

ADULT SOCIAL CARE CABINET COMMITTEE

Thursday, 19th September, 2024

2.00 pm

**Council Chamber, Sessions House, County Hall,
Maidstone**



AGENDA

ADULT SOCIAL CARE CABINET COMMITTEE

Thursday, 19 September 2024 at 2.00 pm
Council Chamber, Sessions House, County Hall,
Maidstone

Ask for: **Ruth Emberley**
Telephone: **03000410690**
ruth.emberley2@kent.gov.uk

Membership (16)

Conservative (12): Mrs L Parfitt-Reid (Chair), Ms L Wright (Vice-Chairman),
Mrs P T Cole, Mr N J Collor, Ms S Hamilton, Mr J Meade,
Mrs L Game, Mr A Kennedy and Mr A M Ridgers

Labour (2): Mr A Brady and Ms J Meade

Liberal Democrat (1): Mr R G Streatfeild, MBE

Green and Independent (1): Ms J Hawkins and Mr S R Campkin

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

- 1 Introduction/Webcasting Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interest by Members in items on the agenda
- 4 Minutes of the meetings held on 15 May 2024 and 18 July 2024 (Pages 1 - 8)
- 5 Verbal Updates by Cabinet Member and Corporate Director
- 6 Petition Scheme Debate - Blackburn Lodge (Pages 9 - 14)
- 7 24/00053 - The future of Blackburn Lodge Care Home, Isle of Sheppey (Pages 15 - 90)
- 8 Adult Social Care and Health Performance Q1 2024/2025 (Pages 91 - 116)
- 9 Adult Social Care Accommodation Strategy (Presentation) (Pages 117 - 130)
- 10 Work Programme (Pages 131 - 132)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 11 September 2024

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

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KENT COUNTY COUNCIL

ADULT SOCIAL CARE CABINET COMMITTEE

MINUTES of a meeting of the Adult Social Care Cabinet Committee held at Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 15th May, 2024.

PRESENT: Mr A M Ridgers (Chairman), Ms L Wright (Vice-Chairman), Mrs P T Cole, Ms S Hamilton, Mr J Meade, Mr A Kennedy, Ms J Hawkins, Mr S R Campkin, Ms J Meade and Mr R G Streatfeild, MBE

ALSO PRESENT: Mr D Watkins

IN ATTENDANCE: Richard Smith (Corporate Director of Adult Social Care and Health), Sydney Hill (Interim Director Adult Social Care) and Dominic Westhoff

UNRESTRICTED ITEMS

195. Declarations of Interest by Members in items on the agenda
(Item. 3)

None were received.

196. Minutes of the meeting held on 13 March 2024
(Item. 4)

RESOLVED that the minutes of the meeting held on 13 March 2024 were correctly recorded and that a paper copy be signed by the Chair.

197. Verbal Updates by Cabinet Member and Corporate Director
(Item. 5)

1. The Cabinet Member for Adult Social Care and Public Health, Mr Dan Watkins provided a verbal update on the following:
 - a) Site visits he had recently undertaken to in-house services.
 - b) The Dementia Friendly Kent Awards would be held at Valley Park Academy on 21 October 2024. Deadline for nominations was 30 June.
 - c) Technology Enables Lives had attended the last County Council and demonstrated some of the technology available to older people to empower them to live more independently at home for longer.
 - d) Blackburn Lodge public consultation had closed and feedback was being reviewed.
2. The Corporate Director for Adult Social Care, Mr Richard Smith, provided a verbal update on the following:

- a) Ms S Hill had been appointed as the permanent director for Adult Social Care.
- b) It was Mental Health awareness week.
- c) CQC had provided notice of an inspection within the next 6 (now 4) months. A self-assessment had been carried out and relevant actions were being taken. It was a live document, and Mr Smith would confirm outside the meeting if it could be shared internally or externally.
- d) An LGA peer review had identified strengths as well as areas for development.
- e) Staff had not attended the ADDAS spring seminar in 2024, but instead held an internal away day.
- f) Service visits he had undertaken, as well as the opportunity to talk to graduates.
- g) Open door sessions he had held for directorate staff.

RESOLVED to note the verbal update.

198. 24/00048 - Adult Social Care Charging Policy - Self Funding Arrangement Fee (Item. 6)

Sarah Denson (Assistant Director - Strategic Safeguarding, Policy, Practice and Quality Assurance), Michelle Goldsmith (Finance Business Partner), Michael Thomas-Sam (Corporate Lead Adult's and Children's Policy and Strategy) and Georgina Walton (Digital and Innovation Lead, Innovation and Partnerships team) were in attendance for this item.

- 1) Officers introduced the report, setting out the detail behind decision 24/00048 Adult Social Care Charging Policy. The decision would result in residents that pay in full for their non-residential care and support paying an additional initial arrangement fee if they wanted KCC to arrange care on their behalf.
- 2) Responding to a question about the number of residents affected, officers confirmed there were around 400 new applications a year, with 600 in total at any one time.
- 3) Some members were concerned that the additional cost would be a barrier for those wishing to access the service. Officers advised that an Equalities Impact Assessment (EqIA) had been carried out and considered that. A range of support and advice for residents was available, including payment options for those unable to meet the initial cost up front.
- 4) Members were disappointed there were only 43 responses to the public consultation, though accepted that officers had tried to increase this and undertaken targeted work with particular groups. Some of the committee felt the

that response rate was insufficient on which to make a decision. Mr Watkins commented that he had also questioned the response rate but had been reassured by the officer responses.

- 5) Members questioned the need and morality of increasing the current charge for what appeared to be a minimal financial return. Mr Watkins responded that the Council was in a challenging financial position and difficult decisions had to be made. He provided assurance that a risk assessment had been undertaken, residents that met the criteria did not have to seek council support, and he felt it reasonable for the Council to seek additional support from those that were able to afford it. If they did not, the financial cost would fall to all council tax payers including those less able to pay. He confirmed other local authorities charged such a fee.
- 6) RESOLVED that the Cabinet Committee considered and endorsed the proposed decision to:
 - a) APPROVE the changes to the Adult Social Care Charging Policy; and
 - b) DELEGATE authority to the Corporate Director Adult Social Care and Health to revise the Adult Social Care Charging Policy and to take relevant actions, including keeping the policy updated as necessary, to implement the decision.”
- 7) In accordance with paragraph 16.31 of the Constitution, Jenni Hawkins, Mr Campkin, Ms Meade, Mr Streatfeild wished for it to be recorded in the minutes that they voted against the proposed decision 24/00048 – Adult Social Care Charging Policy – Self Funding Arrangement Fee.

199. 24/00049 - Adult Social Care Charging Policy - Higher Level Disability Benefits
(Item. 7)

Sarah Denson (Assistant Director – Strategic Safeguarding, Policy, Practice and Quality Assurance), Michelle Goldsmith (Finance Business Partner), Michael Thomas-Sam (Corporate Lead Adult's and Children's Policy and Strategy) and Georgina Walton (Digital and Innovation Lead, Innovation and Partnerships team) were in attendance for this item.

- 1) Mr Watkins introduced the proposed decision, setting the context for making such difficult decisions in light of the Council's financial constraints. The officers went on to summarise the proposed decision which was to change the ASC charging policy to stop disregarding the higher or enhanced rates of Attendance Allowance (AA), Personal Independent Payment (PIP) and Disability Living Allowance (DLA) when calculating a person's contribution towards the cost of their care and support.
- 2) Referencing paragraph 3.3 in the report, a Member noted the considerable risk to the Council of the proposed decision. The estimated financial return of £3.5m would come from some of the most vulnerable residents. The legal risks set out in the report appear to have been accepted by the Administration. Mr Watkins responded that the Council wants to be a compassionate one but the only way of achieving that was if it was financially sustainable. He recognised it was an incredibly difficult decision and welcomed other options as alternatives.

- 3) 74% of the 330 responses to the consultation were “strongly against” the decision. The Committee wanted to understand how those views would be taken into consideration. Officers had explored mitigations, and there was also a provision in the budget for increased level of disability related expenditure allowance (i.e. budgeted to give higher disability-related allowance to disabled adults that could evidence a higher level of cost due to disability).
- 4) Mr Watkins confirmed the on-going cost could not be covered by a single drawdown from financial reserves.
- 5) RESOLVED that the Cabinet Committee consider and endorse the proposed decision to:
 - a) APPROVE the changes to the Adult Social Care Charging Policy; and
 - b) DELEGATE authority to the Corporate Director Adult Social Care and Health to revise the Adult Social Care Charging Policy and to take relevant actions, including keeping the policy updated as necessary, to implement the decision.
- 6) In accordance with paragraph 16.31 of the Constitution, Jenni Hawkins, Mr Campkin, Ms Meade, and Mr Streatfeild wished for it to be recorded in the minutes that they voted against the proposed decision 24/00049 - Adult Social Care Charging Policy - Higher Level Disability Benefits.

200. Adult Social Care and Health Performance Q4 2023/2024
(Item. 8)

Mark Albiston (Director of Adult Social Care and Health West Kent) was in virtual attendance for this item and Helen Groombridge (ASCH Performance Manager) was in attendance for this item.

- 1) Mr Albiston introduced the report, highlighting key points to note. Ms Groombridge explained the changes being made to the suite of performance measures for 2024/2025.
- 2) The Committee asked why the number of safeguarding enquiries were at such a high level. Mr Albiston responded that in part it was down to the on-going public campaign of the Care Quality Commission (CQC) actively promoting people to raise any concerns which has understandably led to an increase in enquiries. He went on to explain that not all enquiries would lead to a safeguarding concern as some would not meet the threshold. But it did raise questions about the use of preventative work. A Member asked if a different KPI might be useful and this was to be picked up outside of the meeting.
- 3) A Member also highlighted the increasing number of individuals accessing services who have a mental health need (KPI ASCH17). Mr Albiston anecdotally referred to the pandemic which had contributed to the trend. An increasing number of people were also being discharged from hospital settings and going on to access services, and the role of health in funding such cases needed to be explored.

RESOLVED that the Adult Social Care Cabinet Committee noted the performance of adult social care services in Quarter 4 2023/2024 and changes to the suite of measures for 2024/2025.

201. Adult Social Care Contract Pipeline
(Item. 9)

Richard Ellis (Director of Integrated Commissioning) was in attendance for this item.

- 1) Mr Ellis introduced the report which set out the lifespan of current adult social care contracts and the draft timelines for the recommissioning of the main four contracts.
- 2) A Member asked if the savings set out in section 5 of the report were built into the budget, which Mr Ellis confirmed. Additional savings would be down to the policy decisions of the Administration.
- 3) A Member noted the considerable value of the four contracts that had been extended via key decisions brought to Committee in January 2024, and questioned how all four were allowed to be taken at once. They commented that the savings being generated against the big four contracts, with the same contractual measures that were being extended were making life more difficult for the Council in relation to actually delivering the savings.

RESOLVED that the Adult Social Care Cabinet Committee considered and commented on the Adult Social Care Contract Pipeline.

202. Making a Difference Everyday Approach Self-Directed Support
(Item. 10)

Mark Albiston (Director of Adult Social Care and Health West Kent) and Clenton Farquharson (Strategic Advisor for Personalisation and Co-Production) were in virtual attendance for this item.

- 1) Mr Farquharson and Mr Albiston presented the slides, setting out the changes to direct payments/ self-directed support.
- 2) A Member asked how reducing the barrier to entry for direct payments could increase the number of people accessing that service and the related savings that could be generated. Mr Albiston referred to calculations undertaken as part of the original methodology, looking at new starters with home care and direct payments. However, the individuals featured in the calculations were using direct payments to purchase very traditional solutions which arguably the Council could commission and therefore the savings were negligible. Internal audit had been asked to look at the service's culture and practice to better understand how they could reimagine the approach of the service to direct payments and be more confident in their offer. Offering greater flexibility in how people can use their direct payments would often lead to savings because of the wider pool of resource available. Typically, the more that people utilised direct payments and had their needs met through creative solutions, the less

dependent they were on traditional services, thus allowing greater control over the increasing cost of the wider service.

- 3) A Member asked whether new social workers would be encouraged to come forward and receive training that reflected the new way of working. Mr Albiston responded that there were opportunities to grow KCC's own internal, perhaps by utilising the apprenticeship levy. In addition, there was a role for the Kent Social Care Academy working with local Higher Education Institutes to influence the education agenda and appeal to those deciding on their career path. Social workers needed to be able to interpret the changes under the Care Act as well as having legal literacy.

RESOLVED that the Adult Social Care Cabinet Committee considered and commented on the Making a Difference Everyday Approach Self-Directed Support.

203. Work Programme
(Item. 11)

1. The Chair recognised that the meeting would be the Clerk's last in KCC, and he thanked Mr Westhoff for his work and wished him success in his future role.

RESOLVED that the work programme was noted.

KENT COUNTY COUNCIL

ADULT SOCIAL CARE CABINET COMMITTEE

MINUTES of a meeting of the Adult Social Care Cabinet Committee held at Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 18th July, 2024.

PRESENT: Mr A M Ridgers (Chair), Mrs P T Cole, Mr N J Collor, Ms S Hamilton, Mr J Meade, Mr A Kennedy, Ms J Hawkins, Mr S R Campkin, Mr A Brady, Ms J Meade, Mr R G Streatfeild, MBE and Mrs L Parfitt-Reid

ALSO PRESENT: Mr D Watkins

IN ATTENDANCE: Joel Cook (Democratic Services Manager)

UNRESTRICTED ITEMS

204. Election of Chair
(Item. 2)

RESOLVED that Mrs Parfitt-Reid be elected Chair of the Adult Social Care Cabinet Committee.

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From: Benjamin Watts, General Counsel

To: Adult Social Care Cabinet Committee – 19 September 2024

Subject: **Petition Scheme Debate – Blackburn Lodge Petition**

Classification: Unrestricted

Summary: Details of a petition received which will be the subject of a debate, in accordance with the County Council's petition scheme.

For Decision

1. Introduction

1.1. In accordance with the Petition Scheme set out at sections 14.34-14.39 of the Constitution, any petition on a County Council matter which has between 1,500 and 4,999 signatures will trigger a debate at the appropriate Cabinet Committee.

1.2. The process for the debate on each petition is that the lead petitioner will be invited to speak to the petition for a total of 5 minutes. There will then be a debate of up to 45 minutes before the Cabinet Member is invited to respond for a maximum of 5 minutes. As the subject matter of this petition relates to a matter which is the responsibility of the Council's Executive, the Cabinet Committee can decide whether to make a recommendation to the relevant Cabinet Member to inform the decision-making process.

2. Petition – Blackburn Lodge

2.1. A petition was received objecting to the closing of Blackburn Lodge care home in Sheerness. This petition had a total of 2,872 signatures, thus triggering a debate at this Cabinet Committee.

2.2. A statement from the lead petitioner, Cllr Dolley Wooster, is attached at Appendix 1. Cllr Wooster has confirmed that she will be attending the meeting to address the committee about the petition.

2.3. A position statement prepared by the Cabinet Member for Adult Social Care and Public Health and the Corporate Director for Adult Social Care and Health is attached at Appendix 2.

Recommendation:

The Adult Social Care Cabinet Committee is invited to debate the issues raised in the petition, comment to the Cabinet Member for Adult Social Care and Public Health and decide how it intends to respond to the petition.

Background Documents
[Constitution of Kent County Council](#)

Contact Details

Report Author:
Hayley Savage
Democratic Services Officer
hayley.savage@kent.gov.uk

Lead Officer:
Benjamin Watts
General Counsel
benjamin.watts@kent.gov.uk

Two public consultations have taken place around KCC removing Blackburn Lodge as a care home and asset from the people of Sheppey and both have signaled a resounding NO to KCC. KCC take 73p in every council tax pound paid, residents cannot understand how the building has been taken to this state of disrepair.

- 1- Closure/ removal of residents away from support networks - Ward residents were extremely concerned that long standing residents were removed from their home and forced into accommodation that they neither wanted or was identified on their care plan, families identified that KCC would in fact saved money on this accommodation if the water issue had just been fixed. Families were also offered no transport/ compensation for losing the ability to see their family members daily even though this was promised by several different parties. Lots of issues were raised around this new accommodation including inappropriate staffing levels from social services and poor or non-existent communication with officers or councillors except only when pushed by local voice. Including the only public meeting on the subject having to be organized by the town council rather than KCC.
- 2- Local Hospital resources – Sheppey Community Hospital Frailty Ward has identified that their partial role of having Blackburn Lodge as an assessment resource has been taken away and nothing has replaced that provision which means that assessment to return home or on to further care is now more delayed then when the resource was available locally at Blackburn Lodge.
- 3- Blackburn Lodge as an asset – Access has been denied to the building by councillor or independent person (away from KCC) to verify the need to shut off the water. Ex-employees of KCC have identified the figures needed to fix the minor issues with the building are extremely over inflated to suit the needs of KCCS budget rather than the adult social care need of the area which now only has access to private care homes that will cost the tax payer far more money in the long run then providing a decent service out of Blackburn Lodge.
- 4- No partnerships in place at the time of closure – the building itself has got huge opportunity to cover its own costs if partnership and letting agreements were put into place. Many organizations contact myself monthly for stable accommodation to support one of the 50 most deprived wards in the UK. KCC seem to be unable to do little other then sell communities out to fit its self-imposed budget problems rather then to look to how investment in communities providing long term revenue streams already prosperous in other areas of the country. A number of smaller organizations could of easily of been part of this much needed community assets recovery and future starring role in turning issues around in Sheerness and more widely Sheppey. The community covenant on the land is also unresolved.

If statutory services cannot be provided to the people in need in your areas what is the point of KCC?

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From: Dan Watkins, Cabinet Member for Adult Social Care and Public Health
Richard Smith, Corporate Director Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 19 September 2024

Subject: **Petition scheme debate – Closure of Blackburn Lodge**

Classification: **Unrestricted**

Summary: Position statement responding to the petition on the closure of Blackburn Lodge

1. Position statement

- 1.1. Kent County Council (KCC) recognises and appreciates the continued impact of the temporary closure of Blackburn Lodge Care Home, Isle of Sheppey and the surrounding area and acknowledge fully the depth of feeling expressed locally and KCC is committed to ensuring the Isle of Sheppey has the right mix of care services to meet people's needs.
- 1.2 All options set out in the consultation document have been explored and a considerable amount of time has been spent assessing the consultation feedback. The 10 week consultation ran between Wednesday 28 February and Tuesday 7 May 2024. 273 consultees took part in consultation and 198 of the responses were from people providing an Isle of Sheppey postcode.
- 1.3 For Blackburn Lodge to meet current Care Quality Commission Standards (CQC), a total refurbishment, including major structural works will need to be carried out. The refurbishment would cost in excess of £4million and would take at least 13 months to complete.
- 1.4 The CQC has confirmed the layout of Blackburn Lodge would not meet the current standards for registration as a care home if it were to be built now. It means that aside from the major structural works, the building would require significant reconfiguration and upgrade to provide 'high needs' dementia and nursing care – which is the level of care that today's Sheppey residents require and we are working, with partners, to provide."
- 1.5 We are actively engaging with local businesses and organisations as well as local people to understand the future needs and develop services which meet the needs of local people and are fit for purpose and have been working hard with partners, including the local Borough Council to find solutions, including to develop local Extra Care Housing for older people.

- 1.6 Further information on the proposal for the Future of Blackburn Lodge Care home will be considered by the [**Adult Social Care Cabinet Committee on 19 September 2024.**](#)

From: Dan Watkins, Cabinet Member for Adult Social Care and Public Health
Richard Smith, Corporate Director Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 19 September 2024

Subject: **The future of Blackburn Lodge Care Home, Isle of Sheppey**

Decision no: **23/00053**

Key Decision: Yes

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: Cabinet Member decision

Electoral Division: Sheppey (Swale)

Is the decision eligible for call-in? Yes

Summary: Blackburn Lodge Care Home is a detached, 34-bed council owned residential care home and older person's day care centre in Sheerness on the Isle of Sheppey. On Friday 10 November 2023 Blackburn Lodge Care Home was temporarily closed due to emergency health and safety concerns.

Recommendations: The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** on the proposed decision (attached as Appendix A) to:

- a) **PERMANENTLY** close Blackburn Lodge Care Home, Isle of Sheppey; and
- b) **DELEGATE** authority to the Corporate Director Adult Social Care and Health to take relevant actions to implement the decision.

1. Introduction

- 1.1 Originally built in 1982, and converted from a former technical school, Blackburn Lodge Care Home is a detached, 34-bed council owned residential care home and older person's day care centre in Sheerness on the Isle of Sheppey, offering residential care, respite care, assessment/rehabilitation and a day care centre. There was also some provision for short term dementia care although the limitations of the building restricted the ability to deliver longer term dementia care.

- 1.2 On Friday 10 November 2023 Blackburn Lodge Care Home was temporarily closed due to emergency health and safety concerns. A safety inspection identified high levels of iron in the piped water (20x permitted levels). The 13 permanent residents were moved to alternative residential accommodation because it was not safe for them to stay at Blackburn Lodge Care Home. In addition, the older people's day care service was also temporarily suspended. It was also necessary to de-register Blackburn Lodge Care Home with the Care Quality Commission (CQC) because once temporarily closed it was no longer able to provide a service.

