4, demolish and re build in the future....or Do a land swop with a developer for a New Care home site in a more selected area, as Dunstable as enough...
- Not sure how it would effect the existing residents by moving them especially as its mainly a dementia home it could be a huge disruption in their life causing them more stress
- This is the best option but must be handled very sympathetically with lots of consultation with residents and families.
- It would be too much hassle and too disruptive moving out of Greenacre. I think it would be a good idea to have an ensuite bathroom but I don't need a bigger bedroom as it's big enough. The Council can refurbish Greenacre while the residents stay in it. I think Option 6 is the best option- refurbishing the home so that it meets modern standards.
- I think Greenacre needs modernising but a lot of people are happy here and don't mind if they have to share a bathroom or if there are better facilities elsewhere. A move will be very disruptive for my sister.
- I agree that Greenacre is old but I would like it to stay as it is.
- I agree that Greenacre is not modern enough. I would be happy to move to a new home in Dunstable with an ensuite bathroom. I do not really like communal bathrooms as they are not very private.
- I agree that Greenacre needs to be modernised.
- I would like to question the thinking behind coming to this decision... why is too expensive to renovate the home, and why is it not fit for purpose in its current state? This has not been explained.
- Moving to a new home will give a new outlook for people and more modern facilities and things to do
- the residents have a lovely home where they are and this is to save money pure and simple
- Continuity is very important for people suffering from dementia and they regard Greenacre as their home. They have, in my view, little interest in improved facilities if it results in the upheaval of losing their existing home.
- Not really the best option but better than doing nothing

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- Greenacre does not need modernising, it is fine the way it is. I do not need an ensuite bathroom. I prefer it separate as it's nicer when people come to visit, if you don't have an ensuite bathroom next to the bedroom. The Council's crazy. Why do they have to ruin everything for nothing?
- Well think I rather prefer to hold out to see if green acre can be modernised.
- The closure of Greenacre should not have any financial impact on my mother's circumstances.

Q4 If yes, please state which options and why you think they should be evaluated differently.

- Land swap with a developer, for a New Care home site in a more selected area.
- Refurbishment option - how can a 1960's building be so costly to refurbish when so many care homes that the council pays to accommodate people in are in converted Victorian buildings????

Q6 If yes, please state which options and say what further information or investigation is needed.

- I think that the council needs to re-evaluate all of the options and speak to the local people in more depth - what about conducting surveys of residents in Dunstable who are in their early 70's now, who potentially within the next 10 years might be needing to use these services. I know that some friends of mine care for their parents at their own home, but there appears to be very limited provisions for respite breaks for members of the public who are caring for elderly persons in their own home. Surely we need more of these provisions.
- Somewhere in between the preferred option and allowing the home to be run down naturally. Allowing those who are happy to move to new places to do so and then giving additional support to those remaining, over a slightly longer period, without pressure, to aid their relocation. Each individual being treated as such.
- as said....land swap with a Developer, Dunstable location for a more sort after area for a care Home in central Beds..
- The cost of modernising the home and leaving the building up
- Yes, again refurbishment. Will it really cost more in the long term than paying private providers to accommodate residents?
- Keeping the current home open. You now have the chance to add a 2% surcharge to the council tax bill so why not use it for the good of the old

Q8 If yes, please explain what these options are.

- See my earlier comments
- YES See my answer to Q 6, land swap

Q9 Do you have any further comments about the future of the home?

- Will the existing residents of Greenacre get priority of choice in the two new care homes?
- No
- The home is unsuitable for purpose as it stands. My father was transferred there, from

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hospital, following a hip replacement, and the unsupervised nature of the rooms and the low staffing levels meant that he fell and broke his thigh within his first 45 minutes there, leading to his death a few months later. I would not send my worst enemy to live out their days at Greenacres and will be very happy when it has finally been demolished.

- Now is the time to do something once you have recognised the HIGH annual costs, almost a MILLION, compared with New home costs.....do it...dont dally..
- I am quite concerned about the home being knocked down as the home is at the back of my property and I would like to know what the council will put there instead of the home I'm pretty sure that the council has already made up its mind
- Care promised to residents during any move needs to be maintained
- Having been the manager of Abbotsbury in Biggleswade from 1982 until my retirement in 2010, I remember Greenarces opening in the 80's. The way residents needs have moved on then the home is no longer fit for purpose. The running of homes by otter companies requires considerable investment because they are needing to make profit, this I experience for 12 years during my career.
- Refurbishing the home so that it meets modern standards.
- No
- I agree that home could be in need of modernising.
- I would like it to stay as it is.
- No
- I would like to move to somewhere more comfortable and with an ensuite bathroom.
- Surely it makes sense at a time of increased pressure on care home places to keep a small provision of our own homes?
- Try to sell it to somebody else so the Council gets some of their money back to relieve some of the pressures.
- it should stay open. What do you really know about the private providers?
- The consultation seems to have been brought about for financial reasons- what about increasing the council tax to provide extra funding?
- The Council should leave Greenacre the way it is unless everyone agrees that it should close.
- Well would like to be kept up to date with the position of green acres.
- I can understand that comparing Greenacre to other more up-to-date care homes shows Greenacre to be lacking in facilities; however there seems to be a good atmosphere within the home and feel it's a shame that Greenacre cannot be updated. I would have thought that with the ageing population there would have been a need for more accommodation in Dunstable.

Welfare of residents at Greenacre Older Persons Home

Q10 Throughout the process we will be conducting individual meetings with residents and their relatives, and providing advocates where necessary. Are there any other actions you think we should be taking to minimise the impact of the proposals on the residents at Greenacre Older Persons Home?

- How about speaking to the social services team in the NHS. I recently attended an event about the expansion and re-development of the Luton and Dunstable Hospital. One of the speakers admitted that one of the reasons why the waiting lists in the NHS are so long is because 20% of the bed space in a hospital is taken up by patients who cannot be discharged because there is nowhere to discharge them to (no temporary

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rehab or care home spaces). How about running a joint venture with the NHS to help resolve this issue.

- I welcome the Council's commitment to conduct individual meetings with residents and their relatives. The transitional arrangements are imperative as good relationships have been forged with residents, relatives and staff over time and they may be fearful of losing this, if the Council decides to close the home.
- We have seen how such meetings go. It is vital that residents and the families be listened to and their worries and concerns taken into account. No action should be taken that residents or families are not totally in agreement with. No pressure should be exerted. Where possible visits should take place or, where not, staff from the new home should visit the resident and family. Transport should be as untraumatic as possible. Planning and forethought to ease transitions. Treat people as if they were your own loved ones.
- You have to be honest and straight, The home is very costly to maintain, almost a Million, and its very much out of date, also there is BETTER accommodation available in the area. Its for the quality and long term comfort of the residents and to comply with the CQC. It's unfortunate that residents will have to move, a huge Sorry. BUT make it easy for resident by making the staff secure, where possible. GOOD staff are hard to get, dont KILL morale. No one likes to Move, unless its for a better more secure future...
- No
- When writing to residents and relatives, in first instances don't mention the closure of Greenarces but say you wish to give them details of the new homes. If you have drawing or pictures present them at your meetings. Selling a new home is will have a much less impact on them that just telling Greenarces is closing.
- It's important that friendships are kept.
- No
- The Council could help organise visits to new homes.
- Not at the moment.
- Yes, don't move them. Moving elderly people is always traumatic.
- People need to see new homes beforehand. The Council need to support with this and provide transport for this.
- make sure that every issue raised at council meetings are fully resolved before you close the consultation
- Ensuring that care is taken to replace any carers that leave in the belief that the home may close
- I think just keeping everybody updated on what's going on for the future of green acre.

Other comments

Q11 Please write any other comments here:

- Robust care plans need to be in place to support any changes that may be made in the future, especially transitional arrangements.
- Don't ditch the STAFF; it will kill morale throughout the Care Home community in Central Beds.
- Once you have made your plans for the close, you should stop taking in residents so there less people affected. You should also consider the fact that residents will have made friends within the homes and would like to move with them, however in my experience they do cope with loss very well.
- I would like to know that any new home would have the same level of care and will be easy for my sons to visit. I also prefer to be on an unit for people who are physically

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disabled.

- Is this a political decision, based on the fact that Greenacres is council owned and run and not private? There did not seem to be any rush to close these homes when they were operated by Bupa on the council's behalf...
- no other comments
- As the present home is past its sell by date I can only hope that moving residents to a newer better home will benefit them.
- Not much to say been updated by the council on what they might do and the options they have set out.

Appendix 3 – Other Responses

During the course of the consultation the relative of one of the residents in Greenacre Older Persons Home raised a number of detailed issues. These were responded to at some length by members of the MANOP team. The following section has been agreed with the respondent to be a fair and accurate summary of the questions or issues raised and the Council's response.

Can you confirm that my relative was placed at Greenacre by the Council?

Yes, that is the case.

If Greenacre closes will its former residents who are self-funders be required to move to another home when and if their capital falls below the self-funding threshold?

In seeking to place people resident at Greenacre Older Persons Home, the guarantee is the offer of a place in a new home that meets the individual's care and support needs, meets modern expectations and where the rates are within or which match the rates that the Council pays to care home providers. A self-funding person taking up a place on this basis would not be asked to move to an alternative home as a result of their resources falling naturally below the financial thresholds.

Will Greenacre residents who are self-funders have to pay the 'private rate' in an alternative care home, either now or in the future?

No, if Greenacre Older Persons Home closes the Council intends to contract with providers to place all of its residents at rates that are within or which match the rates that the Council pays to care home providers. It is our intention that these arrangements will prevail whilst these residents require residential care.

Will the Council discriminate in any way between those people in Greenacre who fully fund their own care and those who do not?

No. We intend to treat everyone equally

Do the rates charged in Council-run homes align with those paid to independent providers under the Council's contractual arrangements with them?

Not precisely (rates in Council homes are currently in the region of £12-£30 per week less). The Council is considering increasing the rates for its own home and there are some benefits in aligning with the amounts paid to independent providers.

Could a provider unilaterally reduce the number of places it offered to the Council through the Framework Agreement and expect the residents affected to either be moved to alternative homes or for the Council to pay higher rates?

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Whilst this is not impossible it is considered to be highly unlikely as such a move would cause significant reputational damage to the provider. The Council would also resist such action as far as possible and would also act to safeguard the wellbeing of residents.

Has a provider ever ceased to provide places for new or existing residents and if this happened how would the Council respond?

This situation has not happened. If it did the Council would seek to avoid disruption to existing residents through negotiation with the provider but if this was unsuccessful it is most likely that we would seek to move residents to alternative homes rather than pay a higher rate.

Does the Council have a policy on placing self-funding customers with providers at framework rates during the '12-week' disregard period but then the provider charging their higher 'private rate' thereafter?

The Council follows any legal and contractual requirements but does not have a written policy on this matter. The situation described is acceptable so long as all parties are aware of it and agree at the outset.

How many private care home choices would we be presented with, should the Council decide to close Greenacre? Is there a minimum number?

We have set no minimum or maximum number. In practice we would assess the needs of each resident and find out their preferences and those of their relatives. We would then work with all concerned to find suitable options.

Will residents be asked to move out of the local area? Will this be an option if a resident wants to consider this?

We have secured sufficient places in two new homes in Dunstable to enable all of the residents at Greenacre Older Persons Home to go to them if they wish. We will work with residents and relatives to identify the most suitable home for the resident's needs and the proximity of relatives will be a consideration in the identification of suitable options. In a previous home closure two people moved to homes outside of Central Bedfordshire to be closer to relatives and friends and we will assist anyone who wants to consider this option.

Can we move our relative before a decision is made on the future of the home?

We will strongly discourage residents from moving ahead of any decision on the future of the home. If a decision is made to close the home, then at that point we will put the resources in place to assess all the residents and to work with them and their relatives to organise moves and ensure that these go smoothly. Prior to this we would not be able to deliver such a complete service.

There may be reasons why individual residents may wish to move from Greenacre Older Persons Home before a decision is made about its future. We will assist residents in this situation as we would any other Council-placed resident in any care home. However, those places the Council has earmarked at Dukeminster Court and Rosewood Court would not be available to residents seeking to move before a decision is made.

Could you provide a list of providers along with the number of places available to the Council and how many of these are occupied and how many vacant?

For operational purposes we keep a list of care home vacancies that are available through the Council's framework contract. This is updated on a weekly basis and can be supplied at any time. Although we have records of all placements made within the framework agreement this is not collated numerically as it is not data that the Council requires in this form. This information can be collated and supplied and it is suggested

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that this is done if a decision is made to close Greenacre Older Persons Home. The usefulness of this information is limited as the availability of places varies over time and it does not take into account the ability of these homes to meet the needs of individual residents.

Would it be possible for the Council to have a policy of not placing or contracting with a provider that had previously been closed down by CQC for poor standards?

There are a number of mechanisms in place which are operated by CQC and the Council to promote high quality care and to act if a provider does not meet minimum requirements. Whilst it may be possible for a Council to have a policy of this type it would be complex to formulate and implement and the resources required to do this may well outweigh the benefit. Even if a Council had such a policy in place and had used it to decline to contract with a particular provider, the Council would still have a duty in relation to the quality of care in the home and to safeguard the residents there.

What mechanisms does the Council have to investigate a potential new framework provider?

In addition to the checks on financial health undertaken when the Council contracts with third parties, the contract between the Council and the provider prevents them subcontracting or reassigning the contract without the Council's permission. If appropriate, as well as undertaking checks on the proposed contractor similar checks are undertaken of 'holding companies' and other companies in the same ownership.

Will you confirm that Rosewood Court has passed relevant financial checks and that this will feature in the Executive Report?

Yes, this is the case.

Would my relative be asked to move from a residential home to a nursing home if they develop nursing needs?

General practice is to try to avoid older people moving from one care home to another should their needs change. The time when this is most difficult is when a person living in a care home gets to the point where they require nursing care that cannot be provided by visits from a community nurse. In such circumstance people may need to move from a care home to a nursing home. Some homes provide both residential and nursing care. Such homes allow for the possibility that a person whose needs change from 'residential' to 'nursing' could remain there. This would not be possible in a home that was registered only to provide residential care.