2. Background

- 2.1 Despite a programme of improvement works in recent years there are a number of building issues, including subsidence, which will require considerable investment and time to rectify to bring the building up to current Care Quality Commission standards and make the building fit for the future. The regulator, The Care Quality Commission (CQC), has confirmed that the layout of Blackburn Lodge would not meet the current standards for registration as a care home if it were to be built now.
- 2.2 Blackburn Lodge Care Home has no en-suite bathrooms, and the general layout makes access poor, and this limits who can stay there. In addition to the issues concerning the building, Blackburn Lodge Care Home is not set up to meet what we assess as the most important future needs.
- 2.3 Blackburn Lodge Care Home is currently being held vacant by Infrastructure until a service decision is made. Once that is confirmed then Infrastructure will work on determining the future of the building. The building is secured/locked-up and being monitored by security contractors pending decision.
- 2.4 In the context of the significant financial challenges being faced by the Council to balance the budget and protect statutory services in the future the Council's proposal is to permanently close Blackburn Lodge Care Home.
- 2.5 We are actively engaging with local businesses and organisations as well as local people to understand the future needs and develop services which meet the needs of local people and are fit for purpose. This work is important, as it will provide us with a good understanding of the future needs and opportunities for supporting people who live on the Isle of Sheppey, aligning with the vision for adult social care by working with communities and empowering people to find trusted help and support locally from a range of sources, as well as commissioning services so that people experience flexible and creative ways of arranging support which enable a balance between choice for the person we support, quality and value.
- 2.6 We have been working hard with partners, including the local Borough Council to find solutions, including to develop local Extra Care Housing for older people.
- 2.7 We have also been working with our commissioned partner, Community Catalysts, who have been actively working to engage with people living on the Isle of Sheppey to ascertain the types of support and services that they would like to see developed on the Island. Community Catalysts are experts in

encouraging and supporting people to start and run small enterprises and community businesses that support and care for local people.

- 2.8 Day Care Services resumed at The Crawford Centre, Sheerness in May 2024 and alternative and additional day care provision is available on the island.
- 2.9 The proposal to permanently close Blackburn Lodge Care Home aligns with the ambitions set out in Framing Kent's Future as set out in Priority 2: Infrastructure for Communities – 'Challenge inappropriate development which does not have the appropriate physical or social infrastructure necessary to maintain the quality of life of new and existing Kent communities.' It also aligns with Priority 4: New Models of Care and Support – 'Explore options to ensure that residential care provision is fit for the future, responding to reduced levels of demand but increased levels of need and encouraging necessary growth in the specialist services segment of the market including for people with dementia, learning disabilities and mental health needs.'

3. Other Options Considered

3.1 Resolve building issues and return residential and day care service to Blackburn Lodge Care Home.

Due to the age and decaying fabric of the building, it would require considerable investment to make Blackburn Lodge Care Home a safe and habitable environment.

Despite a programme of improvement works in recent years, there are a number of building issues including subsidence and the water pipe system, which will require considerable investment and time to rectify. It has been estimated that to bring Blackburn Lodge Care Home up to current CQC standards would cost in excess of £4 million and would take at least 13 months to complete from commencement of any work.

3.2 Sell Blackburn Lodge Care Home as a going concern.

This would mean trying to find a private buyer for Blackburn Lodge Care Home who would continue to run it as a care home. This is not considered to be a realistic and viable option as the level of investment required to make the building fully fit for the future is likely to be prohibitive to investors.

4. Public Consultation

4.1 A 10-week public consultation on the future of Blackburn Lodge Care Home took place between Wednesday 28 February – Tuesday 7 May 2024. The consultation report is attached as Appendix 1. This was the fourth public consultation since 2010. (2010, 2015, 2020 and 2024).

4.2 273 consultees took part in the consultation, completing the digital online questionnaire (237), a paper questionnaire (33), or direct via email (3).

4.3 193 responses were from members of the public, 40 from friends or relatives of a former Blackburn Lodge Care Home resident, 13 from friends or relatives of a person previously day care services at Blackburn Lodge Care Home, 10 from staff at Blackburn Lodge Care Home. The remaining 17 were made up of responses from 'other' on behalf of an organisation, a person previously using

day care or a resident at Blackburn Lodge Care Home, or detail was not provided.

- 4.4 A petition to 'save Blackburn Lodge' was launched in November 2024, on change.org. The online petition raised a total of 2416 signatures which accompanies a paper petition which has 434 signatures. The 'save Blackburn Lodge' petition has surpassed 2500 signatures and has triggered a petition debate at the Adult Social Care Cabinet Committee on 19 September 2024.

5. Financial Implications

- 5.1 Despite a programme of improvement works in recent years, it has been estimated that the cost of bringing Blackburn Lodge Care Home up to current CQC standards would be in excess of £4m and could take at least 13 months to complete from commencement of any work.
- 5.2 The Council has sought advice from cost consultants to provide a cost per square metre rate which can be applied to give an approximate budget cost that would allow the building issues (e.g. electrical, fire, water) but also to allow for alterations required (i.e. providing en-suites bathrooms to each bedroom) to bring Blackburn Lodge Care Home up to current CQC standards. Calculations are as follows:
- Heavy refurbishment rate (which allows for some alterations, ensuites etc.) £2,000 per m²
 - Total Floor area of Blackburn Lodge – 2,006 m²
 - Estimated cost - £4,012,000
- 5.3 In the face of the Council needing to make £118m savings this year to balance the budget and protect statutory services in the future the proposal to permanently close Blackburn Lodge Care Home aligns with service transformation opportunities as outlined in Securing Kent's Future to provide services that meet the needs of Kent residents whilst meeting our Best Value duty.

6. Legal implications

- 6.1 Following legal advice, the 43 staff (44 contracts) employed at Blackburn Lodge Care Home were consulted separately and consequently have been redeployed or are on notice of redundancy. The basis for this is that even if the Council were to commit to re-open Blackburn Lodge Care Home, the building would need considerable structural improvement that it is estimated would take a further 13 months (from a final decision being made in September 2024). It is therefore not reasonable for the Council to continue to employ staff in their current roles.
- 6.2 A staff consultation exercise took place separately which ended on 3 April 2024. An end of consultation meeting took place on 16 April 2024 to which staff and unions were invited – on this date all staff were issued with notice of redundancy and given redeployee status. Some employees have already been re-deployed, and others are no longer employed by the Council through redundancy.

6.3 The land is freehold and subject to a restriction in favour of the Secretary of State of Defence to use for local authority education purposes which was amended in 1982 to permit Kent County Council “to use for local authority purposes which the Council deem necessary to enable the council to discharge its social function as carried out under the auspices of its director of Social Services”. If the above purpose of use should cease, a right to buy for £2,100 in addition to the value of any buildings erected on the property is triggered in favour of the Secretary of State.

7. Equalities implications

7.1 An initial Equality Impact Assessment (EqIA) was completed with guidance from various experts and key stakeholders. The EqIA was published alongside the consultation document on Let’s talk Kent. The EqIA is attached as Appendix 2, this is a live document and will continue to be reviewed and updated.

7.2 Age, disability, religion and belief, pregnancy and maternity, marriage and civil partnerships and carer’s responsibilities have been identified as having potential for negative impact if we were to implement the proposal.

7.3 Age: some studies have suggested that moving older people we support from one residential home to another can be a disruptive and stressful time, which could in turn have a negative impact on a person’s wellbeing.

7.4 Disability: the potential of day care users being offered alternative services that are further away may put those with a disability at a disadvantage when considering transport and travelling.

7.5 Religion and belief: people receiving residential care could be negatively impacted if placed in a care home further away which impact visiting their local, usual place of worship.

7.6 Pregnancy and maternity: there is a potential negative impact on people who visit family and friends in residential settings if the location of the care home is further afield.

7.7 Marriage and Civil Partnerships: there is a potential negative impact on people whose partners live in a residential care home that is further afield, which may result in difficulty visiting frequently than in their loved one was local.

7.8 Carer’s responsibilities: day care may act as respite for unpaid carers. Carers of people we support may be disadvantaged if the person they care for is no longer able to attend day care or a suitable alternative.

8. Data Protection Implications

8.1 A full Data Protection Impact Assessment (DPIA) was carried out and signed off by the Information Governance Lead and the Corporate Director Adult Social Care and Health. The DPIA is attached as Appendix 3.

9. Governance

- 9.1 If a decision is made to permanently close Blackburn Lodge Care Home, relevant paperwork will be completed by the service to declare it surplus to their need, which will be signed off by the relevant director in adult social care.

10. Conclusions

- 10.1 Originally built in 1982, and converted from a former technical school, Blackburn Lodge Care Home is a detached, 34-bed council owned residential care home and older person's day care centre in Sheerness on the Isle of Sheppey, offering residential care, respite care, assessment/rehabilitation and a day care centre. The service was temporarily closed on Friday 10 November 2023 due to emergency health and safety concerns.
- 10.2 Despite a programme of improvement works in recent years there are a number of building issues, including subsidence, which will require considerable investment and time to rectify to bring the building up to current Care Quality Commission standards to make the building fit for the future
- 10.3 The Care Quality Commission has confirmed that the layout of Blackburn Lodge would not meet the current standards for registration as a care home if it were to be built now. Aside from the major structural works, the building would require significant reconfiguration and a costly upgrade to provide 'high needs' dementia and nursing care – which is the level of care that today's Sheppey residents require.”
- 10.4 In the face of the Council needing to make £118m savings this year to balance the budget and protect statutory services in the future the proposal is to permanently close Blackburn Lodge Care Home.
- 10.5 We are actively engaging local businesses and organisations and local people to understand the future needs and develop services which meet the needs of local people and are fit for purpose and we have also been working hard with partners, including the local Borough Council to find solutions, including to develop local Extra Care Housing for older people. Alternative and additional day care provision is available on the island.

11. Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** on the proposed decision (attached as Appendix A) to:

a) **PERMANENTLY CLOSE** Blackburn Lodge Care Home, Isle of Sheppey and;

b) **DELEGATE** authority to the Corporate Director Adult Social Care and Health to take relevant actions to implement the decision.

12. Background Documents

The Future of Blackburn Lodge Care Home Consultation
[The Future of Blackburn Lodge Care Home | Let's talk Kent](#)

13. Appendices

Appendix 1 Consultation Report
Appendix 2 Equality Impact Assessment
Appendix 3 Data Protection Impact Assessment

14. Contact details

Lead Officer	Relevant Director
Sydney Hill Director of Adult Social Care 03000 422239 sydney.hill@kent.gov.uk	Richard Smith Corporate Director, Adult Social Care and Health 03000 416721 richard.smith3@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

**Cabinet Member for
Adult Social Care and Public Health**

DECISION NO:

24/00053

For publication

Key decision: YES

Title of Decision – to permanently close Blackburn Lodge Care Home

Decision: As Cabinet Member for Adult Social Care and Public Health, I propose to:

- a) **PERMANENTLY** close Blackburn Lodge Care Home, Isle of Sheppey; and
- b) **DELEGATE** authority to the Corporate Director of Adult Social Care and Health to take relevant actions to implement the decision

Reason(s) for decision: Blackburn Lodge is a detached, 34-bed, council owned residential care home and older person's day care centre in Sheerness on the Isle of Sheppey. The site offered residential care, respite care, assessment/rehabilitation, and a day care centre. There was some provision for short term dementia care although the limitations of the building restricted the ability to deliver longer term dementia care.

In November 2023 Blackburn Lodge was temporarily closed because of emergency health and safety concerns. A safety inspection identified high levels of iron in the piped water (20x permitted levels). The 13 permanent residents were moved to alternative residential accommodation because it was not safe for them to stay at Blackburn Lodge. In addition, the older people's day care service was also temporarily suspended. It was necessary to de-register Blackburn Lodge with the Care Quality Commission (CQC) because once temporarily closed it was no longer able to provide a service.

Despite a programme of improvement works in recent years there are a number of building issues, including subsidence, which will require considerable investment and time to rectify to bring the building up to current Care Quality Commission standards and make the building fit for the future. The regulator, The Care Quality Commission (CQC), has confirmed that the layout of Blackburn Lodge would not meet the current standards for registration as a care home if it were to be built now. Blackburn Lodge Care Home has no en-suite bathrooms, and the general layout makes access poor, and this limits who can stay there. In addition to the issues concerning the building, Blackburn Lodge Care Home is not set up to meet what we assess as the most important future needs.

In the context of the significant financial challenges being faced by the Council to balance the budget and protect statutory services in the future the Council's proposal is to permanently close Blackburn Lodge Care Home.

We are actively engaging with local businesses and organisations as well as local people to understand the future needs and develop services which meet the needs of local people and are fit for purpose. This work is important, as it will provide us with a good understanding of the future needs and opportunities for supporting people who live on the Isle of Sheppey, aligning with the vision for adult social care by working with communities and empowering people to find trusted help and support locally from a range of sources as well as commissioning services so that people experience flexible and creative ways of arranging support which enable a balance between choice for the person we support, quality and value.

We have been working hard with partners, including the local Borough Council to find solutions, including to develop local Extra Care Housing for older people.

We have also been working with our commissioned partner, Community Catalysts, who have been actively working to engage with people living on the Isle of Sheppey to ascertain the types of support and services that they would like to see developed on the Island. Community Catalysts are experts in encouraging and supporting people to start and run small enterprises and community businesses that support and care for local people.

Day Care Services resumed at The Crawford Centre, Sheerness in May 2024 and alternative and additional day care provision is available on the island.

Financial Implications

Despite a programme of improvement works in recent years, there are a number of building issues, including subsidence, which will require considerable investment and time to rectify. It has been estimated that the cost of bringing Blackburn Lodge up to current CQC standards would be in excess of £4m and could take at least 13 months to complete from commencement of any work.

The council has sought advice from cost consultants to provide a cost per square metre rate that can be applied to give an approximate budget cost that would allow the building issues (e.g. electrical, fire, water) but also to allow for alterations required (i.e. providing en-suites bathrooms to each bedroom) to bring Blackburn Lodge up to current CQC standards. Calculations are as follows:

- Heavy refurbishment rate (which allows for some alterations, en-suites etc.) £2,000 per m²
- Total Floor area of Blackburn Lodge – 2,006 m²
- Estimated cost - £4,012,000

In the face of the Council needing to make £118m savings this year to balance the budget and protect statutory services in the future the proposal to permanently close Blackburn Lodge Care Home aligns with service transformation opportunities as outlined in Securing Kent's Future to provide services that meet the needs of Kent residents whilst meeting our Best Value duty.

Legal Implications

Following legal advice, the 43 staff (44 contracts) employed at Blackburn Lodge Care Home were consulted separately and consequently have been redeployed or are on notice of redundancy. The basis for this is that even if the Council were to commit to re-open Blackburn Lodge Care Home, the building would need considerable structural improvement that it is estimated would take a further 13 months (from a final decision being made in September 2024). It is therefore not reasonable for the Council to continue to employ staff in their current roles.

A staff consultation exercise took place separately which ended on 3 April 2024. An end of consultation meeting took place on 16 April 2024 to which staff and unions were invited – on this date all staff were issued with notice of redundancy and given redeployee status. Some employees have already been re-deployed, and others are no longer employed by the Council through redundancy.

The land is freehold and subject to a restriction in favour of the Secretary of State of Defence to use for local authority education purposes which was amended in 1982 to permit Kent County Council "to use for local authority purposes which the Council deem necessary to enable the council to discharge its social function as carried out under the auspices of its director of Social Services". If the above purpose of use should cease, a right to buy for £2,100 in addition to the value of any buildings erected on the property is triggered in favour of the Secretary of State.

Equality Implications

An initial Equality Impact Assessment (EqIA) has been completed to assess the potential impact this proposal could have on the protected characteristics (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation) and those with carer's responsibilities

Data Protection Implications

A full Data Protection Impact Assessment has been completed and approved by the Information Governance Lead the Corporate Director Adult Social Care and Health.

Cabinet Committee recommendations and other consultation:

KCC undertook a public consultation on the future of Blackburn Lodge Care Home, Isle of Sheppey from Wednesday 28 February to Tuesday 7 May 2024. The consultation hosted on KCC's [Let's talk Kent](#) website, with hard copies and support available for those who could not participate online.

The proposed decision will be discussed at the Adult Social Care Cabinet Committee on 19 September 2024 and the outcome included in the paperwork which the Cabinet Member will be asked to sign.

Any alternatives considered and rejected:

Alternative options were considered by the council and are outlined in the public consultation documentation. These options are:

Resolve building issues and return residential and day care services to Blackburn Lodge.

Due to the age and decaying fabric of the building, it would require considerable investment to make Blackburn Lodge a safe and habitable environment.

Despite a programme of improvement works in recent years, there are a number of building issues including subsidence and the water pipe system, which will require considerable investment and time. It has been estimated that the cost of bringing Blackburn Lodge up to current CQC standards would be in excess of £4m and could take at least 13 months to complete from commencement of any work.

Sell Blackburn Lodge as a going concern.

This would mean trying to find a private buyer for Blackburn Lodge who would continue to run it as a care home. This is not considered to be a realistic and viable option because the level of investment required to make the building fully fit for the future is likely to be prohibitive to investors.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

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Adult Social Care and Health

Consultation Report

Consultation on the future of Blackburn Lodge Care Home, Isle of Sheppey.

Consultation dates: 28 February – 7 May 2024

Future of Blackburn Lodge Care Home, Isle of Sheppey. Consultation Report

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Executive summary

Blackburn Lodge is a Council-owned residential care home and older persons' day care centre in Sheerness on the Isle of Sheppey. It was closed on emergency health and safety grounds on 10 November 2023 following a safety inspection that identified high levels of iron in the piped water. All thirteen permanent residents were moved to alternative, temporary residential accommodation on the same day (10 November 2023). The older people's day care service was also suspended, with alternative arrangements for every person considered by the local community team. KCC's Commissioning team is fully engaged and actively leading market shaping on the Island, with a preference to work with local residents and organisations to collectively determine what is needed for local residents going forwards.

Kent County Council (KCC) have undertaken a public consultation to gain feedback and consider views on the future of Blackburn Lodge. **273** responses were received.

A majority of the response was generated by local people living on the Isle of Sheppey. Many people called for Blackburn Lodge to be reopened, with strong views on protecting local service provision.

A clear theme arising from the responses was that there would be a negative impact on the local people, with some responses focusing on highlighting the proposal not being equal for all.

This report will be presented to Adult Social Care and Health's (ASCH) Directorate Management Team and then, will accompany the EqlA as supporting documents at the Adult Social Care Cabinet Committee. Following these meetings, a decision on the future of Blackburn Lodge will be taken by the Cabinet Member for Adult Social Care and Public Health. This report and the decision will be made available on the consultation webpage: www.kent.gov.uk/blackburnlodgeconsultation.

1. Introduction

1.1. From the 28 February to 7 May 2024, Kent County Council (KCC) consulted with the public on the future of Blackburn Lodge care home on the Isle of Sheppey. The Council's proposal is to permanently close Blackburn Lodge and sell the building and land for capital receipt for KCC. Commissioners will continue to work with local organisations and residents to determine and address the future needs of local people.

1.2. In November 2023 Blackburn Lodge was temporarily closed because of emergency health and safety concerns. A safety inspection identified high levels of iron in the piped water. The 13 permanent residents were moved to alternative residential accommodation because it was not safe for them to stay at Blackburn Lodge. In addition, the older people's day care service was also temporarily suspended at Blackburn Lodge.

- 1.3. Following legal advice, the 43 staff employed at Blackburn Lodge were consulted separately and consequently have been redeployed or are on notice of redundancy. The basis for this is that even if the Council were to commit to re-open Blackburn Lodge, the building would need considerable structural improvement that it is estimated would take a further 13 months (from the point a decision is made). It is therefore not reasonable for the Council to continue to employ staff in their current roles.
- 1.4. Despite a programme of improvement works in recent years, there are a number of building issues including subsidence which will require a considerable amount of money to fix. It has been estimated that to bring Blackburn Lodge up to current CQC standards would cost in excess of £4 million and could take 13 months to complete from commencement of any work. The Council has sought advice from cost consultants to provide a cost per square metre rate that can be applied to give an approximate budget cost that would allow the building issues (e.g. electrical, fire, water) but also to allow for alterations required (i.e. providing en-suites bathrooms to each bedroom) to bring Blackburn Lodge up to current CQC standards. Calculations are as follows:
- Heavy refurbishment rate (which allows for some alterations, en-suites etc.) - £2,000 per m²
 - Total Floor area of Blackburn Lodge – 2,006 m²
 - Estimated cost - £4,012,000
- 1.5 Blackburn Lodge is located on land which is freehold, and subject to a restriction in favor of the Secretary of State for Defense. This stipulates use for local authority educational purposes which was amended in 1982 to permit Kent County Council “to use for local authority purposes which the Council deem necessary to enable the Council to discharge its social function as carried out under the auspices of its Director of Social Services”. If the above purpose of use should cease, a right to buy the land back is triggered in favor of the Secretary of State.
- 1.6 The regulator, The Care Quality Commission (CQC), has said that Blackburn Lodge would not meet the current standards for registration as a care home if it were to be built today. Blackburn Lodge has no en-suite bathrooms, and the general layout makes access poor, and this limits who can stay there.
- 1.7 It was necessary to de-register Blackburn Lodge with CQC because once temporarily closed it was no longer able to provide a service.

2. Options considered for Blackburn Lodge

2.1 The Council's proposal

The Council's proposal is to permanently close Blackburn Lodge and sell the building and land for capital receipt for KCC. To ensure that future needs can be met effectively on the Isle of Sheppey, the Council is actively engaging with the Borough Council, businesses, and organisations. This work is important to undertake whether Blackburn Lodge is re-opened or permanently closed, because the Council needs a good understanding of the future needs and possibilities for supporting people who live on the Isle of Sheppey. The Council is working with local people, the Borough Council, and local organisations to develop services on the Isle of Sheppey that meet the needs of local people and are fit for the future.

2.2 Alternatives considered

a) Resolve building issues and return residential and day care services to Blackburn Lodge.

Due to the age and decaying fabric of the building, it would require considerable investment to make Blackburn Lodge a safe and habitable environment.

Despite a programme of improvement works in recent years, there are a number of building issues including subsidence and the water pipe system, which will require a considerable amount of money to fix. It has been estimated that to bring Blackburn Lodge up to current CQC standards would cost £4 million and could take 13 months to complete from commencement of any work.

b) Sell Blackburn Lodge as a going concern.

This would mean trying to find a private buyer for Blackburn Lodge who would continue to run it as a care home. This is not considered to be a realistic and viable option because the level of investment required to make the building fully fit for the future is likely to be prohibitive to investors.