Should the checks on any new care providers have been completed sooner?

Yes, on reflection there would have been some benefit in carrying out 'due diligence' checks on the new provider earlier in the process and ideally ahead of the start of the consultation

If it was not possible to secure places at Rosewood Court for any reason would this jeopardise the proposal and render the consultation invalid?

The proposal to close Greenacre Older Persons Home is predicated on the availability of places at Rosewood Court and if there was a reason why these places were not available then a review of the situation at the time would be necessary.

How would the Council proceed if Rosewood Court has not been registered with CQC before a decision is made on the closure of Greenacre?

Registration is not likely to happen before the meeting of the Executive. This should not be an issue as it is likely that the Executive decision on the future of Greenacre Older Persons Home would give the Director authority to close Greenacre Older Persons

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Home but would not require her to do this nor would it set a date for this to happen. This would mean that the Council can deal with any unforeseen situations such as a delay in Rosewood Court opening.



Central Bedfordshire Council

Greenacre Day Centre

Consultation

Response to Formal Consultation

Appendix 11

1. INTRODUCTION

- 1.1 Central Bedfordshire Council wants the best possible quality of life for all its residents and is committed to developing and improving opportunities for older people. The Council owns and operates six care homes which may have Day Centre opportunities within them or attached to them. These homes were built several decades ago and which currently no longer meet the expectations of customers and regulators in terms of facilities and accommodation.
- 1.2 As the outcome of the Future of Greenacre Older Persons Home consultation could have an impact on Greenacre Day Centre, the Council has also decided to run a parallel consultation outlining options for the Greenacre Day Centre.
- 1.3 The Council has considered the following options in relation to the future of Greenacre Day Centre including:

Option 1 - Doing nothing

If a decision is made to close the home then the continuation of the operation of the Day Centre in its current form would not be sustainable. Therefore, in these circumstances the “do nothing” option would either be impractical to achieve or would represent very poor value for money, as it would entail the Day Centre.

Option 2 – Move current service “as is” to Houghton Regis Day Centre.

The centre at Houghton Regis has space available to accommodate the Greenacre Day Centre as a separate entity, so the only significant change to attendees would be a change in venue. This may result in a slightly longer journey for some attendees (but perhaps less for others) but the overall disruption would be minimal. This may also provide the opportunity for existing transport arrangement to be streamlined to minimise journey times and give value for money. The move may also open up other activities for attendees to enjoy.

Option 3 – Move current service to Houghton Regis Day Centre as above but mix in the groups over time.

This option would be similar to Option 2, but it would be planned that over time both the attendee and staff groups would mix together. This could be a little more disruptive, but could result in more availability of places and more personalised service in terms of what abilities and interested attendees may have. It also means that attendees benefit fully from a wider range of activities within the centre.

Option 4. Provide the same day care service using another venue.

This could be by building somewhere or by commissioning the service in a new or existing building. This option could not be achieved in the short term. It would be more expensive than other options.

Option 5 – Replace existing provision with individual services.

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In this option current and future attendees could be provided with help to access community-based services and activities to meet their needs. The cost would be met through a Personal Budget or Direct Payment. Whilst this may be an option for some attendees we do not currently think that there are suitable alternative services in place at present to make this a viable option for all of the people who use the Day Centre

1.4 The Council's preferred options are:-

Option 2 – Move current service to Houghton Regis Day Centre

Or

Option 3 – Move current service to Houghton Regis Day Centre as per option 2, but mix in the groups over time.

1.5 The formal consultation began on 14th October 2015 and will run for 12 weeks, ending on 13th January 2016.

1.6 Consultation meetings have taken place on a face-to-face basis with residents and/or their family members/next of kin and members of staff.

1.7 The formal consultation was managed via a formal consultation document. This was available in paper format; downloadable from the CBC website, or was obtainable by telephoning or writing to the contact details provided in the letters to stakeholders.

1.8 CBC staff and elected members were informed about the formal consultation and press releases were issued to the media to raise awareness of the consultation with Central Bedfordshire residents.

1.9 This report includes an overview of the feedback received via the consultation questionnaires during the consultation period.

1.10 No further feedback was been received from stakeholders in addition to the formal consultation document.

2. RESPONSE RECEIVED

2.1 The consultation was designed to capture both quantitative and qualitative data from respondents, with results summarised as follows (percentages are rounded up or down as appropriate).

2.2 In total 24 people responded to the consultation, although not all the respondents answered all the questions.

2.3 11 (45.8) of respondents are attendees of at Greenacre Day Centre, 4 (16.7%) are family members of residents of Greenacre Day Centre, 2 (8.3) are members of the public, 1 (4.2%) was a member of staff and 6 (25.0%) are 'other' people.

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2.4 5 (20.8%) of respondents were male, 19 (79.2%) were female

2.5 Respondents in age groups

Under 16	0	0.00%
16-19	0	0.00%
20-29	0	0.00%
30-44	1	4.2%
45-59	2	8.3%
60-64	0	0.00%
65-74	6	25.0%
75+	15	62.6%
Preferred not to say or did not answer	0	0.00%

2.6 8 (33.3%) of respondents stated that they had a disability, 16 (66.7%) of respondents stated they did not have a disability.

2.7 24 (100%) of respondents were White: British.

2.8 Appendix 1 provides a full demographic statistical profile of respondents

3. RESULTS OF CONSULTATION: QUESTION RESPONSES

The formal consultation was designed to capture both quantitative and qualitative data from respondents, with results summarised as follows (percentages are rounded up or down as appropriate):

3.1 Q1 How far do you agree or disagree with the Council’s preferred options?

Strong agree	0	0.00%
Agree	5	21.7%
Neither agree or disagree	6	26.1%
Disagree	6	26.1%
Strongly disagree	6	26.1%

3.2 Q2 What are your views on our preferred options?

The majority of respondents value the existing service at Greenacre Day Centre offers. In particular they appreciated small group size, the care provided by the staff, the relationships and friendships built up over time and the location of the Day Centre within Dunstable. Respondents identified a number of issues with the Council’s preferred option (option 2). These were: additional journey times, specialist Dementia care provided by the care staff at Greenacre and the resulting lack of provision within Dunstable.

These are all valid comments. We are pleased that people value the current service in terms of the care provided by the staff, the small group

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size and the environment. We will address specific concerns about journey times and the type of care provided when we consider the future options.

3.3 Q3 Are there any options we have considered that you think we have not correctly evaluated?

Yes	4	18.2%
No	14	63.6%
Don't know	4	18.2%

14 (63.6% of respondents agreed that options had been evaluated correctly.

3.4 Q4 If yes, please state which options and why you think they should be evaluated differently.

Options from the respondents included:-

- Consider alternative venues within Dunstable.

As a result of the feedback we are happy to investigate further the option of an alternative venue for the centre in Dunstable. We have already begun to look at options and will share this information with customers and their relatives.