3. Consultation process

3.1 A public consultation ran from 28 February to 7 May 2024. A consultation document detailing the proposal was created, alongside a consultation questionnaire. Respondents could complete the questionnaire to give their views (either online or in a paper copy) or they could give their views to KCC by email, letter or phone. The following key activities were also conducted:

- Equality Impact Assessment and Data Protection Impact Assessment
- Creation of alternative formats to help people engage with the consultation (easy read and large print)
- Briefing notes for KCC Members and local Members.

3.2 Promoting the consultation

The public consultation was promoted in the following ways:

- Individual postal letters to former residents and day care users of Blackburn Lodge and their advocates (a) letter one: advising of the forthcoming public consultation, and (b) letter two: paper copies of the consultation document and questionnaire (with pre-paid return envelope)
- Organic posts on social media platforms (Facebook and X)
- Direct emails to key stakeholders, including Councillors and community organisations on the Isle of Sheppey
- Community Team Staff communications – virtual meetings and emails
- Media release distributed to media outlets and uploaded to the Kent Media Hub website
- 50 x paper copies of the consultation document and questionnaire delivered to each of the following libraries: Sheerness, Queenborough and Minster-on-Sea (and explanation given). This was promoted in the media release
- 200 x paper copies of the consultation document and questionnaire delivered to a Swale Borough Councillor, (Sheerness) on request
- Briefing for KCC Members

3.3 Accessibility

The consultation was hosted on KCC's engagement website 'Let's talk Kent'. To help make sure the consultation was accessible, the following was undertaken:

- Clear signposting on all platforms and consultation documents advising of the availability of alternative formats and how to request these
- The Council's webpages and all documentation meet digital accessibility requirements
- Letters sent via post to former residents and day care users of Blackburn Lodge and their advocates (including large print versions where records indicated this as a communication preference)
- A Microsoft Word version of the questionnaire was provided on the consultation webpage for people who did not wish to complete the online form
- Easy read and large print versions of the consultation material available from the consultation webpage and on request
- Paper copies of the consultation documents available to be collected at Sheerness, Queenborough and Minster-on-Sea libraries along with pre-paid freepost envelopes. This was promoted in the media release
- Paper copies of the consultation documents delivered to a Swale Borough Councillor (Sheerness) on request, via Sheerness Gateway for distribution, along with pre-paid freepost envelopes and an offer to collect completed questionnaires.
- A telephone number, email address and postal address were provided for those that had queries about the consultation (and to provide feedback or request other formats).

4. Consultation responses

4.1 Webpage

A summary of the engagement with the consultation webpage and material can be found in the table below.

Engagement Type	Total
Total visits to the webpage	8611
Unique visits to webpage	3616
Document downloads	589
Online questionnaire completions	237

4.2 Questionnaire

The public consultation questionnaire can be found in [appendix B](#).

273 consultees took part in this consultation, completing the online questionnaire (237), a paper questionnaire (33), or direct by email (3). In this report you can find detail on the responses provided during the public consultation.

4.2.1 Section 1 – About You

The first question in the ‘about you’ section asked consultees to select from a list the option that best described how they were responding to the consultation.

Q1. Are you responding as?	Number of responses
A member of the public	192
A friend or relative of a former Blackburn Lodge resident	40
A friend or relative of a person previously using day care services at Blackburn Lodge	13
A staff member at Blackburn Lodge	10
A person previously using day care services at Blackburn Lodge	2
Not provided	2
On behalf of an organisation (e.g. council, community group)	2
Other	2
A former resident at Blackburn Lodge	1
TOTAL	264

Figure 1: Respondent Type

Responses were received from all respondent types included on the questionnaire. With the largest categories being a member of the public (192), a friend of relative of a former Blackburn

Lodge Resident (40), a friend or relative of a person previously using day care (13) and a staff member at Blackburn Lodge (10).

The second question in the 'about you' section asked consultees to tell us the first 5 characters of their postcode only.

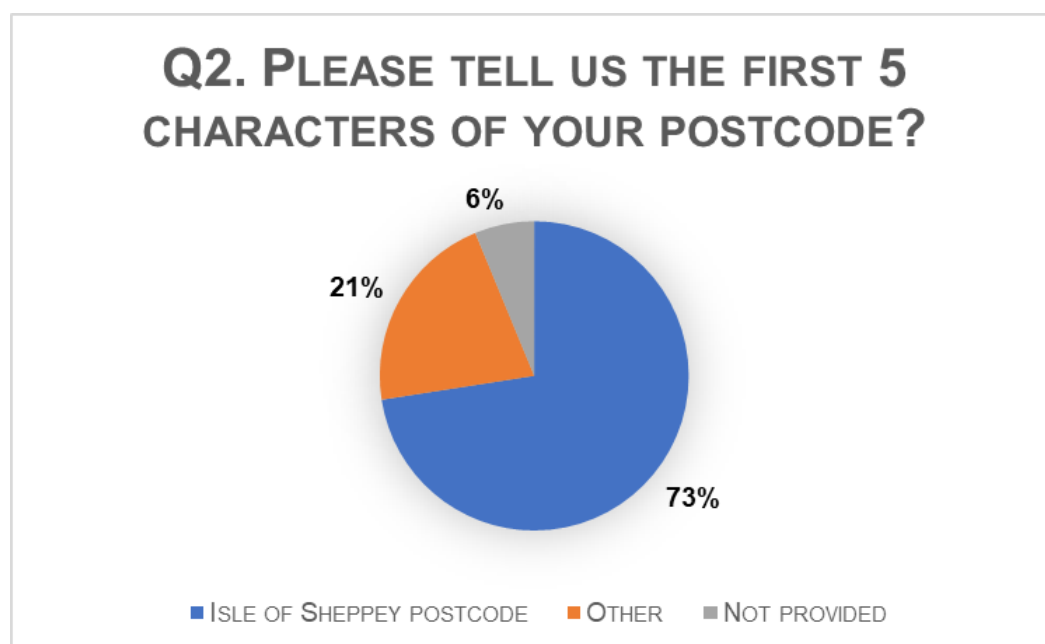


Figure 2: Response by geographical area

4.2.2 Section 2 – Your views

The respondents were given the opportunity to provide open feedback on the Council's proposal to permanently close Blackburn Lodge. The responses were categorised into themes in the graph below. Individual comments may have included more than one theme so the number of responses will be more than 273.

Here is a list of themes arising in responses to **Question 3 and Question 4**. Beneath the list, you will see the number of times each theme was mentioned.

Wants alternative option A- Agrees with alternative options considered for Blackburn Lodge. 'Resolve Building Issues and return residents and day care services to Blackburn Lodge'. Requires financial investment.

Wants alternative option B- Agrees with alternative options considered for Blackburn Lodge. 'Sell as ongoing concern'.

Alternative suggestion - Suggestion for alternative use for the Blackburn Lodge building (outside of alternative options already considered) e.g. transfer to other local care home.

Avoid Privatisation - Blackburn Lodge is the only Council-run home on the Island and privatisation should be avoided due to deprived area.

Blackburn Lodge - Building and Staffing - Comments in relation to the condition of the building and KCC purposefully allowing building to become irreparable, and concerns raised for staff jobs and future jobs in care for those on the Isle of Sheppey.

Blackburn Lodge - Positive comments - Positive statements/ comments in feedback relating to Blackburn Lodge, including building, care received, staff and location.

Emotive - Expressed strong negative feelings in relation to the Council's proposal

Houses/flats/other - Concern that land, or building will be used for flats or houses.

Island provision needed - Isle of Sheppey requires care home and day care services directly on the Island, whether Blackburn Lodge re-opens or is permanently closed.

Negative about Kent County Council - Statements/ comments that negatively view Kent County Council; e.g., perception that the decision has already been made by the Council to permanently close Blackburn Lodge, money saving exercise, council tax should mean that services are available on the Isle of Sheppey, lack of care for older people on the Isle of Sheppey.

Transportation and deprived area - Public transport has depleted on the Isle of Sheppey, traffic and low incomes make it difficult to travel off the Isle of Sheppey to visit loved ones.

Question raised - Questions/statements raised.

UASC mention - Comments/statements made in relation to Unaccompanied Asylum Seeking Children, both positive and negative.

Wellbeing of residents of Isle of Sheppey - Concerns raised for former residents and day care users of Blackburn Lodge and their families. Concern also raised for future people on the Island needing care and having to go off the Island and their families having difficulties visiting.

Negative view of the proposal – general - Negative about the proposal to permanently close Blackburn Lodge. Statement of 'do not agree', 'it should not close' etc

Positive view of the proposal – general - Positive about Kent County Council's proposal to permanently close Blackburn Lodge. Statement of 'agree' or positive feedback about the proposal.

Q3. Please tell us your views on The Council's proposal to permanently close Blackburn Lodge	Number of responses
Island provision needed	136
Negative view of the proposal - general	89
Wellbeing of residents of Isle of Sheppey	86
Emotive	50
Wants alternative option A	48
Blackburn Lodge - positive comments	41
Negative about Kent County Council	36
Alternative suggestion	31
Transportation and deprived area	31
Blackburn Lodge - Building and Staffing	22
Avoid Privatisation	18
UASC mention	18
Positive view of the proposal - general	15
Question raised	11
Wants alternative option B	0
TOTAL	632

Figure 3: Views on the Council's proposal

136 responses indicated that if Blackburn Lodge is permanently closed, they feel that the Isle of Sheppey requires Residential, Nursing and Day Care to meet the needs of the residents. **89** responses were negative about the Council's proposal in general. **86** responses expressed the wellbeing of older people and their families and carers on the Isle of Sheppey. **50** responses expressed negative feelings. **48** responses suggested that 'alternative option' considered by the Council to resolve building issues and return residents and day care services to Blackburn Lodge should be the preferred option. **41** responses were positive towards Blackburn Lodge (care and staffing), **36** responses were negative towards Kent County Council. **31** responses mentioned costly transportation, public transportation issues and deprivation on the Isle of Sheppey. Whilst **31** responses provided alternative suggestions for consideration.

15 comments were positive about the Council's proposal to permanently close Blackburn Lodge.

Several quotes from people's responses have been included below to illustrate the themes that have been raised. Please note that the quotes below are verbatim.

Example quotes: Q3. Please tell us your views on The Council's proposal to permanently close Blackburn Lodge

"I think instead of removing more of our Property and not caring for its upkeep we should repair Blackburn Lodge for our future 4 million is cheap to compare with extortionate developers costs"

"My view is it needs to be kept open , if the water is an issue why are the houses around that area affected , cant believe you want to shut it permanently and I assume pull it down , it's the only care home that was amazing with its residents , so much entertainment for them made them feel young again ."

"The reasons for closure I think are untrue. Blackburn Lodge should be kept open."

"Fix the pipes, if you can afford refugee centres you can afford to look after old people. Do your job, that being looking after local people."

"Blackburn lodge has been used for a residential home for old people for years. This should have been maintained over the years and not ignored. By closing it you leave no where for local residents for old members of the family that need that little support that is needed in later years. This is down to the council total failure in not keeping the place up to standard."

"The Isle of Sheppey is constantly left to faulted through lack of investment. It is the poor relation to the rest of the county. Taking Blackburn lodge is another kick in the teeth for Sheppey residents. There needs to be adult social care provisions on an island that is constantly having more and more houses built on it. We need to be able to look after our elderly in surroundings in which they are familiar and in an area readily accessible to relatives with out the implications of huge travel costs and vast distances to cover just to visit."

"This place should not be closed. It is a valuable asset to the community and more importantly home to the residents. A safe haven."

"Very unfair to shut Blackburn lodge the people in surrounding areas need places like this to look after our elderly population too many are being shut now"

"I back a decision to close/sell Blackburn Lodge"

"Agree with proposal to permanently close Blackburn Lodge because to upgrade premises would not be value for cost."

Consultees were given the opportunity to provide other feedback or suggestions, or comments relating to the alternative options presented in the consultation document.

These have been grouped into themes in the table below. Some consultees took the opportunity to reiterate the feedback they provided to the previous question.

Q4. Any other feedback or suggestions, or comments relating to the alternative options	Number of responses
Alternative suggestion	51
Wants alternative option A	40
Emotive	28
Wellbeing of residents of Isle of Sheppey	11
Island provision needed	10
Negative about Kent County Council	10
Question raised	9
UASC mention	9
Transportation and deprived area	8
Blackburn Lodge - positive comments	5
Blackburn Lodge - Building and Staffing	4
Houses/flats/other	3
Positive view of the proposal - general	2
Wants alternative option B	2
Negative view of the proposal - general	2
Avoid Privatisation	1
TOTAL	195

Figure 4: Feedback and suggestions

51 responses provided alternative suggestions for consideration*. **40** responses suggested that 'alternative option' considered by the Council to resolve building issues and return residents and day care services to Blackburn Lodge should be the preferred option. **28** responses were emotive and expressed strong feelings on the proposal. **11** responses expressed concern of the wellbeing of older people and their families and carers on the Isle of Sheppey. **10** responses were negative towards Kent County Council. Whilst **10** responses indicated that if Blackburn Lodge is permanently closed, the Isle of Sheppey requires Residential, Nursing and Day Care to meet the needs of the residents.

*Alternative suggestions received from the public consultation are listed in the table below. Please note, the number of alternative suggestions below may differ from 51 due to duplication of suggestions.

Alternative Suggestions	Number of responses
Transfer to another existing care home or find alternative site on the Isle of Sheppey	39
Complete a new build on the Blackburn Lodge on site, or somewhere else on the Isle of Sheppey	27
New build or existing alternative to provide other services alongside Residential and Day Care	5
Raise funds 'Go fund me'	5
Use Blackburn Lodge to accommodate Unaccompanied Asylum Seeking Children	3
Review quotes to repair Blackburn Lodge and invite local traders to provide quotes	3
Outsourcing / Privatisation	2
Use Blackburn Lodge for Day Care only	2
Understand existing capacity on the Isle of Sheppey	2
Use NHS funding	1
Use Blackburn Lodge as rental and emergency accommodation	1
Use Blackburn Lodge as Assisted Housing	1
Demolish Blackburn Lodge building	1
TOTAL	92

Example quotes: Q4. Any other feedback or suggestions, or comments relating to the alternative options

“Keep the care home and make it fit your standard.”

“An alternative needs to be Provided to meet the needs of the island. Day care is also a service that is needed because age uk do not provide care to people that require personal care. ”

“Bring the building up to standard and re open as it’s a well needed service”

“Move the home. If the building isn’t viable any longer then move the black burn team and name to another location where their much needed services can continue.”

“The only option would be to find an alternative site or provider that can provide care. Again without the focus being on the business model of making profit from caring for some of our most vulnerable adults I find this consultation very brief and would suggest that the financial concerns are driving the consultation, as emotive as this may sound we will all get older and maybe we will need such services that the Blackburn provided for Sheppey which is already an area of high need and deprivation. Areas such as Sheerness need support from our local authority not cutting services”

“I completely understand the pressures on KCC on adult social care budgets but an area as large as the Island should have at least one adult social care facility.”

“If Blackburn lodge cannot be brought up to today’s requirements then an alternative residence that is bigger and better and offering more services should be found on the island. Getting on and off of this island is awful and we seem to have so many necessary services leaving and going to the main land. We need full services here.”

“We are an ageing population and none of us want to 'end up in a care home', but that may be the safest and most appropriate place for us to live. A new purpose built facilitiy, could be with less bedrooms but, with other opportunities too - the day care service or community cafe - examples of preschool children spending time with older residents. The consultation does not mention the possibility of a rebuild or alternative property for us to consider”

“My proposal would be to use Ocean Hights in Minster for the purpose it was built for. To offer our local people a place for permanent residential and nursing care alongside respite and a day care centre for the elderly.

This could also be a more cost effect way of supporting our local disabled adults under 65 years a place of residence as well as respite.

I understand that KCC have arranged to accommodate young adult asylum seekers at Ocean Hight. Wouldn't it have been wiser to accommodate these at the Blackburn Lodge site?

Adaptations requested by CQC would not be required, the only work needed would be to rectify the water issue. Young males could use some of the larger areas for schooling. They would also have easier access to local amenities.”

“Perhaps using alternative accommodation within the area would have been more appropriate than sending the vulnerable to separate accommodation elsewhere.”

“There's a perfectly suitable purpose built premises just down the road. Ocean Hights. This should be used as a priority for Sheppey residents rather than illegal asylum seekers.

It's disgusting and shameful that our elderly are shipped out miles away, making it difficult for family to visit and keep on top of their wellbeing."

Several quotes from people's responses have been included below to illustrate the themes that have been raised. Please note that the quotes below are verbatim.

4.2.3 Equality Impact Assessment (EqIA)

Consultees were given the opportunity to provide comments about equalities and/or the equality impact assessment.

These have been grouped into themes in the table below. Some consultees took the opportunity to reiterate the feedback they provided to the previous question.

To help ensure that we are meeting our obligations under the Equality Act 2010 an initial Equality Impact Assessment (EqIA) for the proposal put forward in this consultation was produced. The EqIA was available to read from the consultation webpage and consultees were asked to provide their views on the equality analysis, or other comments on equality and diversity relating to this proposal. **67** respondents provided a response to this question.

These have been grouped into themes in the table below.

Here is a list of themes arising in responses to **Question 5**. Beneath the list, you will see the number of times each theme was mentioned.

Agree with EqIA - Agrees with detail in EqIA.

EqIA not relevant - EqIA not relevant.

Emotive - Expressed strong negative feelings in relation to the Council's proposal.

Blackburn Lodge - Building and Staffing - Comments in relation to the condition of the building and KCC purposefully allowing building to become irreparable, and concerns raised for staff jobs and future jobs in care for those on the Isle of Sheppey.

Island provision needed - Isle of Sheppey requires care home and day care services directly on the Island, whether Blackburn Lodge re-opens or is permanently closed.

Negative about Kent County Council - Statements/ comments that negatively view Kent County Council; e.g., perception that the decision has already been made by the Council to permanently close Blackburn Lodge, money saving exercise, council tax should mean that services are available on the Isle of Sheppey, lack of care for older people on the Isle of Sheppey.

Transportation and deprived area - Public transport has depleted on the Isle of Sheppey, traffic and low incomes make it difficult to travel off the Isle of Sheppey to visit loved ones.

Question raised - Questions/statements raised.

UASC mention - Comments/statements made in relation to Unaccompanied Asylum Seeking Children, both positive and negative.

Wellbeing of residents of Isle of Sheppey - Concerns raised for former residents and day care users of Blackburn Lodge and their families. Concern also raised for future people on the Island needing care and having to go off the Island and their families having difficulties visiting.

Feedback Themes on Equality and/or Equality Impact Assessment	Number of Responses
Wellbeing of residents of Isle of Sheppey	36
Emotive	9
Question raised	8
EqIA not relevant	5
Island provision needed	4
Negative about Kent County Council	4
Transportation and deprived area	4
Agree with EqIA	3
UASC mention	3
Blackburn Lodge - Building and Staffing	2
	78

Figure 5: Comments about equalities and equality impact assessment

Many of the themes recorded mirror those of the previous questions, including there being an impact on older people potentially affected by the proposal.

The below table includes quotes related to the EqIA. Please note that the quotes below are verbatim.

Example quotes: Q5. Comments about equalities and/or the Equality Impact Assessment

"This is a clear case of age discrimination, the elderly are considered disposable, burdensome and vulnerable. Perfect targets for neglect, emotional and financial abuse. The council know this and that's why they expect little resistance from those most affected."

"Dementia clients need routine and structure. Having different taxi drivers each day take them to places they don't know and aren't familiar with is a big risk in decline. At Blackburn, they had structure and routine."

"This adversely affects the elderly, possibly with dementia, who are probably the least able group to stand up and argue for what they need. This is clear discrimination against a very vulnerable group"

"Older People matter too and they should not be marginalised. To many services stigmatised older people and that's not equal opportunity."

"Very comprehensive."

"This service change has a significant impact in relation to age and those older members of the community who are disadvantaged by the closure of Blackburn Lodge both now and in the future."

"The closing of Blackburn would have huge financial implications on the family and friends, with them having to travel long distances to visit. Particularly for elderly who will be reliant on public transport to get off the island. The cost of travel will significantly reduce the amount of contact family and friends will have with loved ones."

"I don't believe there is any equality when it comes to elderly, we, yes we, have had our time and we only a burden on society when we can't contribute more."

"Social care is severely lacking on the Isle of Sheppey. This area is already considered to be deprived and yet little is done to improve this situation."

"Poor transport links on and off the Island would impact hugely on low income families and those with disabilities. Families do not stop caring for their loved ones when they have to go into residential care and can contribute to that care in many ways. By closing Blackburn Lodge and removing the services from the Island they would be deprived of being part of their loved ones final years. Closure of Blackburn Lodge would therefore have a huge emotional and financial impact."

"Clearly there are negative impacts on a whole range of those within the protected characteristic groups not least of which age and disability"

5. Equality (section 3 - More about you)

We want to make sure that everyone is treated fairly and equally, and that no one gets left out, which is why we asked some additional questions.

The questionnaire specified that the questions below are not mandatory so volumes may differ.

KCC received 273 responses to the questionnaire, 190 of those respondents completed the 'more about you' section, which was made up of the following protected characteristics.

Analysis was undertaken to see if there were any significant trends in how people responded to the consultation questions based on their protected characteristics. There were no trends identified – i.e. consultees with a particular protected characteristic did not answer differently when compared with the full cohort of consultees.

The questionnaire specified that the questions below are not mandatory so volumes may differ.

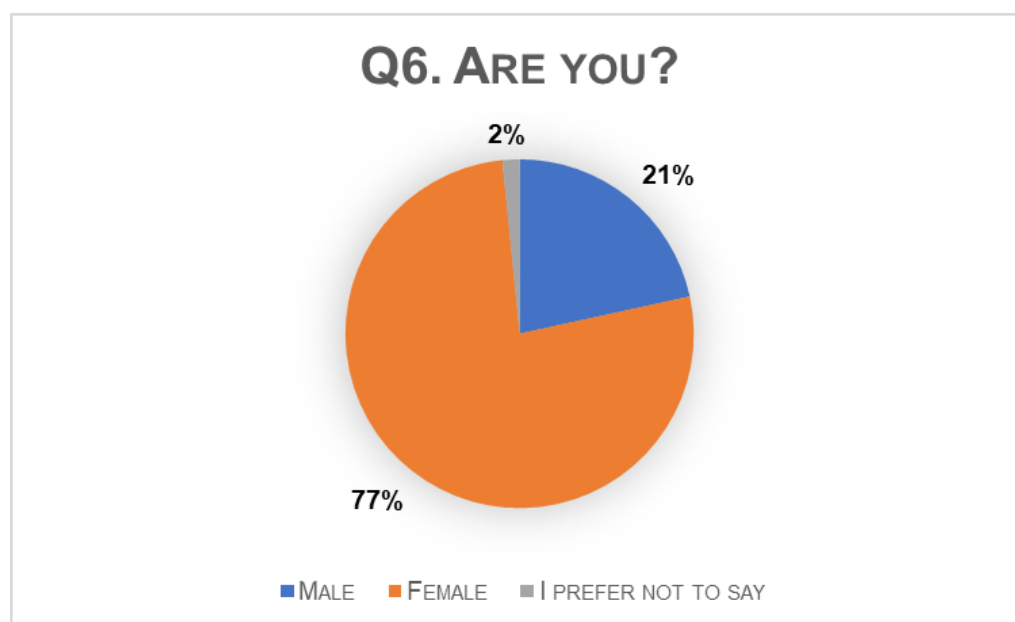


Figure 6: Male or Female

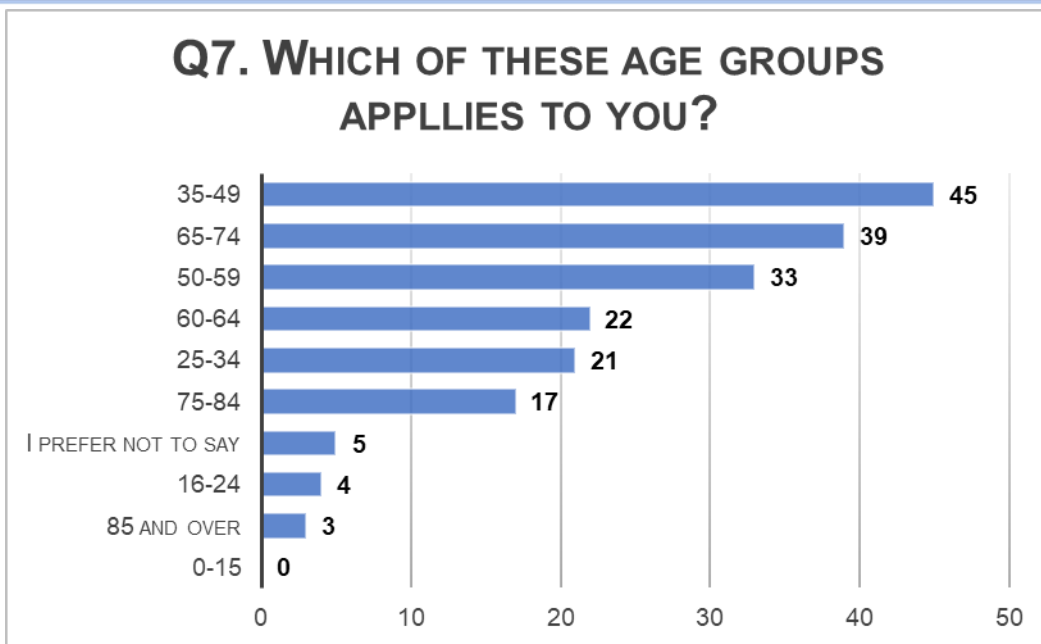


Figure 7: Age groups



Figure 8: Are you a Carer?

Q9. DO YOU CONSIDER YOURSELF TO BE DISABLED?

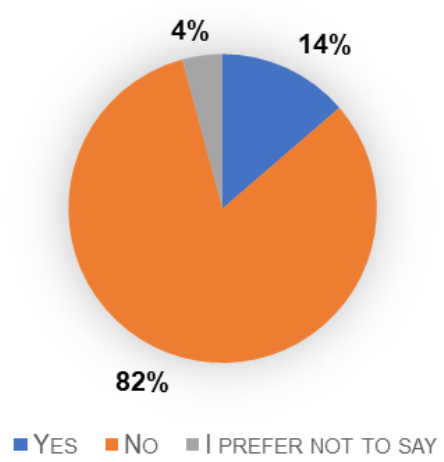


Figure 9: Do you consider yourself to be disabled?

Q9A. PLEASE TELL US THE TYPE OF IMPAIRMENT THAT APPLIES TO YOU

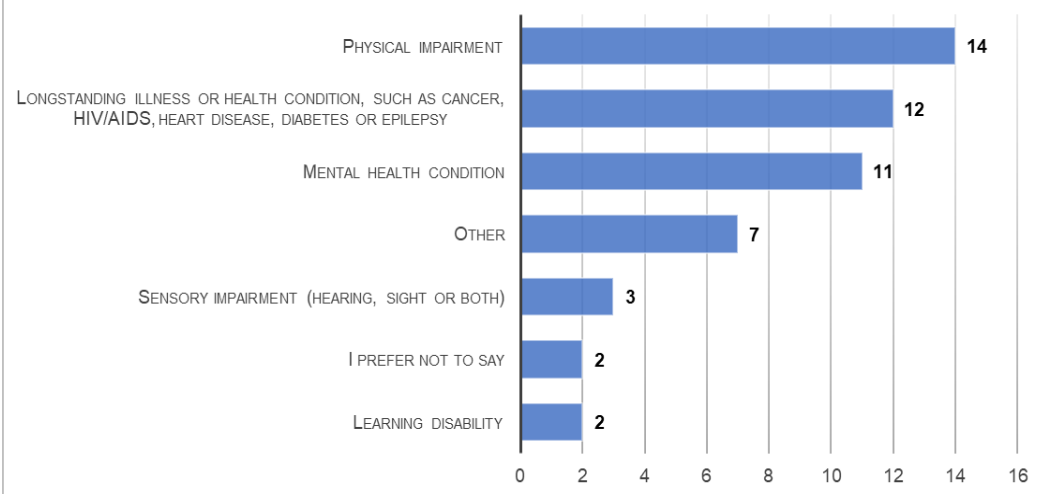


Figure 10: Type of impairment

Q10. DO YOU REGARD YOURSELF AS BELONGING TO A PARTICULAR RELIGION OR HOLDING A BELIEF?

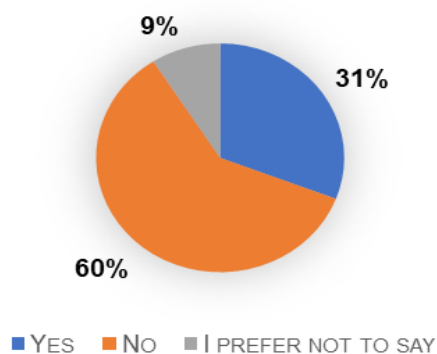


Figure 11: Religious or belief

Q10A. WHICH OF THE FOLLOWING APPLIES TO YOU?

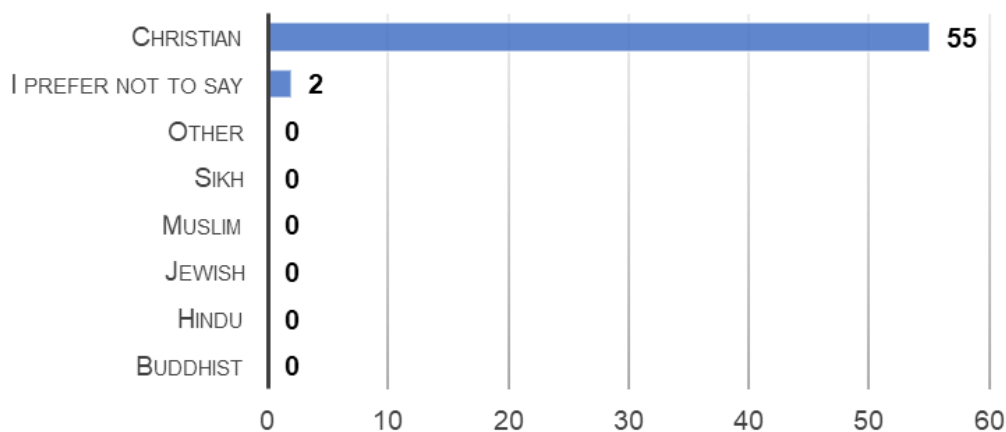


Figure 12: Religious belief

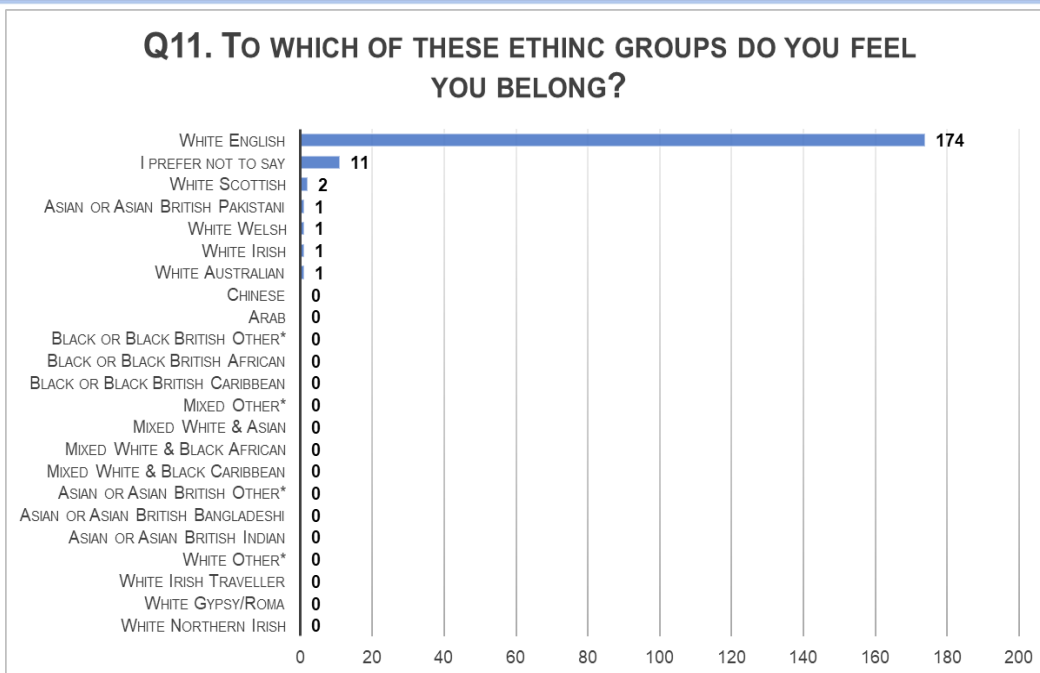


Figure 13: Ethnic group




6. Next steps - Governance and Decision Making

This report will be presented to Adult Social Care and Health's (ASCH) Directorate Management Team and then, will accompany the EqlA as supporting documents at the Adult Social Care Cabinet Committee. Following these meetings, a decision on the future of Blackburn Lodge will be taken by the Cabinet Member for Adult Social Care and Public Health.

This report and the decision will be made available on the consultation webpage:
www.kent.gov.uk/blackburnlodgeconsultation.

7. Appendices

Please find supporting documents embedded in the table below.

Ref.	Description	Document
A	Public Consultation document - The future of Blackburn Lodge	 Appendix A.pdf
B	Public Consultation questionnaire - The future of Blackburn Lodge Questionnaire	 Appendix B.pdf
C	Levels of Need - supplementary information	 Appendix C.pdf

EQIA Submission Draft Working Template

If required, this template is for use prior to completing your EQIA Submission in the EQIA App.

You can use it to understand what information is needed beforehand to complete an EQIA submission online, and also as a way to collaborate with others who may be involved with the EQIA.

Note: You can upload this into the App when complete if it contains more detailed information than the App asks for and you wish to retain this detail.

Section A

1. Name of Activity (EQIA Title):	Future of Blackburn Lodge
2. Directorate	Adult Social Care and Health
3. Responsible Service/Division	Adult Social Care and Health

Accountability and Responsibility

4. Officer completing EQIA Note: This should be the name of the officer who will be submitting the EQIA onto the App.	Sarah Simpson, Senior Project Officer
5. Head of Service Note: This should be the Head of Service who will be approving your submitted EQIA.	Richard Smith, Corporate Director Adult Social Care and Health
6. Director of Service Note: This should be the name of your responsible director.	Sydney Hill, Interim Director Adult Social Care and Health

The type of Activity you are undertaking

7. What type of activity are you undertaking?

Tick if yes	Activity Type
<input checked="" type="checkbox"/>	Service Change – operational changes in the way we deliver the service to people.
<input type="checkbox"/>	Service Redesign – restructure, new operating model, or changes to ways of working
<input type="checkbox"/>	Project/Programme – includes limited delivery of change activity, including partnership projects, external funding projects and capital projects.
<input type="checkbox"/>	Commissioning/Procurement – means commissioning activity which requires commercial judgement.
<input type="checkbox"/>	Strategy /Policy – includes review, refresh or creating a new document
<input type="checkbox"/>	Other – Please add details of any other activity type here.

8. Aims and Objectives and Equality Recommendations – Note: You will be asked to give a brief description of the aims and objectives of your activity in this section of the App, along with the Equality recommendations. You may use this section to also add any context you feel may be required.


Blackburn Lodge is a 34-bed unit, Council owned, Residential Care Home and Older Person's Day Care Centre in Sheerness on the Isle of Sheppey. On 10 November 2023 thirteen residents were moved to alternative, residential accommodation following a safety inspection that deemed Blackburn Lodge unsafe for habitation. The Older People's Day Care Services based at Blackburn Lodge was also suspended, and alternative arrangements considered for attendees.

A Public Consultation on the future of Blackburn Lodge is due to commence February 2024. This equalities impact

assessment considers a) any adverse impact that the proposal may have on those with protected characteristics, and b) access to the Consultation (with no potential respondents being put at a disadvantage)

Section B – Evidence

Note: For questions 9, 10 & 11 at least one of these must be a 'Yes'. You can continue working on the EQIA in the App, but you will not be able to submit it for approval without this information.

9. Do you have data related to the protected groups of the people impacted by this activity? <i>Answer: Yes/No</i>	Yes
10. Is it possible to get the data in a timely and cost effective way? <i>Answer: Yes/No</i>	Yes
11. Is there national evidence/data that you can use? <i>Answer: Yes/No</i>	Yes
12. Have you consulted with Stakeholders? <i>Answer: Yes/No</i> <i>Stakeholders are those who have a stake or interest in your project which could be residents, service users, staff, members, statutory and other organisations, VCSE partners etc.</i>	Yes
13. Who have you involved, consulted, and engaged with? <i>Please give details in the box provided. This may be details of those you have already involved, consulted, and engaged with or who you intend to do so with in the future. If the answer to question 12 is 'No', please explain why.</i>	
<p>At time of completing this EqIA, Kent County Council (KCC) have taken advice and guidance from various experts and key stakeholders within Adult Social Care and Health. During the course of the public consultation, people who draw on care and support and their families, members of the public and residents on the Isle of Sheppey, local businesses and organisations etc. will be invited to give their views and feedback.</p> <p>KCC will launch a Public Consultation in February 2024. A consultation document, along with a questionnaire and this EqIA will be available to the public via the Council's website (Kent.gov.uk) inviting responses and feedback. Alternative formats will be provided where requested and a dedicated email and telephone line with voicemail has been set up to allow people to choose these methods to respond. The Council will also send letters to former residents and people drawing on day care services and their families, as well as other key stakeholders and provide copies of the consultation document to invite feedback via the various methods available to them, as mentioned above.</p>	
14. Has there been a previous equality analysis (EQIA) in the last 3 years? <i>Answer: Yes/No</i>	No
15. Do you have evidence/data that can help you understand the potential impact of your activity? <i>Answer: Yes/No</i>	Yes – information extracted from adult social services records system, Mosaic.
Uploading Evidence/Data/related information into the App <i>Note: At this point, you will be asked to upload the evidence/ data and related information that you feel should sit alongside the EQIA that can help understand the potential impact of your activity. Please ensure that you have this information to upload as the Equality analysis cannot be sent for approval without this.</i>	<p>Data extracted from Mosaic February 2024.</p> <div style="text-align: center;">  <p>Blackburn%20Lodge_ EqIA%20data_240205</p> </div>

Section C – Impact

16. Who may be impacted by the activity? *Select all that apply.*

Service users/clients <i>Answer: Yes/No</i>	Yes	Residents/Communities/Citizens <i>Answer: Yes/No</i>	Yes
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Staff/Volunteers <i>Answer: Yes/No</i>	Yes – separate activity		
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17. Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing? <i>Answer: Yes/No</i>	Yes
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18. Please give details of Positive Impacts

Blackburn Lodge is an old building and the facilities dated. The regulator, The Care Quality Commission (CQC), has said that Blackburn Lodge would not meet the current standards for registration as a care home if it were to be built today. Blackburn Lodge has no en-suite bathrooms, and the general layout makes access poor, and this limits who can stay there.

KCC are actively exploring local, future care needs on the Isle of Sheppey and propose to work with local people and businesses to create this plan. For example, Age UK are working closely with KCC and hosted an open event in January 2024 for those living with Dementia. This provided a platform for carers and professionals to explore thinking on how their current offer can be reshaped to include additional provision to suit offers to those who may need it. KCC continue to work with partners ‘Community Catalysts’ who have scheduled several drop-in surgeries in venues in Minster and Sheerness in mid-February to attract and encourage those people who may be interested in becoming a Community Micro-Enterprise in the area. This work is on-going, regardless of whether Blackburn Lodge re-opens.

Negative Impacts and Mitigating Actions

The questions in this section help to think through positive and negative impacts for people affected by your activity. Please use the Evidence you have referred to in Section B and explain the data as part of your answer.

19. Negative Impacts and Mitigating actions for Age

a) Are there negative impacts for age? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	Yes
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b) Details of Negative Impacts for Age	<p>Previous consultations on the proposed closure of care homes have received responses that home closures unfairly impacted older people.</p> <p>Some studies have suggested that moving people we support from one residential home to another can be a disruptive and stressful time, which could in turn have a negative impact on a person’s wellbeing. If Blackburn Lodge reopens the Council is committed to working with the people it supports and their families to decide what options suit their individual needs.</p> <p>Due to a Health and Safety emergency the residents of Blackburn Lodge Care Home, ranging in age between 69 and 98, have been relocated to alternative care homes. If the decision is taken to complete refurbishment works and reopen Blackburn Lodge, then residents could potentially be offered the opportunity to return to Blackburn Lodge; dependent on the assessed level of care that they need at that time.</p> <p>Alternative Day Care or similar services (to Blackburn Lodge Day Care) may mean further travelling distances.</p>
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	KCC are actively exploring local, future care needs on the Isle of Sheppey for both Day Care and Residential and propose to work with local people and businesses create this plan.
c) Mitigating Actions for age	<p>The Council will work with residents and their families to fully understand their individual circumstances and long term residential care options.</p> <p>The Council's Commissioning Team are working with local organisations in Sheppey to address local need and develop alternative local service provision.</p> <p>Access to the Consultation: The public consultation documents are available in alternative formats and a dedicated email and telephone line with voicemail has been set up to allow for alternative methods for responses and feedback to be provided to the Council.</p>
d) Responsible Officer for Mitigating Actions – Age	Sydney Hill – Interim Director Adult Social Care and Health
20. Negative Impacts and Mitigating actions for Disability	
a) Are there negative impacts for Disability? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	Yes
b) Details of Negative Impacts for Disability	<p>Day Care attendees may be offered alternative services that are further away than Blackburn Lodge. Transport and travelling may put those with a disability at a disadvantage.</p> <p>Families visiting former residents at their alternative home may be disadvantaged if they are travelling further afield.</p> <p>Access to the consultation: People with disabilities, especially sensory and cognitive disabilities may have difficulties accessing the consultation documentation.</p>
c) Mitigating Actions for Disability	<p>KCC will work with local organisations in Sheppey to address local need and develop alternative local Day Care provision.</p> <p>Appropriate support and transport will be considered for those who need it to access Day Care provision; KCC are working with local businesses to review transportation options.</p> <p>Future care reviews will need to continue to be mindful of the needs of this protected group.</p>

	Access to the Consultation: The public consultation documents are available in alternative formats and a dedicated email and telephone line with voicemail has been set up to allow for alternative methods for responses and feedback to be provided to the Council.
d) Responsible Officer for Mitigating Actions – Disability	Sydney Hill – Interim Director Adult Social Care and Health
21. Negative Impacts and Mitigating actions for Sex	
a) Are there negative impacts for Sex? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Sex	N/A
c) Mitigating Actions for Sex	In line with Age and Disability above, any options for future provision in the event of permanently closing Blackburn Lodge will take into account views and wishes.
d) Responsible Officer for Mitigating Actions – Sex	Sydney Hill – Interim Director Adult Social Care and Health
22. Negative Impacts and Mitigating actions for Gender identity/transgender	
a) Are there negative impacts for Gender identity/transgender? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	This is currently unknown; no data on gender identity/transgender is collected at present.
b) Details of Negative Impacts for Gender identity/transgender	N/A
c) Mitigating actions for Gender identity/transgender	If it is identified as part of future care reviews that this protected group may be affected by the proposals, the Council will ensure that any actions are taken in compliance with the February 2019 Adult Social Care and Health and Children and Young People Education policy ‘Supporting transgender users of our services’. This policy is designed to help staff in Adult and Children Social Care to offer the best service they can to trans users of Social Care services.
d) Responsible Officer for Mitigating Actions – Gender identity/transgender	Sydney Hill – Interim Director Adult Social Care and Health
23. Negative Impacts and Mitigating actions for Race	
a) Are there negative impacts for Race? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Race	N/A
c) Mitigating Actions for Race	100% of the former residents of Blackburn Lodge are White British. Future care reviews will need to continue to be mindful of the needs of people from all ethnicities.
d) Responsible Officer for Mitigating Actions – Race	Sydney Hill – Interim Director Adult Social Care and Health
24. Negative Impacts and Mitigating actions for Religion and belief	
a) Are there negative impacts for Religion and Belief? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	Yes.