3.5 Q5 Are there any options listed that you think the Council should investigate in more detail?

Yes	10	43.5%
No	9	39.1%
Don't know	4	17.4%

9 (39.1%) of respondents felt that the Council had investigated all options fully, however 10 (43.5%) of respondents felt the Council should investigate alternative venues in Dunstable.

3.6 Q6 If yes, please state which options and say what further information or investigation is needed.

Options that respondents stated they would like to see further information or investigation on:

- Alternative venue in Dunstable

As a result of the feedback we are happy to investigate further the option of an alternative venue for the centre in Dunstable. We have already begun to look at options and will share this information with customers and their relatives.

3.7 Q7 Are there any other option(s) that you think we should consider that are not in the document?

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Yes	10	45.5%
No	8	36.4%
Don't know	4	18.2%

8 (36.4%) of respondents felt all options had been considered, however 10 (45.5%) respondents would like the Council to work closer with alternative Care homes for Day opportunities.

3.8 Q8 If yes, please explain what these options are.

The Council to consider alternative venues in Dunstable and the possibility of joined up working with other care homes in Dunstable e.g. Rosewood Court and Dukeminster.

We will approach the operators of Dukeminster Court and Rosewood Court to explore these options.

3.9 Q9 Do you have any further comments about the future of Day Care at Greenacre?

- Respondents felt the staff are caring and that good relationships and friendships have been formed and that this is important to Day Centre attendees and residents alike.
- Respondents felt that Greenacre Day Centre offered a supportive, safe environment.
- The Day Centre facilities have offered families members respite

We agree with these comments and value the good practice at Greenacre Day Centre. We will do what we can to ensure that it is preserved.

3.10 Welfare of residents at Greenacre Day Centre

Q10 Throughout the process we will be conducting individual meetings with residents and their relatives, and providing advocates where necessary. Are there any other actions you think we should be taking to minimise the impact of the proposals on the residents at Greenacre Day Centre?

- Residents and family members asked that they are kept fully informed and communicated with at regular intervals.
- Request to view alternative Day Centre Venues in advance of closure.
- Query over staffing ratios, levels and consistency of care.
- Transport availability and journey times.

We will ensure that customers and relatives are fully involved in exploring future options in more detail. This will include visits to alternative venues. Our aim will be to keep the existing group together with the current staff continuing to provide the day centre services.

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3.11 Other comments

Q11 Please write any other comments here:

Greenacre provide good facilities and activities at a local level in the local area.

4. SUMMARY

- 4.1 In summary, the majority of respondents value the existing service, appreciating the friendly peaceful environment, the care that the staff provide and the small group sizes. Many also value the current location, Many respondents want to keep as many aspects of the current provision the same even if the service relocated (for example the staff, days of attendance, friendship groups and own space).
- 4.2 Throughout the consultation many respondents raised a concern about the loss of service provision within Dunstable asking for alternative venue to be investigated.
- 4.3 Other comments received included the request for ongoing communication between the Council and effected stakeholders as well as clarification on transport and journey times along with the impact a potential move to Houghton Regis will have on attendees.

Appendix 1:**Results of Consultation: Demographic Profile of Respondents**

	No.	Percentage
Q12: Are you a: (please select one option)		
Attendee of DayCareentre at Greenacre 45.8%		11
Relative of a Resident	4	16.7%
Member of Staff	1	4.2%
Member of the Public	2	8.3%
Charity or Organisation	0	0.00%
Other:	6	25.0%
No Response	0	0.00%

Q13: Are you male or female? (please select one option)

Male	5	20.8%
Female	19	79.2%
No response		

Q14: What is your age? (please select one option)

Under 16	0	0.00%
16-19	0	0.00%
20-29	0	0.00%
30-44	1	4.2%
45-59	2	8.3%
60-64	0	0.00%
65-74	6	25.0%
75+	15	62.6%
Preferred not to say or did not answer	0	0.00%

Q15: Do you consider yourself to be disabled?

Under the Equality Act 2010 a person is considered to have a disability if he/she has a physical or mental impairment which has a sustained and long-term adverse effect on his/her ability to carry out normal day to day activities.

Yes	8	33.3%
No	16	66.7%
Preferred not to say or did not answer	0	00.0%

Q15: Please tell us your ethnicity

White: British	24	100.0%
White: Irish		00.0%
White: Gypsy or traveller		00.0%
White: other		00.0%
Mixed: White and Black Caribbean		00.0%
Mixed: White and Black African		00.0%
Mixed: White and Asian		00.0%
Mixed: other		00.0%
Asian or Asian British: Indian		00.0%
Asian or Asian British: Pakistani		00.0%
Asian or Asian British: Bangladeshi		00.0%
Asian or Asian British: Chinese		00.0%
Asian or Asian British: other		00.0%
Black or Black British: Caribbean		00.0%
Black or Black British: African		00.0%
Black or Black British: other		00.0%
Other		
Preferred not to say or no response		

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Appendix 2 - Results of Consultation: Qualitative Feedback

3.1 Q2 What are your views on our preferred option?

- This would leave the older needy residents of Dunstable without day care places as when Greenacres was re-organised the day centre in Houghton Regis was unable to cope and there are not enough places as it is.
- Option two would be the best option. There is such value in the service remaining as an individual service. There is a reason why the smaller set up works for individuals with dementia as there are many people that find this setting more appropriate to their needs where they get more of a 1:1 service. It also supports to reduce anxieties when individuals find a larger group setting unsettling. This smaller set up allows the individual and their family members feel reassured that they have a safer environment to settle in to. I do not think that the option of merging it with the current day centre would be in the best interests of service users.
- Option 2. Would continue to give my husband the quiet enjoyment which he needs. Vascular Dementia with TIA = quiet environment, noise = agitation and can cause another stroke.
- The move would need to take place over time. It is important for people who attend the day centre to maintain their friendships.
- I think it could be a bit disruptive for the people who attend the day centre as they are used to going there. If they move to Houghton Regis, I think the smaller group would be more beneficial. Otherwise my husband might not join in as easily. I am concerned about the length of time it will take my husband to get to a new day centre in Houghton Regis. I am concerned that he is used to Wendy and the other staff and it will take time to get to know the new staff.
- I would like the day centre to stay open. The people are friendly and it's near to where I live. If I had to move I would like to be in a smaller group.
- I don't agree or disagree. If it's got to happen, it's got to happen.
- Disagree with option 3 - Option 2 would be fine BUT I envisage that it would in time become option 3. My mother does NOT cope well in large groups and the acoustics at H/Regis are poor for those who wear hearing aids, so long as the room could accommodate features to allow for this should be OK.
- I think we should be able to have some day centre in facility in Dunstable itself. There is no facility on the whole west side of Dunstable to service Whipsnade and Tottenhamhoe as well. I am concerned about the time it would take for my husband to get to Houghton Regis on the coach. This would take approximately 1.5 hours each way and my husband hates the long journey. I also think Houghton Regis will get too big and there will be too many people going there. I think something more local in Dunstable with a smaller group would be better. For example, a Church Hall or a village hall could be an option.
- I think that people should be moved to another centre in Dunstable. Dunstable is big enough to find another centre.
- I disagree with the closure of the day centre because I have made a lot of friends there and got used to it. At our age people don't like change. I also get picked up last and dropped off first so it is less tiring for me. I will try Houghton Regis if I have to but if it is too far, I might not be able to keep coming.
- I disagree with moving everyone to Houghton Regis. This would be a long way for my mother. She nearly stopped going to Greenacre because it was taking too long on the coach. They have now changed this so that she is collected last and dropped off first so it is not too tiring for her. Going to Houghton Regis would be too far for her and too tiring. Greenacre is local and people know each other already.