b) Details of Negative Impacts for Religion and belief	Moving from one care home to another could negatively impact a person visiting their local, usual place of worship.
c) Mitigating Actions for Religion and belief	The Council will work with residents and their families to fully understand their individual circumstances and support these as best they are able. Future care reviews will need to continue to be mindful of the needs of this protected group.
d) Responsible Officer for Mitigating Actions – Religion and belief	Sydney Hill – Interim Director Adult Social Care and Health
25. Negative Impacts and Mitigating actions for Sexual Orientation	
a) Are there negative impacts for sexual orientation. <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Sexual Orientation	N/A
c) Mitigating Actions for Sexual Orientation	If it is identified that this protected group may be affected by the proposals, the council will ensure the key points from the LGBT Action Plan 2018: Improving the lives of Lesbian, Gay, Bisexual and Transgender people which was published in July 2018 will be considered.
d) Responsible Officer for Mitigating Actions – Sexual Orientation	Sydney Hill – Interim Director Adult Social Care and Health
26. Negative Impacts and Mitigating actions for Pregnancy and Maternity	
a) Are there negative impacts for Pregnancy and Maternity? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	Yes
b) Details of Negative Impacts for Pregnancy and Maternity	There is a potential negative impact on people who are pregnant and visited family and friends regularly at Blackburn Lodge, and now it may be more difficult if they continue to live further away. Pregnant people providing transport to people we support may be disadvantaged if they are travelling further afield to visit family members. The impact on this protected group will be further understood through the consultation. We will consider the views and wishes of residents who are married or in civil partnerships and continue to be mindful of the needs of this protected group.
c) Mitigating Actions for Pregnancy and Maternity	The Council will work with residents and their families to fully understand their individual circumstances
d) Responsible Officer for Mitigating Actions – Pregnancy and Maternity	Sydney Hill – Interim Director Adult Social Care and Health
27. Negative Impacts and Mitigating actions for marriage and civil partnerships	
a) Are there negative impacts for Marriage and Civil Partnerships? <i>Answer: Yes/No (If yes, please also</i>	Yes

<i>complete sections b, c, and d).</i>	
b) Details of Negative Impacts for Marriage and Civil Partnerships	There is a potential negative impact on people whose partners may not have lived with them at Blackburn Lodge but visited regularly, and now it may be more difficult if they continue to live further away. The impact on this protected group will be further understood through the consultation. We will consider the views and wishes of residents who are married or in civil partnerships and continue to be mindful of the needs of this protected group.
c) Mitigating Actions for Marriage and Civil Partnerships	The Council will work with residents and their families to fully understand their individual circumstances and long term residential care options. Any future care reviews will consider the views and wishes of residents who are married or in civil partnerships and continue to be mindful of the needs of this protected group.
d) Responsible Officer for Mitigating Actions - Marriage and Civil Partnerships	Sydney Hill - Interim Director Adult Social Care and Health
28. Negative Impacts and Mitigating actions for Carer's responsibilities	
a) Are there negative impacts for Carer's responsibilities? Answer: Yes/No (If yes, please also complete sections b, c, and d).	Yes
b) Details of Negative Impacts for Carer's Responsibilities	Day Care may act as respite for unpaid carers of attendees and these people may be affected if day care ceases or changes. Carers of people we support may be disadvantaged if the person they care for is no longer able to attend day care or suitable alternative. In addition, relatives of residents may be affected because their loved ones have moved further away.
c) Mitigating Actions for Carer's responsibilities	The Council will work with residents and their families to fully understand their individual circumstances and long term residential care options. Any future care reviews will consider the carers and the residents views and wishes and continue to be mindful of the needs of this protected group.
d) Responsible Officer for Mitigating Actions - Carer's Responsibilities	Sydney Hill - Interim Director Adult Social Care and Health

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DPIA Project Information

Title:

Consultation of the Future of Blackburn Lodge Care Home, Isle of Sheppey

Project ID:

241

Project Timeframe for Data Collection:

In less than 3 months

DPIA Screening Questions

Question Number	Question	Answer
1	I understand that, by selecting Yes, I am confirming I am the project manager for the project or activity for which this DPIA screening tool is being carried out.	No
2	I understand that by ticking this box I am confirming that I have undertaken the Data Protection Essentials training module on delta.	Yes
3	Is this project a change to an existing process, or is it a new processing activity?	New processing activity
4	Has a DPIA for this been previously submitted?	No
5	If a DPIA was submitted - Was legal advice recommended?	
6	When did the planning stage of this project begin?	1/15/2024
7	Is this screening tool for the use of a surveillance camera, including CCTV, dash cam and body worn cameras?	No
8	If Yes - Is this DPIA a proposal for a new deployment, or the expansion of an existing surveillance system?	
9	Which data protection regime will you be processing under?	UK GDPR
10	Please outline the project including the types of data, software, processors, and how the data will be used	<p>The future of Blackburn Lodge Care Home, Isle of Sheppey is currently subject a public consultation. The home was closed on emergency health and safety grounds in November 2023 following a safety inspection.</p> <p>On Tuesday 20 February, former Residents, Day Care users and their selected relatives (advocates listed on Mosaic) were contacted via Royal Mail (with the exception of 2 relatives who</p>

were contacted via email) to advise that a public consultation on the future of Blackburn will commence Wednesday 28 February 2024.

A second letter was posted to the same people listed above which contained a paper copy of the Consultation Document, questionnaire and a SAE inviting them to submit feedback on the Consultation Document/ future of Blackburn Lodge.

Data processed to inform people of the consultation was name, address, email (for the odd 2) and connection to the former resident or day care user of Blackburn Lodge.

Feedback can be made via post, dedicated email, dedicated telephone line, or via the 'Let's Talk' website which allows submission of the questionnaire electronically.

Feedback collected via the questionnaire (paper or online) asks 'are you responding as.., 'partial postcode' 'views on the Council's proposal' 'views on EqIA in relation to Blackburn Lodge'. The final 'more about you section' asks information in relation to male/female, age group, are you a carer, do you consider yourself to be disabled as set out in the Equality Act 2010, religious belief and religious group. Please note the questionnaire, again, whether paper or online clearly states 'If you would rather not answer any of these questions, you don't have to.'

A full report that includes all feedback and views will be presented at the Council's Cabinet meeting that takes place in July, where a final decision on the future of Blackburn Lodge will be decided. This report will not contain any personal data and will therefore remain anonymous.

I have attached a copy of the questionnaire to this DPIA.

Process personal data which could result in a risk of physical harm in the event of a personal data breach?

11

Within your project are you planning to:

12

Or are you planning to:

Process sensitive data or data of a highly personal nature?

Process data concerning vulnerable data subjects?

13

Additional Information

DPIA Core Questions

Question Number	Question	Answer
1	What is your project aim?	<p>Blackburn Lodge is a Council owned residential care home and older person’s day care centre in Sheerness on the Isle of Sheppey. It was closed on emergency health and safety grounds on 10 November 2023 following a safety inspection that identified high levels of iron in the piped water. All thirteen permanent residents were moved to alternative, temporary residential accommodation on the same day (10 November 2023). The older people’s day care service was also suspended, with alternative arrangements for every person considered by the local community team.</p> <p>To ensure that future needs can be met effectively on the Isle of Sheppey, the Council is actively engaging with the Borough Council, businesses and organisations. This work is important to undertake whether Blackburn Lodge is re-opened or permanently closed, because the Council needs a good understanding of the future needs and possibilities for supporting people who live on the Isle of Sheppey. The Council is working with local people, the Borough Council and local organisations to develop services on the Isle of Sheppey that meet the needs of local people and are fit for the future.</p> <p>A decision is sought on the future of Blackburn Lodge through a public consultation with residents, people who draw on care and support, their families and carers and the public generally.</p> <p>A key decision on the future of Blackburn Lodge is required to be considered at Cabinet Committee in July 2024. Therefore KCC has entered into a 10-week public consultation exercise to seek views on the above. The consultation will, explain the rationale for the proposal, provide the opportunity for people to give their views on the proposed closure, and allow for testing the assumptions in the Equality Impact Assessment (EqIA).</p> <p>Due to the nature of the emergency closure the</p>

2

Are all of the categories of personal data identified in the data question necessary for you to achieve this aim?

Council have written to the former residents and people drawing on day care provision and their advocates (relatives or friends) to invite them to provide feedback and their views on the Council proposal in the Consultation Document on the future of Blackburn Lodge.

Two sets of data was extracted from Mosaic.

Data set 1:

1. ID
2. Name
3. Element Type, eg, Day Care or Residential
4. Start and End Date
5. Address including postcode
6. Key Relation/ Advocate Name
7. Key Relation/ Advocate relationship type, e.g., NOK
8. Key Relation/ Advocate Address including postcode (if unavailable email address)
9. Communication needs
10. Date of Death

Data set 1 was extracted from Mosaic to allow the project team to a create factual report on the number of former residents and day care users at Blackburn Lodge.

Due to the nature of the emergency closure the this data set enabled the project team to contact former residents and day care users to advise of the upcoming public consultation and invite them to share their views and feedback.

Data set also provided date of death which prevented the project team insensitively writing to someone who has passed away. The project team sought advice from the Community Teams in relation to contacting known relatives of those who have passed away. The Community Team made contact with the known relatives to confirm whether they would like to receive correspondence in relation to Blackburn Lodge. The project team only contacted those in agreement. Those that declined were removed from the master data sheets.

Data set 2:

Collected data for protected categories to assist with the completion of the EqIA. This data was extracted in such a way that the project team are

		<p>unable to identify individuals. e.g, <10 divorced, <10 married.</p> <p>Information fields extracted were, gender, ethnicity, religion, martial status, sexual orientation, health condition - please note health condition was extracted as this allowed the project team to provide information in the correct format, e.g, person requires letters to be sent in 25 point font.</p> <p>The project team believes that data that was extracted was necessary to complete the EqIA and send correspondence to former residents, day care users and their relatives/advocates.</p> <p>Again, to reiterate, those who did not wish to be contacted were removed from the master document.</p>
3	What are the categories of data subjects whose data will be processed?	<p>Data that was collected for former residents and day care users of Blackburn Lodge and their advocates/relatives.</p> <p>Advocate details were extracted to allow contact to made to those whose circumstances may restrict their ability to to respond and provide their views on the future of Blackburn Lodge.</p>
4	What is the nature of the relationship with the individual?	<p>Other</p> <p>As a local authority, KCC is in a position of power compared to data subjects</p> <p>KCC are asking members of the public to provide their feedback and views on the future of Blackburn Lodge</p>
5	Are there any other organisations other than KCC who will be involved in this project?	Processor
6	Please name the organisations and their roles.	<p>Data sets have been extracted from Mosaic via Power BI. Data is saved as a Microsoft Excel document and is saved in a dedicated Blackburn Lodge MS Teams site. The MS Team site is restricted and only those who require access to the data have access to the MS Team Site.</p> <p>It is worth noting that the online questionnaires are completed via KCC's Let's Talk website which is managed by the Engagement and Consultation Team. This team has access to the responses</p>

		and has provided a log in for a member of the project team to upload any paper copies received. Before a log in was provided the Engagement and Consultation Team ensured the member of staff was compliment with KCC mandatory training and was familiar with KCC policies to help mitigate risks of data sharing etc.
7	Tick to confirm which of the following you have in place with the organisations	None of the above
8	How will the personal data be collected?	Collected from the individual by another KCC team Collected directly from the individual by your team
9	How will the personal data be collected from the individual?	Online survey/form Paper survey/form Phone call Other Personal data has been extracted via Mosaic. The previous residents and day care users of Blackburn Lodge, their relatives and the public have an opportunity to respond to KCC and provide their feedback on the the consultation on the future of Blackburn Lodge. This can be via various methods, dedicated telephone line, dedicated email address, paper questionnaire and online questionnaire. To clarify, the questionnaire asks for views on the proposal, partial postcode and has a 'more about you' section (which clearly states 'if you would rather not answer any of these questions, you don't have to'. I can/will attach a copy of the questionnaire to this DPIA .
10	Will the data be shared with:	Your KCC team A different KCC team Other Data extraction from Mosaic via Power BI is shared with the project team within the Innovation Delivery Team, ASCH, to allow correspondence.



The dedicated telephone line is monitored by the project team and members of the PMO within the Innovation Delivery Team.

The dedicated mailbox and paper postal copies of the questionnaire are monitored by the project team.

The software used for the online questionnaire has some inbuilt analysis software, which will provide tables and graphs for quantitative questions. Any qualitative analysis will need to be carried out by the consulting service.

11

Do you have a copy of the privacy notice that data subjects will be provided with at the point their data is collected?

Yes

12

Does the privacy notice state that data will be shared with your team for the purpose you will be using it for?

Yes

13

How will the data be shared with your team securely?

The dedicated telephone log and mailbox log is saved as a Microsoft Excel document in an MS Teams site.

Postal copies of the questionnaire are stored in a secure cupboard until they are scanned and logged onto the master questionnaire log. Paper copies will be disposed of in the secure blue bin.

Data extracted from Mosaic via Power BI has been emailed to the project team and saved in the MS Teams site. (Email copies are deleted)

Online questionnaire is downloaded weekly and emailed to the project team as an excel document - this is password protected and saved in the MS Team site.

Please note emails containing data are saved securely on the dedicated MS Team site which is restricted to only those who require access. Email copies of this data is deleted from the project team's email account.

		All members of the project team have completed IG and GDPR training.
14	What steps will you take to ensure the data you collect and/or use is accurate?	Data collection over the phone will be completed in a professional manner and the team will recite detail back to the caller.
15	In what system(s) will the data be stored?	Detail collected in other formats is reliant on the individual completing at the source. Teams SharePoint OneDrive
16	Where are the servers for the system(s) located?	UK
17	What is the current state of technology in this area?	The project team have been using shared areas, MS Teams and Outlook for many years. Adequate training is available to KCC staff for all software used within KCC and various guides are available on Knet to support such software.
18	How will the security of the data be ensured when it is transferred outside of the UK?	Not applicable, the data will only be stored on servers (including back-up servers) in the UK
19	How will the security of the data be ensured in transit and at rest?	Paper files will be stored in locked storage in a KCC office Users will have different levels of access to ensure only people who need to access the data have access to it
20	Are there any prior concerns over this type of processing or any security flaws	None that I am aware of.
21	Please tick to confirm the following statement is true:	I am assured that the personal data being processed in this project is protected in transit and at rest from unauthorised access and loss.
22	Describe how the personal data will be used to achieve your project aim	Data set 1 is the only data that contained personal details and this was required to correspond with former residents and day care users to invite them to share their views in relation to the future of Blackburn Lodge. Responses via questionnaire - whether electronic or postal does not ask for personal data (only partial post code) - we may use the partial postcode to analyse the geographical spread of

		<p>responses and in some cases to understand in more detail how responses are impacted by location. We have only asked for the first five characters of your postcode to avoid being able to identify specific households in less populated areas.</p> <p>The responses and feedback provided on the consultation for Blackburn Lodge will be used to create a report for the Cabinet Committee meeting to assist with the key decision in July. This information will not contain information related any of the individuals that have submitted responses.</p>
23	How long will the data be retained for?	<p>As per KCC's Retention Policy, we will hold any personal information provided by the individual in the questionnaire for up to six years following the closure of a consultation.</p> <p>Reference number: AS3.2 - Innovation Delivery Team, AS3.2.2</p>
24	Is the same retention period cited in all documentation?	Yes
25	At the end of the retention period will the data be:	Deleted
26	What processes do you have in place to ensure that the retention period is adhered to?	<p>We will have a process in place to ensure we know when the retention period ends</p> <p>We will keep a record of what happens to the data at the end of the retention period</p> <p>We will make sure a member of the team has responsibility for the steps to be followed</p>
27	Please tick to confirm the following statement is true	I am assured that there are adequate processes in place to ensure retention periods are adhered to, in line with the Article 5 principle of storage limitation in the UK GDPR
28	Is there a KCC privacy notice for this use of personal data?	There is a published KCC privacy notice for this use of personal data
29	Please link to the draft/ published privacy notice	https://letstalk.kent.gov.uk/privacy
30	Is there an easy read privacy notice for this use of personal data?	There will not be an easy read privacy notice for this use of personal data
31	How will you ensure data subjects read the privacy notice and understand how	<p>We will provide a paper copy of the privacy notice</p> <p>We will link to the privacy notice on our</p>

	their data will be used at the point of data collection?	webpages
32	How will you support data subject rights	<p>Easy Read Consultation documents have been uploaded to the Let's Talk website and the Consultation Document mentions that alternative formats are available on request.</p> <p>The project team are monitoring mailboxes and phone lines daily, and the questionnaires (online and weekly) for responses. The project team are on hand to deal with any requests of this nature and guidance has been shared within the Consultation Document and then Questionnaire.</p> <p>Participants will have their rights as set out in the data protection legislation regarding their personal information. This includes:</p> <ul style="list-style-type: none"> • the right to be informed about the collection and the use of their personal data. • the right to access personal data and supplementary information. • the right to have inaccurate personal data rectified or completed if it is incomplete. • the right to erasure (to be forgotten) in certain circumstances. • the right to restrict processing in certain circumstances. • the right to data portability, which allows the data subject to obtain and reuse their personal data for their own purposes across different services. • the right to object to processing in certain circumstances. • rights in relation to automated decision making and profiling. • the right to withdraw consent at any time (where relevant) <p>- Individuals can withdraw from this process at any time by contacting the contracted provider directly during the process of setting up/training.</p> <ul style="list-style-type: none"> • the right to complain to the Information Commissioner
33	What measures will you put in place to prevent data being used beyond the purposes outlined in your privacy notice?	Limit access to the storage location to only those who require access for specified purposes
34	Are there any current issues of public concern that you should factor in?	There has been various media coverage in relation to Blackburn Lodge - this is monitored by

		the project team and the Communication and Engagement team.
35	Consultation: Please summarise the responses of data subjects you have consulted with on the topic of this project.	<p>Data set 1 provided the project team with detail to enable communication to give notice of the upcoming consultation and invite them to share their views with the Council via various methods on the future of Blackburn Lodge, e.g, postal, online, dedicated email box and telephone line.</p> <p>A public consultation page launched on 'Let's Talk' which contained links and information on the public consultation. Responding to the public consultation encourages members of the public to 'have their say'. Those responding to the consultation have an understanding, by way of the privacy notice and consultation document, that their views will be collated to compile a report for the Cabinet Committee to form part of the Key Decision in July.</p>
36	Consultation: ICT Compliance and Risk	We have not consulted with ICT in relation to the public consultation on the future of Blackburn Lodge as the consultation questionnaire is complete online via 'Let's Talk' and is a trusted source/method to KCC.
37	Consultation: Please summarise the Caldicott Guardian's response and any recommendations	Not applicable as this project does not include any processing of social care or health data.
38	Consultation : please summarise the responses and recommendations of any other individuals or organisations you have consulted with.	<p>The project team have consulted with the Senior Responsible Officer (SRO), DMT, Cabinet Member for ASCH and various Subject Matter Experts (SME) within Communications and the Consultation team.</p> <p>The project team worked closely with the Consultation and Engagement Lead to compile a comprehensive Consultation Plan which was approved and signed off prior to the launch of the public consultation on the future of Blackburn Lodge.</p> <p>Conversations and meetings that took place were to fact check information for the consultation plan and to determine how the consultation was going to be rolled out - all this information is carefully collated in the Consultation plan that was signed off by the SRO before launch.</p>
39	Are you signed up to any approved code of conduct or certification scheme?	

40

When is the processing of
personal data for this project
due to begin?

Other

Data Collection

Data Category	Data being Collected
Basic Data	Name Address Postcode Identification number Telephone/mobile number Email address
Basic Data	Name Address Postcode Identification number Telephone/mobile number Email address
Basic Data	Name Address Postcode Identification number Telephone/mobile number Email address
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Telephone/mobile number

Email address



Basic Data

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Basic Data

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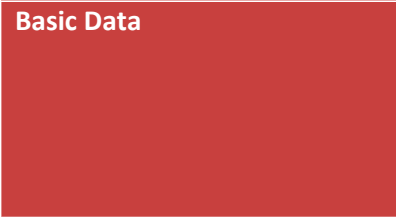
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Basic Data

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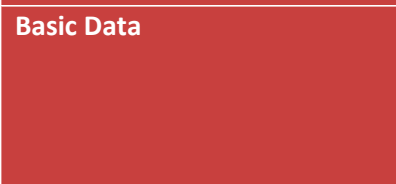
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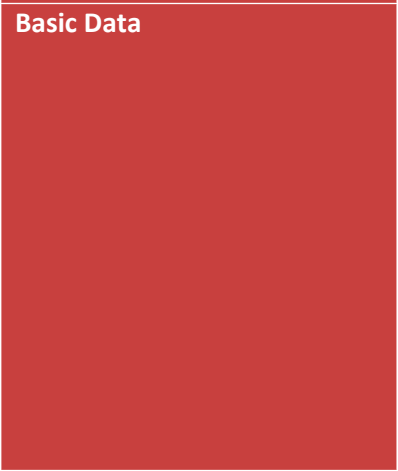


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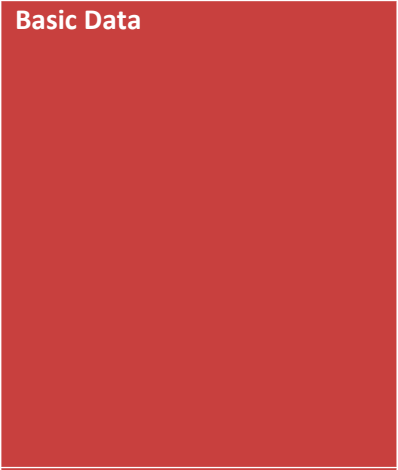


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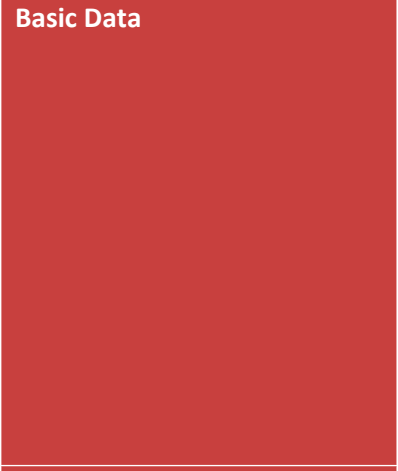
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Special Category Data	Physical or mental health
Criminal Offence Data (UK GDPR)	No data is being collected under this category
Criminal Offence Data (DPA Part 3)	No data is being collected under this category
Surveillance Camera	No data is being collected under this category

Data Collection Questions

Data Group	Question Number	Question	Answer
Basic Data	1	The Article 6 lawful basis for this processing activity is:	(e) Necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller. Please note you will be required to state the name and section of the legislation which gives you the power.–Not applicable to this project
Basic Data	2	Please outline which element of the project relies on the identified lawful basis	The Care Act 2014 includes provisions for consultation on care homes. The Act and its accompanying guidance outline the framework for local authorities to consult with individuals and relevant parties when making decisions about care and support services, including care homes. This is part of the broader duty to involve people in decisions that affect them and to ensure that services meet the needs of the community.
Special Category Data	1	Please identify the Article 9 basis being relied upon for the processing of special category data	(i) Necessary for reasons of public interest in the area of public health (subject to a DPIA 18 condition)–(g) Necessary for substantial public interest (on the basis of a DPA 18 condition) and which shall be proportionate to the aim pursued, respect the essence of the right to data protection, and provide for suitable and specific measures to safeguard the fundamental rights and interests of data subjects
Special Category Data	2	If you are relying on condition (a) please state which element of the project relies on explicit consent, and outline the process	This condition is not being relied upon.

		you have for collecting, recording, and withdrawing consent	
Special Category Data	3	If you are relying on condition (b), (h), (i), and/or (j) you must also identify at least one of the additional conditions from Schedule 1, Part 1 of the DPA 2018	Not applicable to this project
Special Category Data	4	If you are relying on condition (b), (h), (i) and/or (j) you must outline which element of the project relies on this condition	These conditions are not being relied upon.
Special Category Data	5	If you are relying on condition (g) you must identify at least one of the additional conditions from Schedule 1 Part 2 of the DPA 2018	(6) Statutory and government purposes
Special Category Data	6	If you are relying on condition (g) (substantial public interest) you must outline which element of the project relies on this condition	All elements of this project rely on this condition.
Special Category Data	7	If you are relying on condition (c), (d), (e), and/or (f) you must outline which element of the project relies on this condition	Not applicable to this project.

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From: Dan Watkins, Cabinet Member for Adult Social Care and Public Health
Richard Smith, Corporate Director Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 19 September 2024

Subject: **ADULT SOCIAL CARE AND HEALTH PERFORMANCE Q1 2024/2025**

Classification: Unrestricted

Previous Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper provides the Adult Social Care Cabinet Committee with an update on adult social care activity and performance during Quarter 1 for 2024/2025.

Quarter 1 continued an increasing trend in demand for adult social care; Incoming Care Needs Assessments, Safeguarding Concerns received, people needing support with mental health needs and all saw continuations of upward trends.

Adult social care continued to manage these trends. The proportion of Care Needs Assessments delivered in 28 days (ASCH 2), the number of people requiring a review on the last day of the quarter and the number of Care Needs Assessments that needed completing on the last day of the quarter all showed improvements despite the incoming demand. The percentage of people who had their contact resolved but then made contact again within 3 months (ASCH 1) and the proportion of people in receipt of a Direct Payment (ASCH 3) also moved in a positive direction.

Recommendation: The Adult Social Care Cabinet Committee is asked to **NOTE** the performance of adult social care services in Quarter 1 2024/2025.

1. Introduction

- 1.1 A core function of the Cabinet Committee is to review the performance of services which fall within its remit. This report provides an overview of the Key Performance Indicators (KPI) for Kent County Council's (KCC) adult social care services. It includes the KPIs presented to Cabinet via the KCC Quarterly Performance Report (QPR).
- 1.2 Appendix 1 contains the full table of KPIs and activity measures with performance over previous quarters and where appropriate against agreed targets.

2. Overview of Performance

- 2.1 20,418 people contacted adult social care in Quarter 1. The percentage of people who re-contacted adult social care, having previously had contact resolved with advice and information moved to 4%, which is below the upper threshold of 9% and a decrease from Quarter 4 2023/2024. Each quarter in 2023/2024 was either 4% or 5%.
- 2.2 Where there are recurring contacts, work is ongoing to analyse the arising themes and these are forming part of the work on the new Adult Social Care Connect Service. Guidance is provided to external agencies to assist in signposting people to alternative support where appropriate.
- 2.3 In Quarter 1, adult social care completed 4,824 Care Needs Assessments. This was higher than the volume of Care Needs Assessments incoming in the quarter which meant the number of assessments needing to be completed at the end of the quarter reduced between Quarter 4 2023/2024 and Quarter 1 2024/2025. This is despite a rise in new assessments to be undertaken. 4,817 assessments were incoming in Quarter 1.
- 2.4 The proportion of Care Needs Assessments completed within 28 days (ASCH 2) in Quarter 1 was 75%, 9% higher than the previous Quarter 1 in 2023/2024. This measure now sits at the floor threshold of 75% and is RAG Rated Amber from being previously Red.
- 2.5 Adult Social Care remains committed to, and prioritises, carrying out Care Needs Assessments promptly and actions are in place to meet the rising demand of incoming Care Needs Assessments. Each locality team promotes the use of digital assessment tools and will guide people toward suitable support through enablement and prevention where appropriate.
- 2.6 857 Carers' Assessments were completed in Quarter 1 by both the Carers' Organisations and adult social care. 898 assessments were incoming in the quarter. Engagement events have been delivered by the inclusion team and have provided useful intelligence on the needs of carers and work is currently underway to look at the future offer made to carers.
- 2.7 Following the completion of a Care Needs Assessment, if a person is assessed as having eligible care and support needs they will receive a Care and Support Plan. This plan details how they will be supported and outlines the type of services they may receive. At the end of Quarter 1, 16,880 people had an active Care and Support Plan. 983 of the people supported in Quarter 1 were aged 18-25 and had involvement from the Strengthening Independence Service in the Children, Young People and Education Directorate. Where services are required to meet a person's needs a support package will be arranged. In Quarter 1, 2,017 new packages of care and support were arranged, compared to 2,292 in Quarter 4. These figures are likely to change as the client recording system is updated in the coming weeks. The average weekly cost of a new care and support package rose to £733 in Quarter 1. Often, at the start of a new financial year, the cost of packages is 'uplifted' to

reflect inflation – this will have contributed to the increase seen in the measure from £649 in Quarter 4.

- 2.8 2,315 annual reviews of a Care and Support Plan were completed in Quarter 1. This figure was higher than the number of annual reviews which were scheduled for the quarter, meaning the number of people requiring an annual review to be completed on the last day of the quarter fell by 9% in Quarter 1 to 5,526. A similar pattern can be seen in first reviews due at 6-8 weeks. 2,060 were completed in Quarter 1 and the number awaiting completion at the end of Quarter 1 also fell by 9% to 2,561. Adult social care continue to prioritise working on reviews as part of their Performance Assurance Framework.
- 2.9 The Kent Enablement at Home (KEaH) Service aims to keep people independent in their home with an offer of a short-term reablement service. In Quarter 1, the number of people in Kent Enablement at Home rose to 1,781, the highest level it has been since the beginning of the previous financial year. A 28% increase in people starting the service can be seen as a large contributing factor in this.
- 2.10 Residential or nursing care can be offered to a person on a temporary basis, usually while their long-term needs are assessed but also through planned pathways such as respite. These are arranged both by the community teams and through hospital discharge pathways. There were 1,282 people in Short-Term Beds in Quarter 1, an increase when compared to the previous quarter. The proportion of people in a Short-Term Bed for longer than 6 weeks has decreased for a second successive quarter.
- 2.11 Adult social care work to ensure that people are in a Short-Term Bed for only the time that they need to be. In the latest quarter, 83% of older people (65 or over) were still at home 91 days after discharge from hospital into reablement services (ASCH 4). This measure continues to perform above a floor threshold of 80% but below the 85% target.
- 2.12 Where appropriate, a Direct Payment can be offered to a person with eligible needs and can be an effective means of maintaining a person's independence and giving them clear control over their support. In Quarter 1, 26% of people supported were in receipt of a Direct Payment (ASCH 3). Despite increases in both the proportion and volume of people in receipt of a Direct Payment, this measure remains RAG Rated Amber with a target of 30%.
- 2.13 People aged over 65 will sometimes have their care and support needs met in a residential or nursing setting. In the 12 months to the end of Quarter 4, the admission rate was 612 per 100,000 of the population (ASCH 5). This KPI is now RAG Rated Amber, below the upper threshold of 617 but above the target of 588 per 100,000 population.
- 2.14 A reduction in the number of people who are admitted to a care home is an ambition of the Make a Difference Everyday principals. Adult social care aims to support people independently in their own homes for as long as possible, and this includes maximising enablement opportunities with services such as Kent Enablement at Home, Occupational Therapy, technology and home care.

- 2.15 In Quarter 1, the percentage of people supported in residential or nursing care where the Care Quality Commission (CQC) rating is Good or Outstanding (ASCH 6) rose to 77% - the highest proportion since Quarter 3 2022/2023. Despite this increase, this measure is still RAG Rated Amber. The proportion of people in homes rated Inadequate by CQC remains at 1%, with those rated Outstanding at 2%.
- 2.16 There is ongoing monitoring of care homes with identified concerns in place to support providers in delivering their action plans, to improve the quality of their homes and their CQC rating. It is important to note that when a care home has completed their action plan and made necessary improvements, there can be a delay in CQC reinspecting the home and reviewing their rating.
- 2.17 The number of people accessing adult social care and health services who have a mental health need continues to increase. In Quarter 1, 1,518 people were supported, a 3% increase on the previous quarter. The quarterly figure has risen 20% since Quarter 1 2022/2023.
- 2.18 The upward trend in activity continues to highlight the numbers of people who have a Mental Health need. People are increasingly recognising when they have a need for support for their mental health needs. The introduction of the Mental Health together model sees increased work within Kent and Medway Partnership Trust (KMPT) to redirect people to alternative provisions.
- 2.19 Applications received regarding Deprivation of Liberty Safeguards (DoLS) in Quarter 1 saw a reduction from Quarter 4 but the second highest quarterly total for incoming work we have seen – 2,540 incoming applications. 2,343 applications were completed in the quarter, 16% more than in the corresponding quarter the year before.
- 2.20 The automation of DoLS applications is working well and exploratory work is being carried out. The focus of this work is the impact of the changes and the increase in demand and is being led by the DoLS Head of Service. Dialogue continues with hospitals around applications that come through the hospital pathway.
- 2.21 The number of Safeguarding Concerns received continues to increase, with 5,291 received in Quarter 1. In comparison, Quarter 1 of 2022/2023 saw 3,606 concerns received – a 47% difference. 1,980 (38%) of the Safeguarding Concerns received in Quarter 1 were progressed to further enquiry.
- 2.22 Safeguarding enquiries open on the last day of the quarter also rose to 2,470 at the end of Quarter 1. This is despite 1,696 enquiries being completed – the highest completion volume recorded in a quarter. Work has begun to address the increased number of safeguarding concerns and enquiries open at the end of the quarter. The work started towards the end of Quarter 1 so the impact cannot yet be seen in the quarterly figures.
- 2.23 Once a Section 42 Safeguarding Enquiry has concluded, risk is assessed for the person for whom concern was raised. Quarter 1 saw the proportion of enquiries where risk was removed stay at 30%, with the proportion of enquiries

in which risk was reduced increase 2% to 59%. Enquiries where risk remained reduced to 11%. Where risk remains, adult social care put a plan in place to ensure that all mitigation measures are in position where the person at risk can be kept as safe as possible. Safeguarding audits are carried out on a quarterly basis to review the quality of completed work within Safeguarding. This ensures that good practice is celebrated and any learning is shared with Assistant Directors.

3. Conclusion

- 3.1 Quarter 1 continued an increasing trend in demand translating to pressure across adult social care. Incoming Care Needs Assessments, Safeguarding Concerns received and increasing activity for people with a Mental Health need go some way to demonstrate this position. Despite this, there are improvements in key areas, the timeliness of Care Needs Assessment delivery, the reduction in the number of people requiring a care and support plan review and the number of people being enabled through the Kent Enablement at Home service are examples of good performance in Quarter 1. Work continues within the teams to prioritise the incoming demand so that people are kept safe and maintain independence for as long as possible.

4. Recommendation

4.1 Recommendation: The Adult Social Care Cabinet Committee is asked to NOTE the performance of services in Quarter 1 2024/2025.

5. Background Documents

None

6. Report Author

Helen Groombridge
Adult Social Care and Health Performance Manager
03000 416180
helen.groombridge@kent.gov.uk

Relevant Director

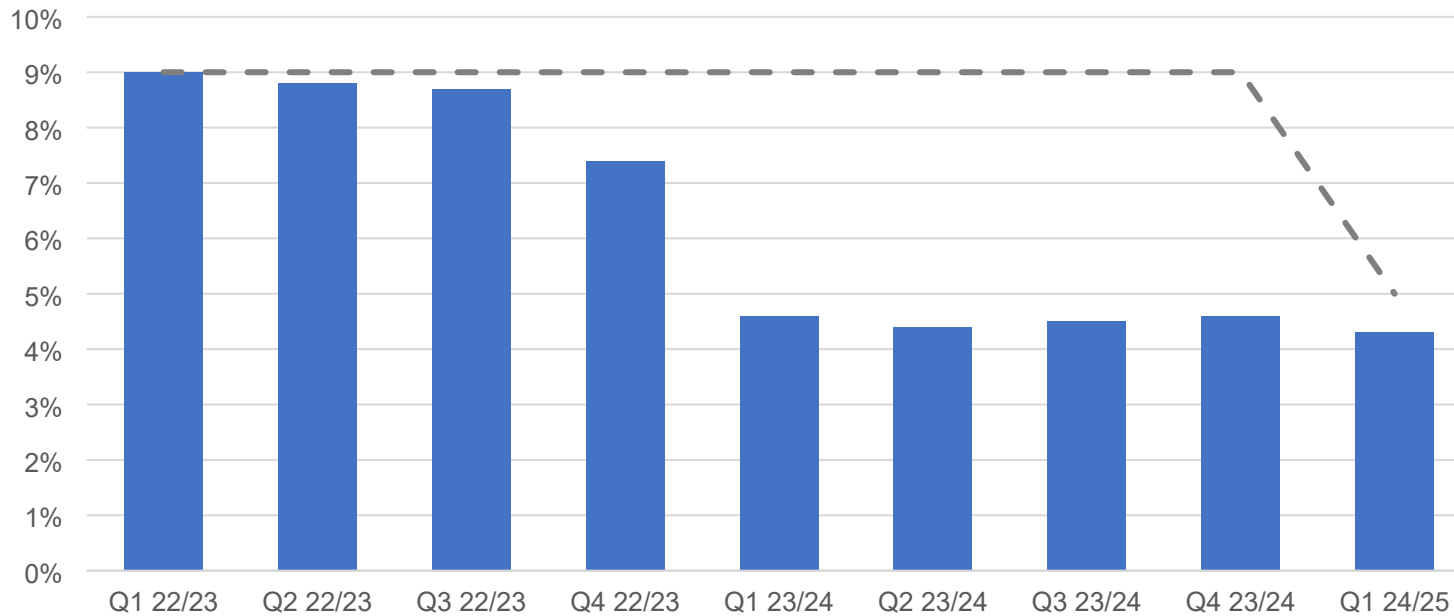
Paula Parker
Assistant Director, Transformation and Delivery Unit
03000 415443
paula.parker@kent.gov.uk

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Appendix 1: Adult Social Care and Health Key Performance Indicators and Activity Performance 2024/25

ASCH1: The percentage of people who have their contact resolved by Adult Social Care and Health (ASCH) but then make contact again within 3 months.

GREEN
↑



Technical Notes:

Target set at 5% (dotted line) with an upper threshold of 9%

The overall Direction of Travel is significant.

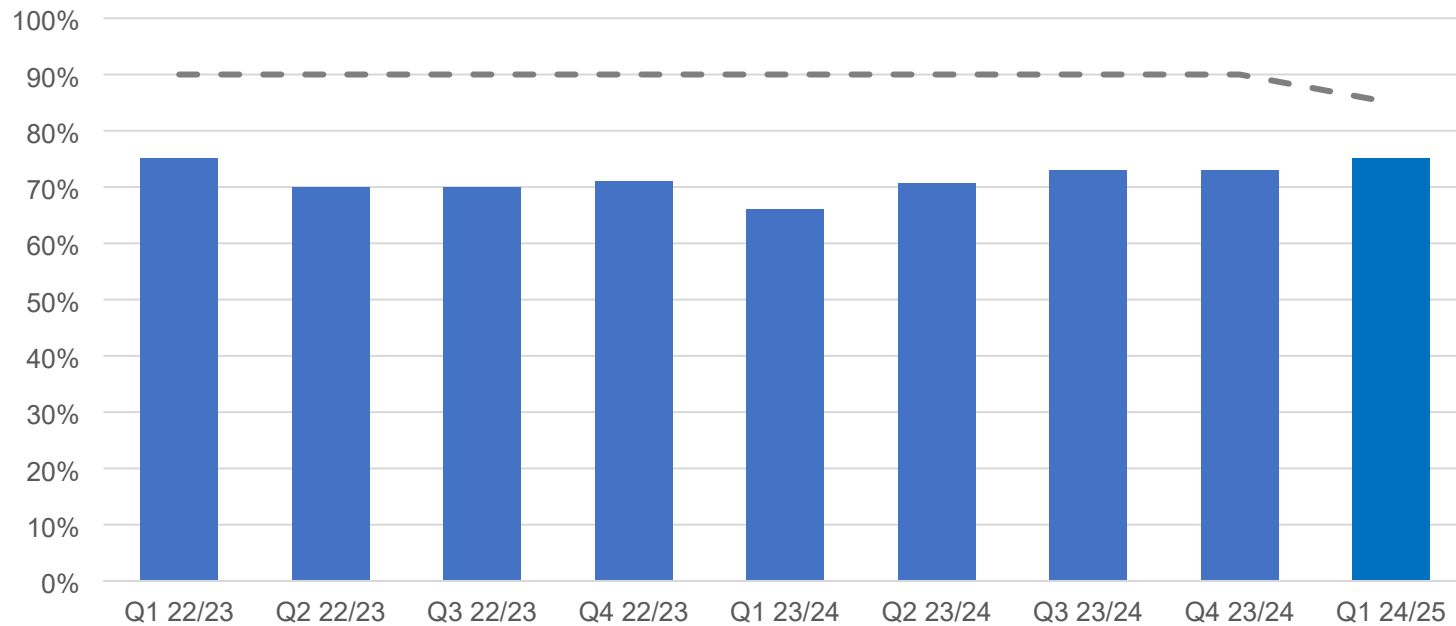
Please note axis does not end at 100%

Commentary:

Delivery on this measure continues to perform at target, even with a new target of 5% for 2024/25, with just 4% of people having their original contact resolved with no further action needed, by Adult Social Care, coming back to us within three months. Where there are recurring contacts, there is ongoing work to analyse the themes, and guidance provided for partners to signpost people to more appropriate support if necessary. For cases of repeated contact, efforts are underway to interpret the underlying patterns, and advice is being shared with partners on directing individuals towards more fitting support when needed.

ASCH2: The proportion of new Care Needs Assessments delivered within 28 days.

AMBER



Technical Notes:

Target set at 85% (dotted line) Floor Threshold of 75%.

The overall Direction of Travel is not significant.