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- Mr S loved the day centre because it is small and there is a lot of one to one attention from the staff. He hated Leighton Buzzard Day Centre because it is so big, so for him option 3
- If it has to be option 2 best as people with dementia need things to be the same and if things are not the people who care for them suffer as it will hard to get them to go.
- The Council has disregarded the comfort and convenience of the people who attend Greenacre day centre. By offering Houghton Regis Day Centre, it feels like the Council are going for the cheapest option but not really considering the needs of the people at Greenacre. I need assistance with looking after my husband. 2 days a week at the day centre makes a real difference to me. I think the Council have thought through the financial side rather than the care of the people.
- I am not very happy about the proposal as I enjoy going to Greenacre. The people are very friendly and I like it there. I have been to Houghton Regis before and did not like it. The people are not very friendly. I would like Greenacre to stay open.
- I do not want to move to Houghton Regis day centre. I have a good friend who goes to the day centre who I wouldn't see if she is moved to a new home. I think it should stay open.
- I think the day centre should stay open. There are a lot of people who go who have Alzheimer's and it is important that they get continuity of care.
- Only one day care centre offered. Too many attendees
- Option 2 - Maintaining the present staff and homely atmosphere of the group. Option 3 - Will NO DOUBT happen over time, but it is not something to be undertaken lightly, it needs more thought - bigger groups lose their identity.
- If the day centre closes I am okay with the idea of moving to a new day centre.
- I think it's a shame that the day centre may be closing. It's a nice centre with friendly people who attend and nice staff. We do lots of activities there and have a nice meal.

Q4 If yes, please state which options and why you think they should be evaluated differently.

- If no sale perhaps use the site for housing with some sheltered housing. As alterations are needed to the existing site, be more cost effective, deal with the government building requirements
- The Council should look into places in Dunstable. There are plenty of empty buildings that could be used, for example the Conservative Club opposite the Sugar Loaf, the Methodist Church. They probably wouldn't charge alot. There are plenty of charitable organisations that could have rooms. Also what about the Council offices? They would probably have spare rooms.
- Has the Council considered a day centre at another residential home in Dunstable? If not, somewhere purpose built in Dunstable. An alternative venue in Dunstable needs to be as good as or better than Greenacre.
- Option 4

Q6 If yes, please state which options and say what further information or investigation is needed.

- See above
- Can you move an even older care home i.e. Friars Lodge to Greenacres site and keep Greenacres day centre open?
- Yes, other options in Dunstable itself. The Grove theatre has a function room,

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Dunstable Leisure Centre could be an option or the old cinema?

- Another venue in Dunstable. Houghton Regis is a long way.
- Other places in Dunstable (as I have just said).
- Other options in Dunstable. There is a new place being built opposite the co-op in Dunstable. The Council talks about days out in its leaflet but this doesn't seem to have been looked into. Fish and chip at a day centre is not the same as real day out. Why can't transport be used to take people for a real day out?
- The Disability Resource Centre in Dunstable.
- Option 4 (missed opportunity with Dukeminster and Rosewood Court as additional small group Day Care Centres)
- Put more thought into modernising Greenacre and retaining it for a few more years. More or less as outline in Option 1. I don't think my husband would be alone in preferring the calm happy & friendly place that he is part of there.

Q8 If yes, please explain what these options are.

- See above and admit to it.
- The Council should investigate the possibility of providing day care at Dukeminster and Rosewood Court- as they are more central than Houghton Regis.
- Move even old care homes to Greenacres i.e. Friars Lodge and then retain Greenacre Day Centre.
- Other options in Dunstable. Houghton Regis day centre will get overcrowded and be a long way for my husband.
- Another venue in Dunstable.
- Other places in Dunstable so that people do not have as far to travel and it stays local.
- Why can't a room be found in one of the new centres i.e. Dukeminster or the new being built on the A5 as have not heard any good reports of the HR Centre
- Other venues in Dunstable. My husband has been to Houghton Regis and did not like it. He needs a peaceful, warm environment with some stimulation but not too taxing.
- The Disability Resource Centre in Dunstable.
- Smaller venues and small groups of attendees. Houghton Regis to large

Q9 Do you have any further comments about the future of the home?

- Continue with the existing excellent staff and care
- The greenacres day centre is such a valuable resource to our community. it provides a small and safe environment to provide personalised support to people suffering from dementia as well as much needed respite to family members. their approach to care is everything that personalisation is about and i believe this is achieved due to the small numbers of people that attend, the atmosphere this creates and the time the staff have to dedicate to each individual. Taking this away from the service by merging it with a larger group setting I believe would do more harm than good. It would take away all of the current benefits of this service. I think it would cause greater cost to the council in the long run if this wasn't kept as an individual bespoke service as it is now.
- The staff and available rooms are ideal for people in my husbands situation. Personally I had not realised my stress until I had time to deal with things without worry
- It is wonderful and I really enjoy going there and seeing my friends.
- From talking to different people, it would appear that moving to Houghton Regis as a separate group with the existing staff would be the ideal way forward for the immediate future to enable people to settle into what would be for them strange surroundings, also this group being together for some time works very well and

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certainly in my wife's case it has been a life saver.

- I think the Council has made up its mind due to facilities for residential care. The building is evidently outdated so I understand that the Council may need to close it down. Not sure why the Council did not ask Dukeminster and Rosewood Court to provide day centre facilities. This would also benefit the people residing there.
- Shame it may be moving, but to keep it similar to what it is now I think is the most important factor. Change to these elderly clients when they are at their most vulnerable is not ideal.
- I would like day care here to keep going.
- I have got used to the staff there who are very good and I have made a lot of friends there.
- It will be said to see the day centre close as my mother is settled there.
- I think it is a shame it has to move but if the home is to close then there is no choice
- The care from staff at Greenacres is excellent they really do care and individual care is important to the people they care for at the day centre.
- My husband likes Greenacre. It's very friendly and a warm, peaceful environment.
- I think Greenacre should stay open as it is a good day centre and the staff and people who go are very friendly.
- I don't think Greenacre needs modernising. It is lovely and has nice gardens. I like the day centre and the people who go there. The staff are really good.
-
- What will happen to Greenacres Building & Site if it closes (sold off as usual). It is the only Council Care Home in Dunstable; it should be brought up to standard and extended for more residents, by the Council. These illness are not going away
- I don't suppose I'm alone in not really wanting to embrace change, but am fully aware such things must happen. Making them happen in the least disruptive way as possible is as essential as ideal to be aimed for.
- I think it would be nice for everyone to move together to a new place if the day centre closes.
- If people are moved to Houghton Regis, it would be nice for everyone to be moved together and to stay in one group as we all know each other. Houghton Regis will be a little bit further for me but that doesn't matter. Some of my friends from the day centre are residents at Greenacre. I will ask my husband to take me to see them at their new home.