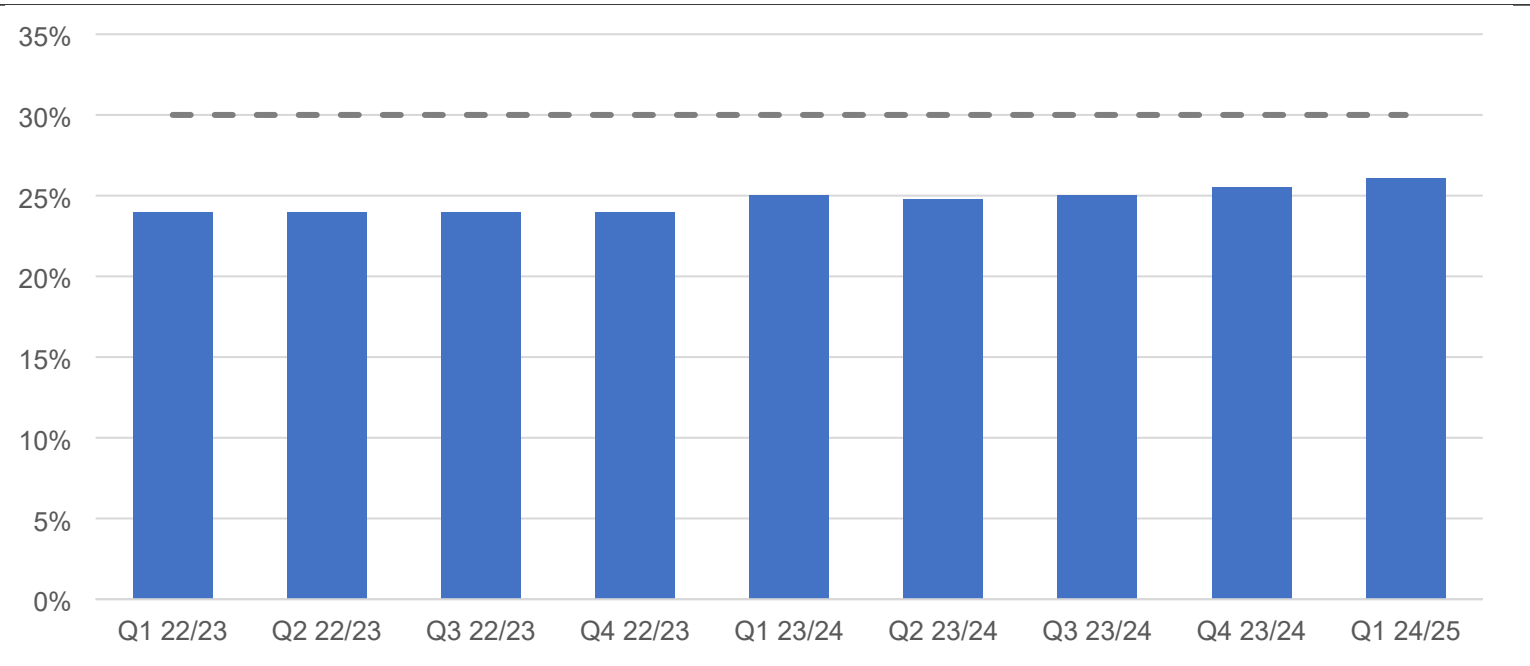
Q1 includes people with Learning Disabilities aged 18-25 with Children Young People and Education (CYPE).

Commentary:

Adult Social Care and Health remains committed to providing Care Needs Assessments promptly, there are discussions, and action in place to meet the rising demand for Care Needs Assessments. Each locality area has developed a recovery plan to help tackle the assessments, which involves utilizing digital assessment tools and guiding individuals towards suitable support through enablement and prevention where appropriate. There are competing demands across the county according to demographic challenges and resource issues, most notably in our urban and coastal areas.

ASCH3: The percentage of people in receipt of a Direct payment with Adult Social Care and Health

AMBER



Technical Notes:

Target set at 30% (dotted line) The floor threshold is 24%

Q1 24/25 includes people with Learning Disabilities aged 18-25 with Children Young People and Education (CYPE).

The overall Direction of Travel is significant.

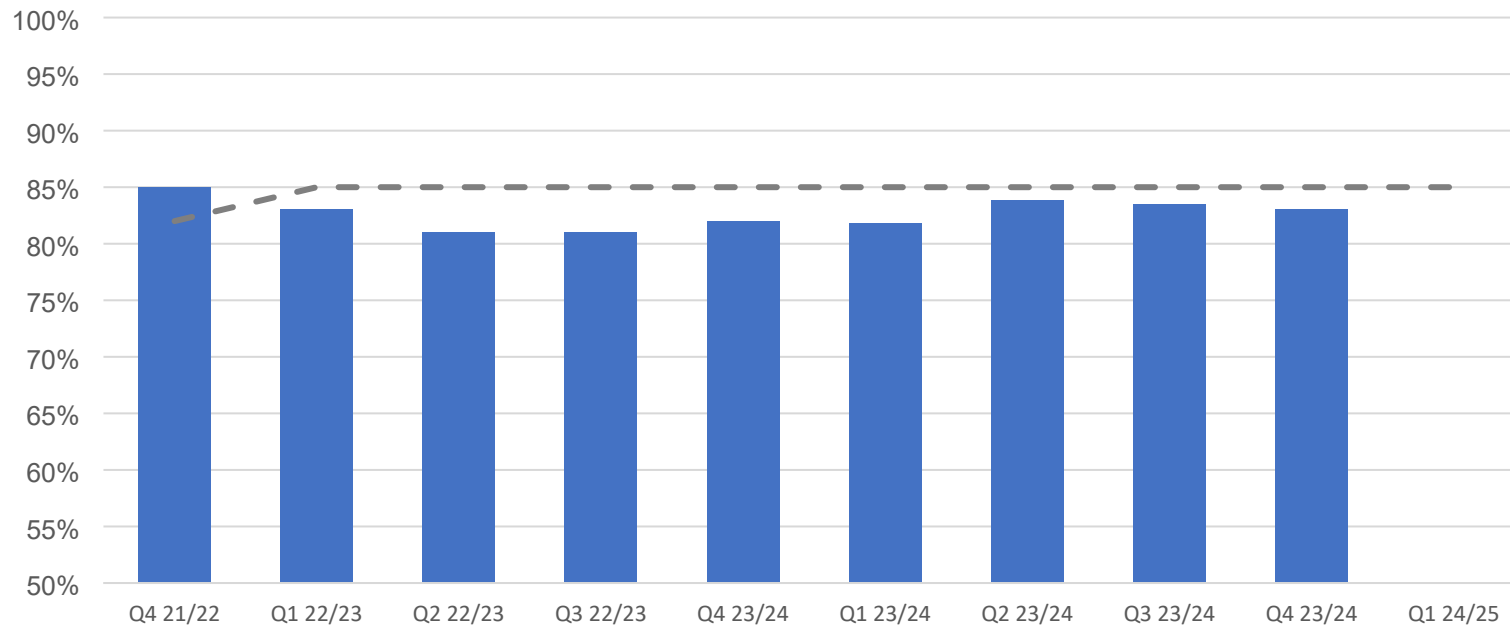
Please note axis does not end at 100.

Commentary:

People in receipt of a Direct Payment continues to rise in number and proportion, following a post COVID-19 pandemic high in Quarter 4 2023/24. The increases seen in people being in receipt of a Direct Payment who have mental health needs, are carers or have a learning disability also continued in Quarter 1 2024/25

ASCH4: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services

AMBER
↓



Technical Notes:

Target set at 85% (dotted line) with a floor threshold of 80% for 24/25

KPI runs a quarter in arrears to account for the 91-day time frame.

The overall Direction of Travel is significant.

Please note axis does not start at 0.

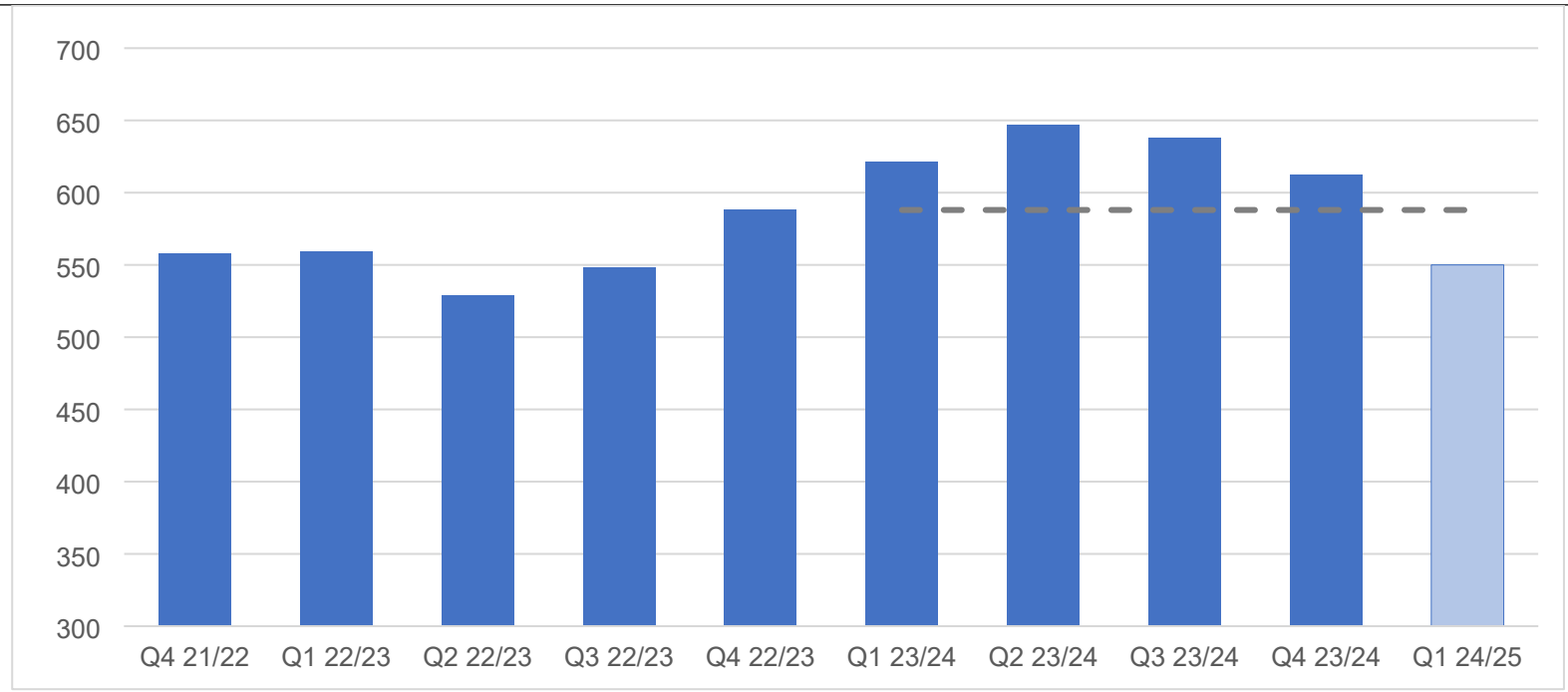
Better Care Fund Measure

Commentary:

There is still a high percentage of people who are still at home 91 days after discharge from hospital and who have received a reablement service despite it still being below the target of 85% and reducing to 83% in the latest quarter, by 1%. This indicates that the work of the Short-Term Pathways team and Occupational Therapy services are working effectively in supporting people to maintain their independence at home.

ASCH5: Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes

AMBER
↑



Technical Notes:

Target set at 588 (dot) with an upper threshold of 617.

Rate per 100,000 of the population

KPI runs a quarter in arrears to account for recent levels of late inputting.

The overall Direction of Travel is significant.

Q1, Q2 and Q3 2023/24 figures has been updated.

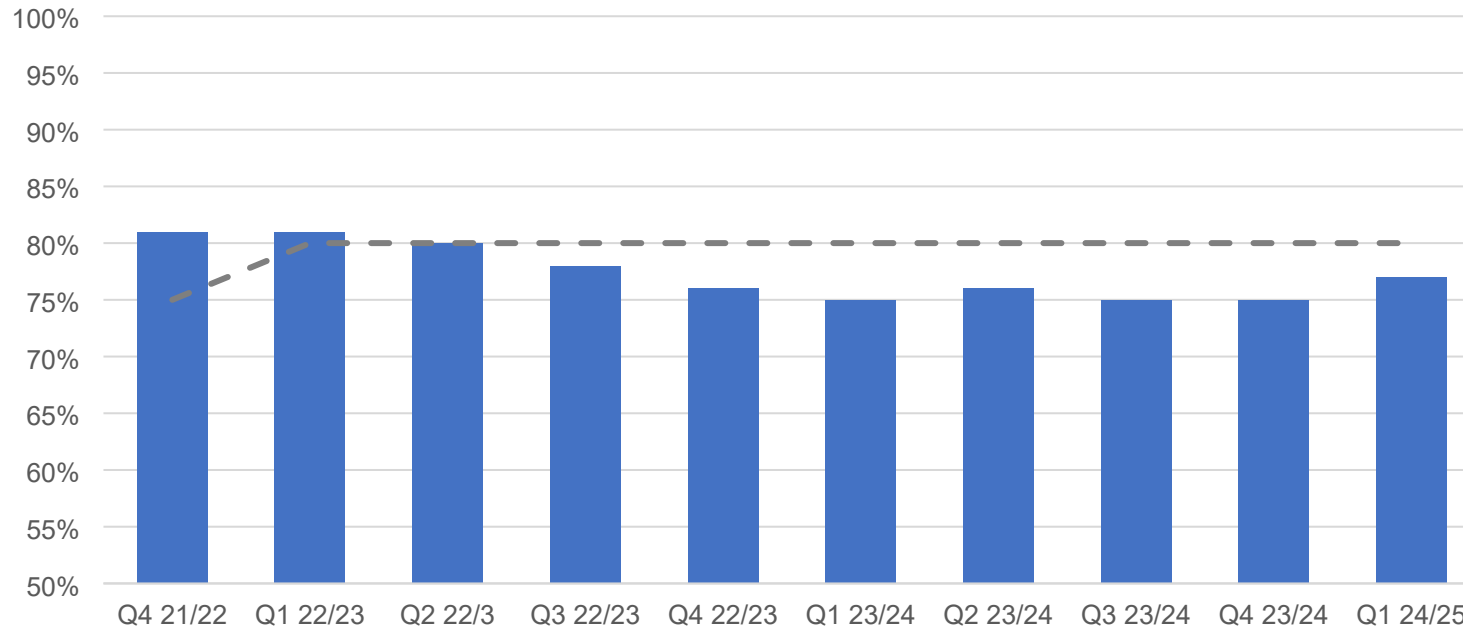
BCF Measure

Commentary: *At the request of Cabinet Committee members we have included figures for Q1, however the full time needed for this measure to have complete data and is subject to change.*

Reduction of admission to a care home is an ambition of the Make a Difference Everyday principals, Adult Social Care aims to support people to remain in their own homes for as long as possible. Placements from hospital continue and people who have funded their own care and whose funds fall below the threshold add to the numbers of people in residential and nursing care.

ASCH6: The % of Kent Count Council (KCC) supported people in residential or nursing care where the Care Quality Commission rating is Good or Outstanding

AMBER
↑



Technical Notes:

Target set at 80% (dotted line) with a floor threshold of 75%

The overall Direction of Travel is not significant.

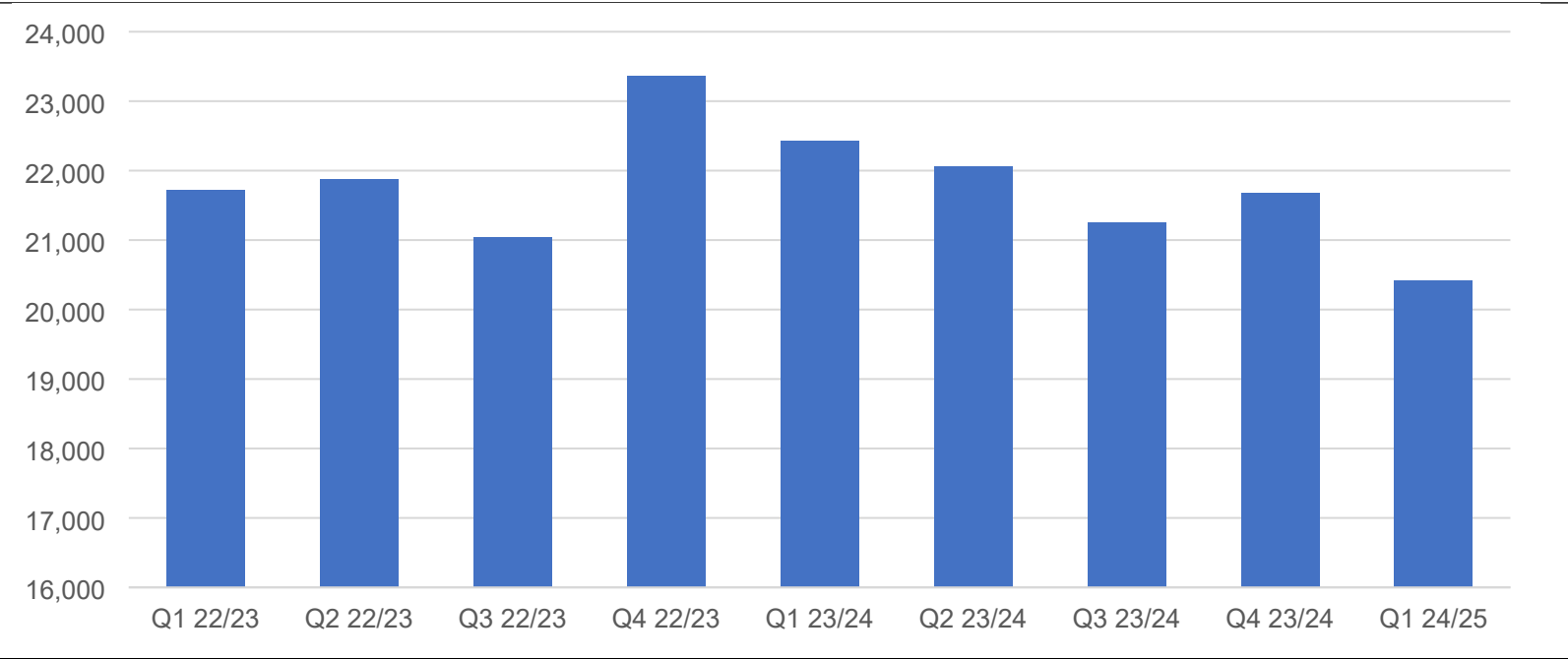
Please note axis does not start at 0.

Corporate Risk Register: CRR0015

Commentary:

Ongoing monitoring of care homes with identified concerns is in place to support providers to deliver on action plans to improve the quality of the home and the CQC rating. It is important to note when a care home has completed their action plan and made necessary improvements, there can be a delay in CQC reinspecting the home and reviewing the rating.

ASCH7: The number of people making contact with Adult Social Care and Health



Technical Notes:

Activity measure, no specified target

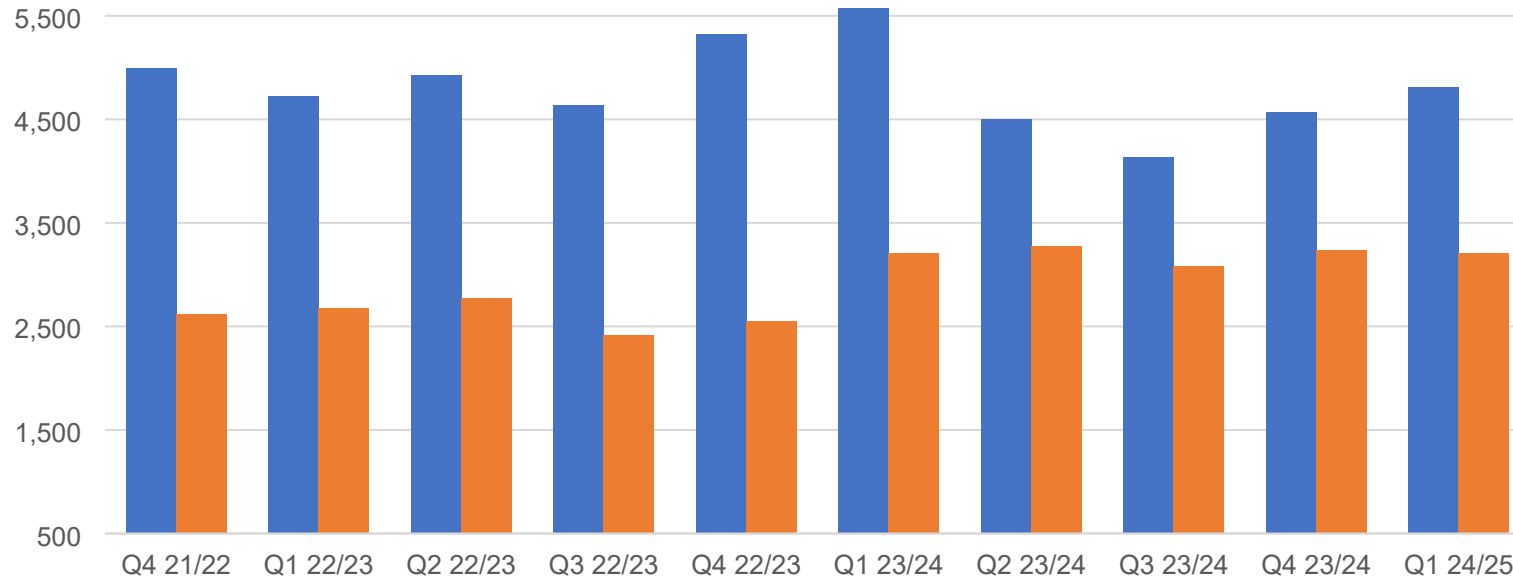
Includes all forms of contact.

Please note axis does not start at 0

Commentary:

Quarter 1 demonstrates a small decrease in the number of contacts coming into ASC, This has seen a decrease since Q4 and since last summer. Numbers however overall are steady and demonstrate a need for the service of ASCH. We continue to provide a response that is underpinned by early intervention, with a proportionate assessment of people's needs and circumstances, by promoting the use of equipment, technology and access to short term services including community micro enterprises.

ASCH8: Care Needs Assessments



Technical Notes:

Activity measure, no specified target

Please note axis does not start at 0.

Blue – New assessments to be undertaken.