Welfare of residents at Greenacre Day Centre

Q10 Throughout the process we will be conducting individual meetings with residents and their relatives, and providing advocates where necessary. Are there any other actions you think we should be taking to minimise the impact of the proposals on the residents at Greenacre Day Care?

- talk about it with great sensitivity. seek advice from the staff members and family that know the individuals the best to ensure that the information provided is in their best interests given their level of understanding. Communicate with the family and keep them informed every step of the way. In turn communicate with staff members that will also be affected by this decision.
- Perhaps visits to the proposed possible sites.
- It would be good if the attendees at Greenacre day centre could go to Houghton Regis day centre in advance to see what it's like and help prepare them for moving there.
- I think a meeting held at the Centre in Houghton Regis would be of great help

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- It would be better for the people from Greenacre to go into a smaller group. Concerned about the staff ratios and people from Greenacre not having the same individual attention that they get now. My husband recognises the people he is with and could become disorientated in the big group and may not get the attention he needs. He may start to feel isolated.
- It would be better to keep people in smaller groups where everyone knows everyone. I would like to keep the same carers.
- No, will just see how it goes. If I don't like the new people, I don't like them or they might not like me.
- Obviously stay the same, BUT as little staff change as possible i.e. option 3 would bring in unfamiliar staff, we need a room fit for purpose for clients with not only memory problems but other medical needs.
- Keeping the same days at the new place will be important and also my husband being with the same people that he is used to.
- There needs to be sufficient transport for people if they move to a new venue. It would be good to have the same friends together although I'm quite happy to make new friends too.
- It would be good to be with the same people and the same carers if it does move to Houghton Regis.
- Keeping people who go to Greenacre together.
- I would like to keep in contact with my friend from the day centre. If it does close then it would be better for everyone to go to Houghton Regis with the same carers too.
- Think to the future years ahead. Start planning and building Council Care Homes and Day Centres. Don't leave everything to the last minute.
- I have spoken with Claire and we know my husband is unable to make any informed comment
- I think it would be nice for everyone to move together.

Other comments

Q11 Please write any other comments here:

- Another day care centre in Dunstable should be considered in the future for local residents who may not wish to travel to Houghton Regis.
- Please keep it as an individual service.
- It is excellent
- It is very good but there could be a better variety of activities such as arts and crafts, cooking and flower arranging.
- It is a very friendly atmosphere and I am happy with the service. It is very compact and the staff ratios are good here.
- I like it here because it's local. I can walk to the day centre if I like.
- I like the activities such as doing jigsaws and I like the people. I have quite a few friends here.
- Day care at Greenacres has given my mum a chance to get away from "all four walls" with staff that are kind and considerate to her needs, within a small intimate group setting and staff that understand her needs and provide support for me when I need it!
- The day care at greenacres has been of the highest standard. My relative is now in a care home and no longer attends the centre (at least for the moment)
- Suggestion that Greenacres is turned into a community centre for older people. A lot of elderly people in area that live alone in sheltered housing and in own homes or Council property. We don't have any facilities in this area, a carers cafe for all kinds of carers is needed in this part of town. Social workers could be based there, maybe a library, somewhere to get advise, a nurse on site to save going to town for minor

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things. Someplace for people to meet for a chat with others, Beecroft Community Centre is not a comfortable place. Other organisations could have a room there, i.e. Age Concern etc. Just a suggestion so building does not get into the state of the one on Loring Road.

- My husband has been very happy here.
- I feel happy when I leave my wife for a few hours, with a small group of people and great staff looking and attending to them.
- My husband has settled into the routine at Greenacre. Provided the staff who he is fond of and trust remain the same. I'm sure he will settle elsewhere.

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Appendix 12

Anonymised Need And Risk Assessment of Residents of Greenacre Older Persons Home

1. The Council has given serious consideration to the impact upon residents of any decision to close Greenacre Older Persons Home. In light of this, a social worker has assessed the risks associated with a move to a new home for each of the 20 remaining residents at Greenacre Older Persons Home between 8th December 2015 and 15th January 2016 to establish the potential impact of the move on individuals if the home were to close. It is important to note that the risks referred to in this document solely relate to additional risk to each resident which would result from a relocation. If the Executive does approve the recommendation to close Greenacre Older Persons Home then at that point an updated care and support needs assessment of each resident would take place.
2. It is widely recognised that the following factors increase the vulnerability of residents when considering relocation:
 - a) complex physical health needs
 - b) high Waterlow score (This refers to the risk of skin breakdown which is exacerbated by incontinence and immobility. A high Waterlow score increases the risk of pressure sores)
 - c) high MUST score (This refers to the risk of inadequate nutritional and weight loss)
 - d) concerns regarding Body Mass Index
 - e) moving and handling risks
 - f) sensory impairments
 - g) risk of Urinary Tract Infection (UTI, which increases confusion)
 - h) whether the resident had a recent deterioration in health
 - i) whether they had the capacity to choose where to move to
 - j) anxiety/depression/diagnosis of dementia and confusion
 - k) risk of isolation
 - l) behavioural concerns
 - m) concerns of health professionals
3. These risk factors have been used to form the basis of a risk assessment template which has been completed for each resident by a social worker. Each resident was personally involved and views were also sought from their family and appropriate health professionals. The residents were given a risk score of low, medium or high for each risk factor and then mitigating measures were identified to minimise the risks and a new risk score was generated based on these mitigating measures being in place.
4. The table below is an anonymised breakdown of the individual risk assessments of the residents in Greenacre Older Persons Home. Each number (1-20) refers to an individual resident. The table also shows all the mitigation measures to be considered for each risk factor but those used for each resident if a there is a decision to close would be tailored to their personal circumstances and their needs.
5. Prior to identifying mitigating measures, one of the residents was assessed overall as being at high risk, 17 at medium risk and two at low risk. The proposed

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mitigation measures outlined below are intended to act as a protection to the residents' health and well being, prior to, during and following a move. With the mitigation measures in place, it is estimated that there will be risk reductions to all those people with high and medium scores. Following mitigating actions it is estimated that none will be at high risk, one will be at medium risk and 19 will be at low risk.

6. This is not to say that circumstances of individuals cannot change. The physical and mental well being of all residents and the risks associated with the move will continue to be monitored prior to and in the months following a move. The welfare of residents will continue to inform decisions about the relocation process.

Appendix 12

Risk Factor	Mitigating Measure	Risk Level for each resident if all relevant mitigation measures undertaken (L = Low, M = Medium or H = High)																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Complex physical health needs	<ul style="list-style-type: none"> Any deterioration in resident's health to be reported by the current home manager to the GP for the GP to investigate prior to move. For residents whose health is a concern the GP is to advise whether they are stable/safe to be moved. Care needed when moving residents so not to increase pain. GP's advice to be sought regarding pain management where required. Medication and patient summary to be transferred with resident on day of move. Resident to be registered with new GP on day of move. For residents that are incontinent ensure incontinence pads are worn during the move and the correct incontinence pads are available in the new home. For residents with blood pressure problems ensure that blood pressure is measured prior to the move and immediately following the move. Advice from GP to be sought if outside the normal range for that individual. Staff in new home to be made aware through detailed care plans of complex health needs and these to be monitored regularly. 	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
High Waterlow score?	<ul style="list-style-type: none"> Continue monitoring skin integrity and ensure barrier creams are used when appropriate. A new assessment for pressure relieving equipment to take place prior to the move by the OT/Community Matron. Community Matron to give advice on specific treatment regarding pressure sores. Pressure relieving equipment and barrier creams required by the individual to be in place for transporting to new residence. Incontinence pads to worn during the move and be in situ in new residence prior to or on transfer. 	M	L	M	L	L	M	M	L	M	M	M	M	M	L	M	M	L	M	M	M
High MUST score?	<ul style="list-style-type: none"> Any sudden decrease in weight prior to the move to be flagged up with the GP for advice. For residents that are at risk of weight loss, staff in the new home to continue to monitor the resident's food and fluid intake and weight. Provide with nutritional supplements if required and inform GP if there is further decline. Where required, staff in the new home to continue to prompt residents with eating and drinking to ensure proper nutritional intake. Recommendations from the SALT (Speech and Language Team) to be put in place and incorporated into the new care plan where there are concerns regarding resident's ability to swallow. New home to be made aware of the any specific dietary requirements of residents, such as diabetes. New home to be made aware of current needs- e.g. soft diet, Complan and continue with this to reduce nutritional risks. Staff in new home to be made aware of dietary preferences and dislikes. Residents to be involved in discussing their preferences with new staff, where possible. 	L	L	L	L	L	L	M	L	L	L	L	L	M	L	L	L	L	L	L	L
Concerns re. BMI?	<ul style="list-style-type: none"> Staff in the new home to continue to monitor BMI of resident where this is a concern. Any concerns about weight loss to be reported to the GP/dietician. Referral to dietician if BMI increases into the overweight or underweight category. 	L	L	L	L	L	L	M	L	L	L	L	M	M	L	M	L	L	M	L	M
Mobility risks: falls/non weight bearing?	<ul style="list-style-type: none"> A full Occupational Therapy (OT) risk and moving and handling assessment to take place prior to the move. This will inform any equipment needs to transfer residents to the new residence and equipment needed in the new home. Physiotherapist to be involved in assessing mobility and ongoing physiotherapy requirements as appropriate prior to move Equipment (e.g. hoists, safety mats) to be in situ in the new home prior to transfer. Staff in the new home to familiarise residents with their new environment to help minimise confusion and the risk of falls. Measures need to be in place within the home to minimise risk of falls on stairs etc. whilst retaining freedom of movement. Resident to be facilitated to continue with daily routines and exercise following the move to help retain muscle strength and independence. 	M	L	M	M	L	M	M	L	L	L	M	M	L	M	L	L	L	L	L	M

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Risk Factor	Mitigating Measure	Risk Level for each resident if all relevant mitigation measures undertaken (L = Low, M = Medium or H = High)																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	<ul style="list-style-type: none"> OT to review equipment following the move to ensure that it is meeting the resident's needs. 																				
Visual impairment?	<ul style="list-style-type: none"> In preparation for the move, enlarged photos could be provided of the staff, room and shared areas in the new home. For residents that wear glasses ensure that their glasses are transported with them on the day of transfer. Staff and family to provide extra reassurance to residents with limited vision during the transfer to the new home. Reassurance could come through explaining what is happening as it happens. Once in the new home, staff should help residents with impaired vision to familiarise themselves with the layout of the new building. Residents with limited vision to have their room layout as similar as possible to their current room. 	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Hearing impairment?	<ul style="list-style-type: none"> New home to be aware of the residents that are hearing impaired. On the day of relocation, staff and family to explain to residents with hearing impairments what is happening and ensure they can hear them. New home to be aware of residents that require them to adapt how they communicate with them to ensure that the resident can hear and understand them. Ensure that all residents that use hearing aids have their hearing aids in and operational on day of move and that spare batteries go with them to new residence. 	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
History of Urinary Tract Infection (UTI)? Current UTI?	<ul style="list-style-type: none"> Staff to continue to monitor for UTI in all residents, but especially for those susceptible to UTIs. No relocation to take place if a resident has a UTI until treatment has been completed to minimise distress and confusion. Staff in the new home to continue to ensure that residents that are susceptible to UTIs are hydrated and to regularly monitor for UTIs. 	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Has the resident's health deteriorated recently?	<ul style="list-style-type: none"> For residents whose health is a concern, the GP is to carry out a full medical assessment prior to move to advise whether residents are medically stable to be moved. Staff to continue to monitor resident's health and GP to be informed if sudden deterioration in health. 	M	L	L	L	L	L	M	L	L	L	L	M	L	L	L	L	L	L	L	L
Has the person capacity to choose where to move?	<ul style="list-style-type: none"> A Mental Capacity assessment to be carried out for all residents with regards to the move. If it is deemed, following a Mental Capacity assessment, that a resident does not have capacity to choose where to move (even with support), a decision will need to be made in their best interests with the involvement of family, where possible. An Independent Mental Capacity Advocate (IMCA) may need to be appointed if a resident does not have capacity to choose where to move and there are no family involved who can support with decision making. A Deprivation of Liberty Safeguards (DoLS) authorisation will need to be requested by new home if a resident lacks capacity. Residents that have capacity to decide where they move to are to be given information about alternative residencies and to be supported by staff, social worker and next of kin/ family members (where appropriate) in making informed choices. Wherever possible resident's views about the move (when and how it should take place, their belongings etc.) should be sought and included in the preparation to move, to help them retain control and independence over their new environment. Resident's and relative's views should also be sought following the move so that any issues can be resolved. 	M	L	L	L	L	M	M	M	L	L	M	M	M	L	M	L	M	M	M	M
Complex mental health needs e.g. Anxiety	<ul style="list-style-type: none"> Staff to continue to monitor resident's mood prior to and particularly within the first 3 months of the move (when residents are most vulnerable). Care planning needs to include how staff currently manage resident's needs and reassure them. Ensure residents are kept informed and involved in decision making about the move as far as possible. 	M	M	L	M	M	M	M	M	L	L	M	M	M	M	M	M	M	L	M	M

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Risk Factor	Mitigating Measure	Risk Level for each resident if all relevant mitigation measures undertaken (L = Low, M = Medium or H = High)																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
depression paranoia dementia confusion	<p>If they are confused, speak to them again at another time of day/on another day.</p> <ul style="list-style-type: none"> • Provide photos in advance of the new staff and the new home to try to familiarise residents with them prior to the move. • Residents to meet staff from new home in advance so they become more familiar with them which could help reduce anxiety. • Residents could benefit from a keyworker from the new home to bond with. • A slower approach may be needed for anxious residents to give them more time to bond with new staff. • New staff could be involved in completing lifestory work to help resident bond with them. • Family or a familiar staff member to accompany residents to the new residence. • Staff from the new home to be made aware of resident's routines and what affects their moods. • Where possible residents to be involved in choices about their room, how they would like it, who they would like to meet up with and activities they would like to be involved in. • Reassurance could come from laying out a resident's new room in familiar way. Having access to music/TV programmes they like or items of comfort in the new home. • Advice to be sought from the psychiatrist/mental health professionals regarding how to manage resident's anxiety if it becomes a concern. 																				
Behavioural Concerns?	<ul style="list-style-type: none"> • On the day of the move, additional time to be given to staff to carry out resident's personal care and to prepare them for the move. Staff to explain to residents what is happening and to reassure them. • Family member or familiar staff member to go with residents on day of the move in case they become distressed during the move. • Staff in the new home to provide consistency of routine, as far as possible, to minimise distress. • Staff in new home to be aware of strategies employed by staff in existing home to manage behavioural concerns of residents. • Staff to monitor if there are any changes in behaviour immediately prior to the move or following the move which will need support/addressing. • The development of any behavioural concerns prior to or immediately following the move to be flagged up with health professionals. 	L	M	L	L	L	L	M	L	L	L	M	L	M	L	L	L	L	L	L	M
Risk of isolation as a result of the move?	<ul style="list-style-type: none"> • New care staff to meet residents prior to moving. • To alleviate stress, someone familiar should go with residents on the day of the move and immediately after. • Enable residents to move together if they wish to and it is safe to do so. • Lifestory work should be undertaken to identify resident's interests and new staff should try to incorporate these into the daily routines of residents as far as possible. • Staff at the new homes should facilitate residents that are at risk of isolation to meet other residents at the home. • Residents should be encouraged to be involved in social events at the new home and to participate, where possible, in activities that they like. • Continuing activities the residents enjoy in the new home will help to promote familiarity. • Staff could engage in one to one activities with residents if they do not like to be in large groups. 	L	L	L	L	L	L	L	L	L	L	L	M	L	L	L	L	L	L	L	L
Are there concerns from health professionals regarding the move	<ul style="list-style-type: none"> • For residents whose health is a concern the GP is to carry out a full medical assessment prior to move to determine whether residents are physically stable enough to be moved. • Resident's physical and mental well being to continue to be monitored by staff and health professionals prior to and in the months following the move. 	M	M	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Any other		L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L

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Risk Factor	Mitigating Measure	Risk Level for each resident if all relevant mitigation measures undertaken (L = Low, M = Medium or H = High)																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
concerns?																					

Central Bedfordshire Council

**SOCIAL CARE HEALTH AND HOUSING OVERVIEW AND SCRUTINY
COMMITTEE**

25 January 2016

Winter Resilience Planning Exception Report

Advising Officer: Alison Lathwell, Acting Director of Strategy and System Redesign
Bedfordshire Clinical Commissioning Group.
(Alison.Lathwell@bedfordshireccg.nhs.uk)

The purpose of the attached report is to provide Members with an update on the Winter Resilience Plan produced by the Bedfordshire Clinical Commissioning Group (BCCG).

RECOMMENDATIONS

The Committee is asked to consider and comment on the exceptions reported by the BCCG on Winter Resilience Planning.

Council Priorities

This report supports the following council priority

- Protecting the vulnerable, promoting well being

Corporate Implications

The Winter Resilience Planning report has been produced by Bedfordshire Clinical Commissioning Group and any corporate implications to the Council are detailed in the report.

Conclusion and next Steps

Members are requested to consider and comment on the information provided by the Bedfordshire Clinical Commissioning Group.

Appendices

Appendix A – Winter Resilience Planning Exception Report

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Appendix A

Winter Resilience & Seasonal Pressures in Urgent Care

Update for Central Bedfordshire Overview and Scrutiny Committee

January 2016

Stephen Haynes

Programme Director for System Resilience



Seasonal system wide pressures

The Bedfordshire health system responded well to the anticipated pressures across the economy over the Christmas and New Year period. Both Bedford and Luton and Dunstable Hospitals remain above the Accident and Emergency patient constitutional standard of 95% in 4 years for the current year.

The first two weeks of January have however, been significantly challenging for all acute trusts not just locally but across the region and nationally. Attendance and admission numbers have remained within expected ranges but the clinical needs of patients have been heightened and complex which has led to problems in patient flow and discharge. This has manifested itself across not only the acute hospitals but community services and social care.

Actions to mitigate the pressures across the system have been led and managed by the Bedfordshire System Resilience Group (SRG) with representation from all stakeholder organisations. The group is currently meeting fortnightly and daily teleconferences are taking place between operational and clinical leads to ensure prompt and effective responses

Key challenges

Several key themes have emerged with regard to the key challenges facing our services so far this winter, for example;

- The increasingly complex needs of patients being discharged into the community. These include a rise in the need for 4 times a day care
- An increasing requirement for home adaptations for patients prior to discharge and family support issues.
- A shortage of available provision of domiciliary care and nursing home places in the right geographical locations.
- Workforce challenges across all parts of the health and social care economy, including primary care and general practice.

Winter Resilience funding

The CCG has allocated a total of £1.035 million of additional funding for high priority winter resilience schemes as agreed by the SRG. These include initiatives such as increased Ambulatory Emergency Care provision, improved discharge assessment, and continuation of the Hospital at Home scheme. All of the agreed winter initiatives are monitored for performance and effectiveness by the SRG on a regular basis.

The CCG has also funded the provision of Ambulance Liaison Officers at the A&E front door at Bedford Hospital to minimize patient handovers and ensure clinical supervision of patients at times of high 999 activity. This function is reflected at all other surrounding hospitals which serve Bedfordshire and is a key component of managing winter and maintain high levels of patient safety and quality of service.

Winter Communications

BCCG along with public health, local authorities, local providers and partner organisations have been promoting the national campaign Stay Well This Winter in

line with NHS guidance. This included the flu campaign, (end September – January) led by public health with regular updates via the flu steering group. BCCG has cascaded NHS England's key messages, press releases and updates on campaign materials to partner organisations and communications teams have met to discuss campaigns.

BCCG focused on cascading information and campaign materials including videos, digital and leaflets via GPs and clinics, through public engagement events, and use of the media (social, print and broadcasting). We published and distributed a guide to staying well. During Self Care Week in mid-November, we focused on flu, how to stay well and where to get medical help, with feature interviews on BBC radio and press coverage. Our second media push was 5 days of interviews with healthcare professionals on BBC radio in the week before Christmas. We advertised on Heart radio for 10 days at Christmas and New Year, ran full page adverts in every Bedfordshire newspaper in mid-December, with further newspaper campaigns up to Christmas.

The communications now align with the national campaign for NHS 111 and we are planning more radio and press coverage, as well as public engagement in January and February while continuing to promote messages about how to stay well and where to go for medical help.

111 & GP Out Of Hours Services

Bedfordshire CCG is required to commission an integrated Out of Hours GP and NHS 111 phone line service for 2017 in line with national guidance. The CCG is currently liaising with Luton CCG with a view to undertaking a joint process across both areas. LCCG and BCCG have proposed to combine resources equitably across the two organisations to undertake this key piece of work.

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