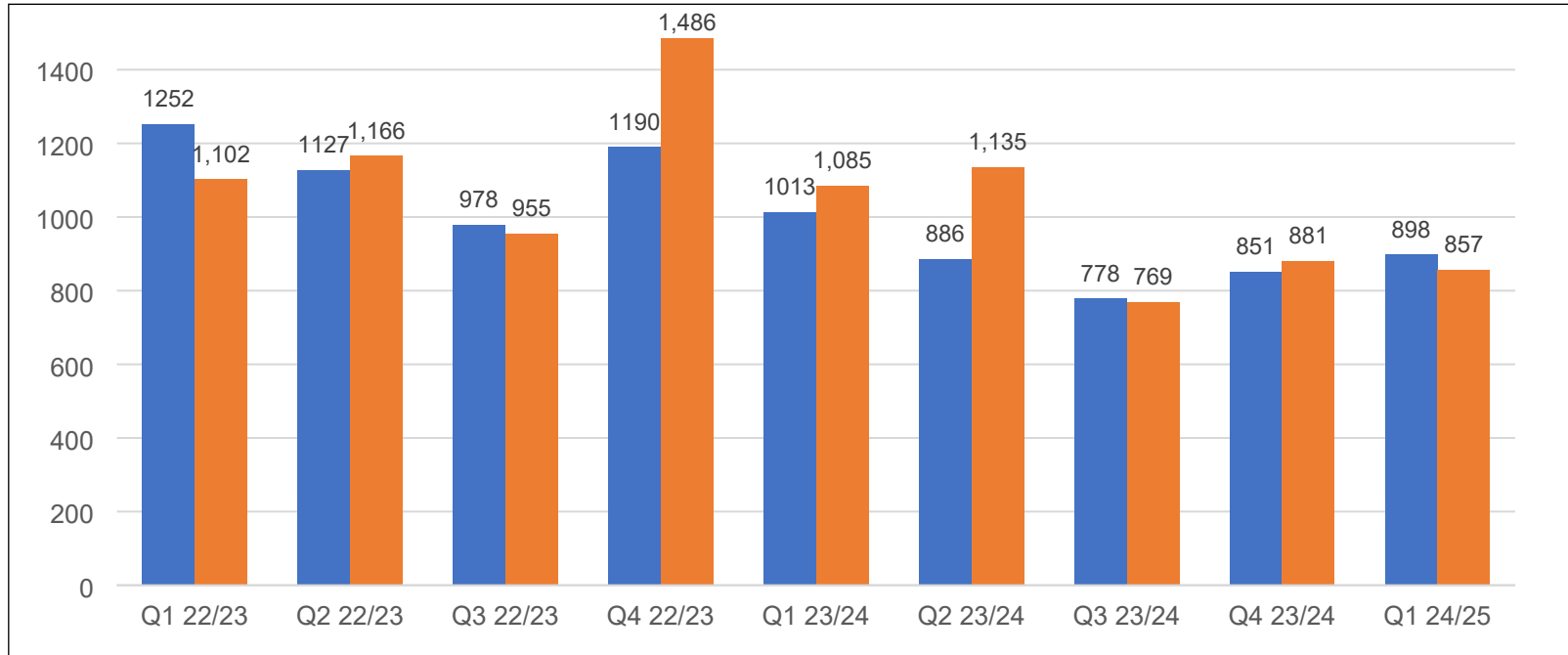
Orange – Assessment needing to be completed.

Q1 includes people with Learning Disabilities aged 18-25 with Children Young People and Education (CYPE).

Commentary:

Quarter 1 saw the number of Care Needs Assessments needing to be completed fall despite the number of new assessments to be undertaken rose to its highest level since the previous Quarter 1– a near 300 increase in incoming volume when compared to the previous quarter. Over 4,800 assessments were completed in Quarter 1 – the highest quarterly total since Quarter 4 22/23.

ASCH9: The number of new Carers' Assessments to be undertaken and the number delivered



Technical Notes:

Activity measure, no specified target

Blue – carer assessments to be undertaken

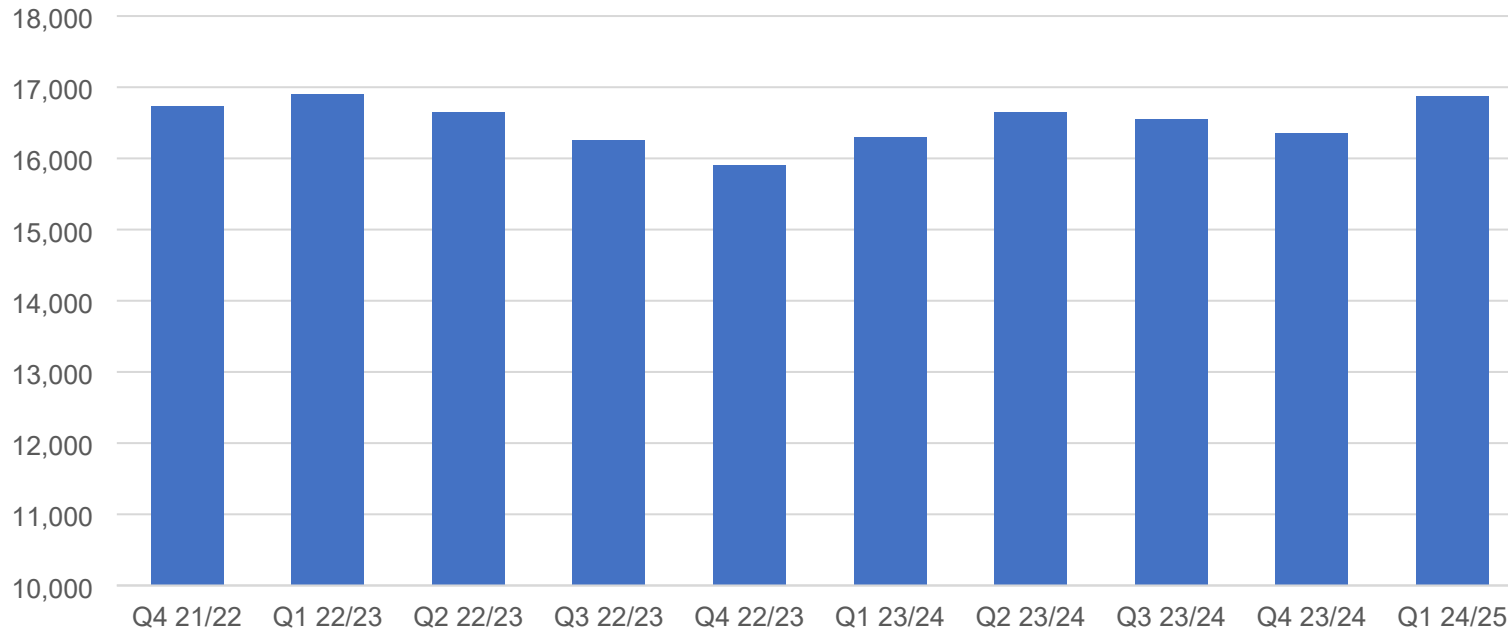
Orange – carer assessments delivered

Commentary:

Quarter 1 saw 898 assessments proposed and 857 assessments completed.

Recent engagement events delivered via the inclusion team is providing some useful intelligence on the needs of carers, this will be used to inform the development of the carer contract that will include the delegated authority of carer assessments.

ASCH10: The number of people with an active Care and Support Plan at the end of the Quarter



Technical Notes:

Activity measure, no specified target

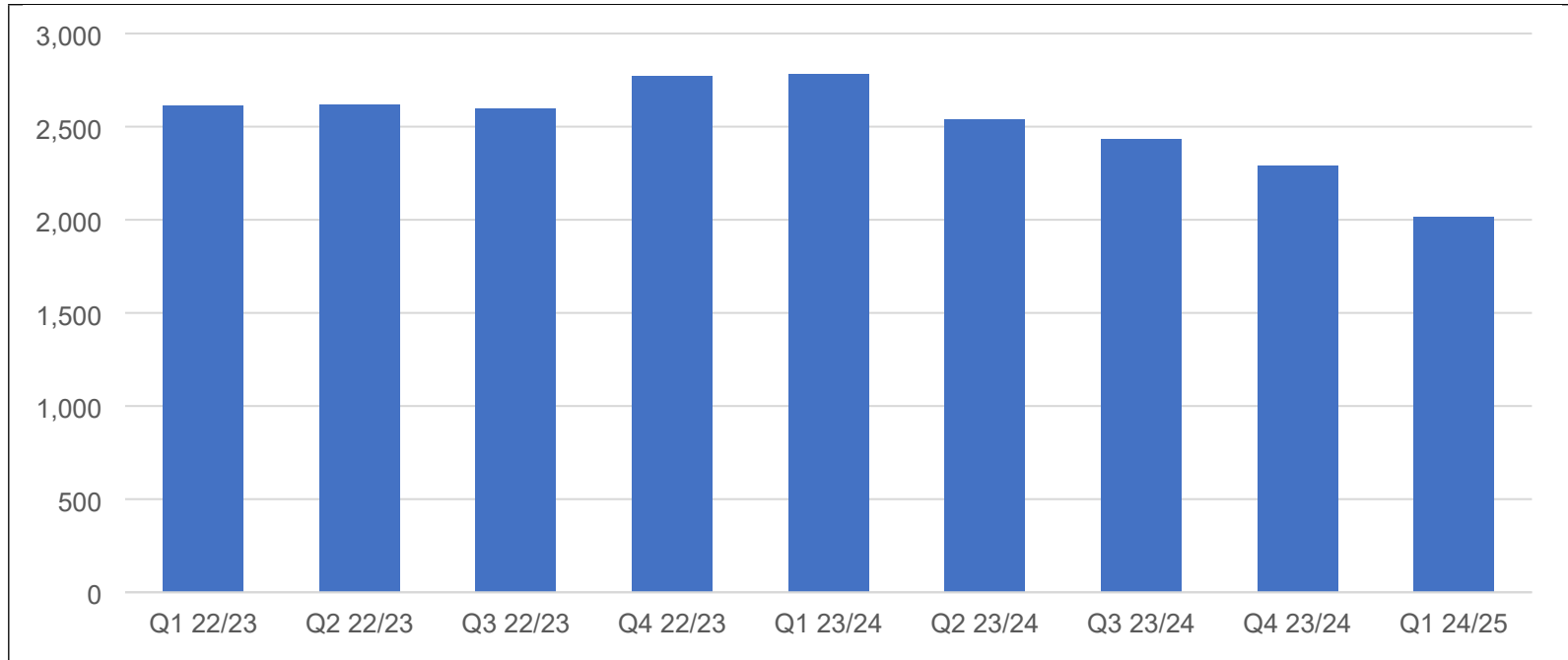
Please note axis does not start at 0.

Q1 includes people with Learning Disabilities aged 18-25 with Children Young People and Education (CYPE).

Commentary:

As with the last financial year, Adult Social Care and Health continue to support more than 16,000 people with an active Care and Support Plan. In Quarter 1, 18-25 with Children Young People and Education supported 983 people.

ASCH11: The number of new support packages being arranged for people in the quarter



Technical Notes:

Activity measure, no specified target

The most recent quarters are subject to change

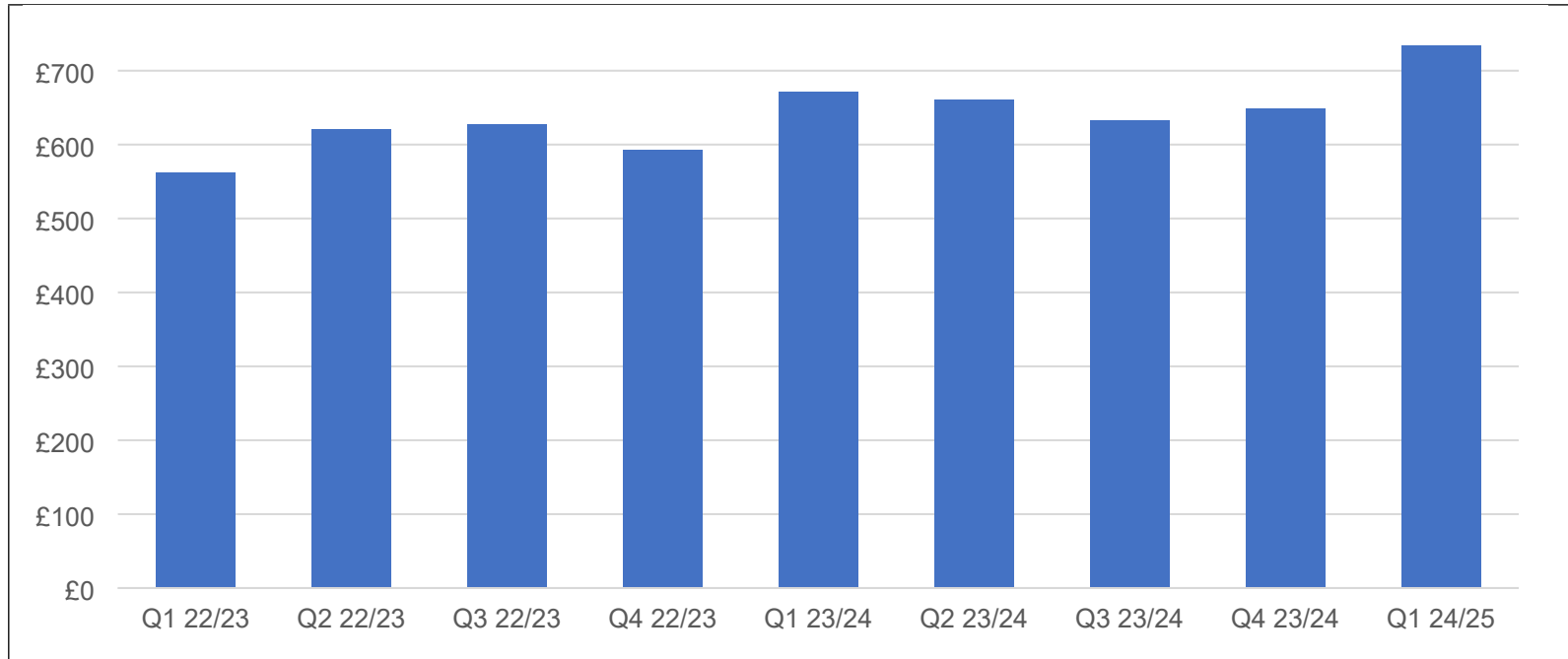
Q3 & Q4 2023/24 figures has been updated.

Corporate Risk Register CRR0015

Commentary:

The number of new support packages being arranged in a quarter continues to decrease. It is expected the most recent quarter will increase once the client recording system has been updated with more recent changes.

ASCH12: The average cost of new support packages arranged for people in the quarter



Technical Notes:

Activity measure, no specified target

Average weekly cost at end of quarter

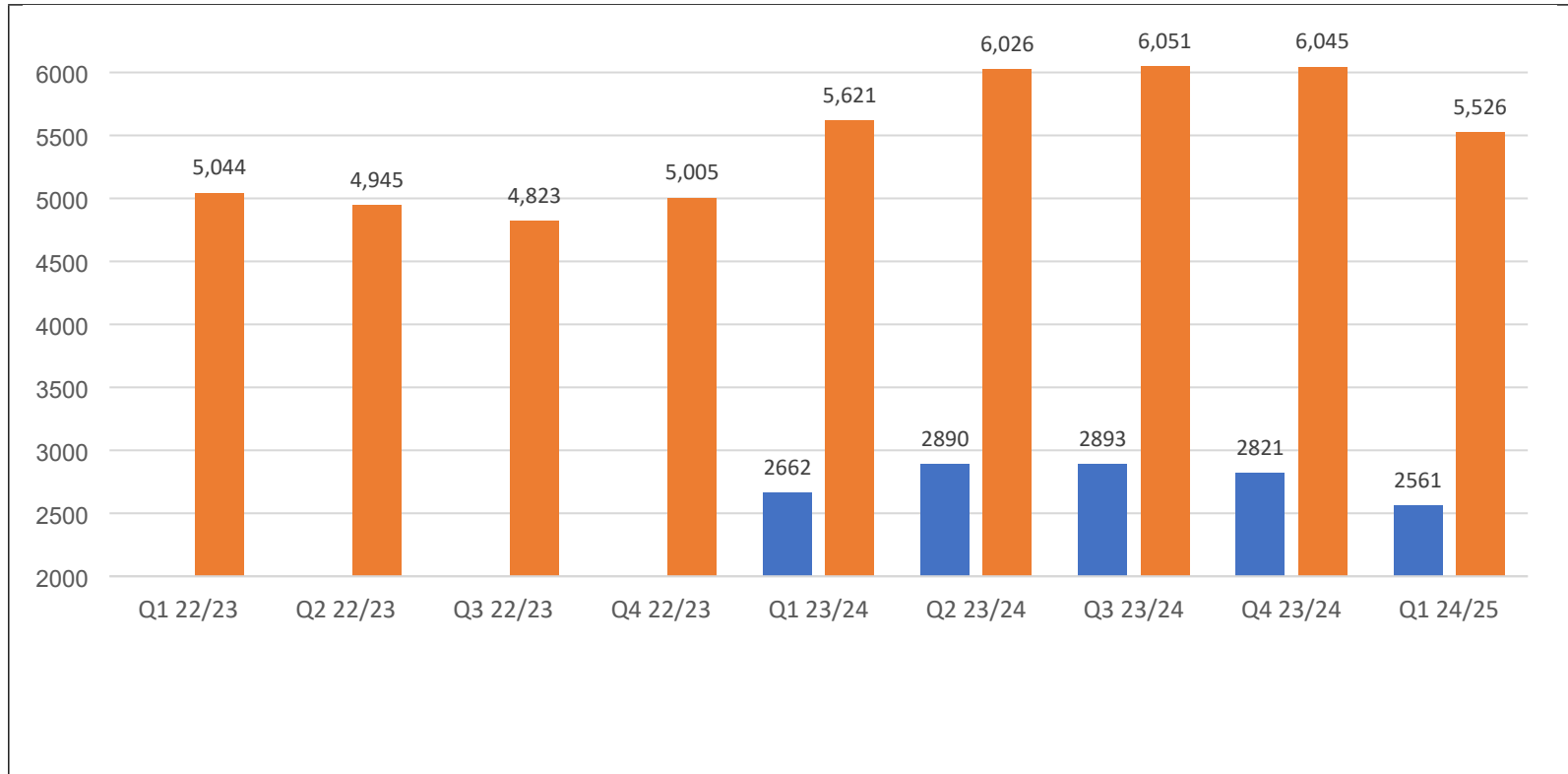
Q2, Q3 & Q4 2023/24 figures has been updated.

The most recent quarters are subject to change

Commentary:

Quarter 1 saw an increase in the average cost of new support packages arranged in the quarter. This is in line with previous starts to a financial year as the cost of packages is 'uplifted' to reflect inflation. Overall, an increasing trend for the cost of services in Adult Social Care & Health in Kent can be observed.

ASCH13: The number of people requiring a first Review (6-8 weeks) or an annual review to be completed on the last day of the quarter



Technical Notes:

Activity measure, no specified target

Blue – number of people requiring a 6-8 week review to be completed on the last day of the quarter

Orange - number of people requiring an annual review to be completed on the last day of the quarter

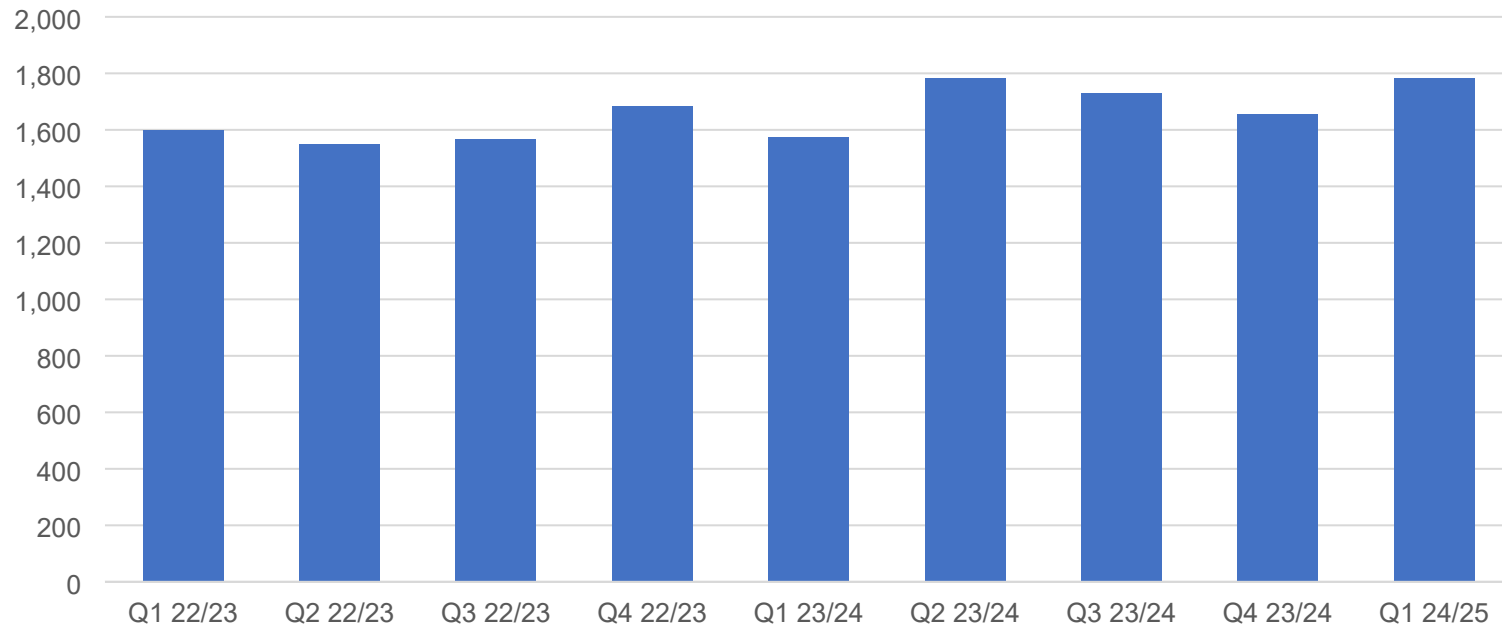
Data for 6-8 week reviews can only be reported back to Q1 23/24

Commentary:

The number of people requiring an annual review to be completed on the last day of the quarter decreased by a large proportion when compared to the previous quarter. This is as a result of increased review activity in both Quarter 4 2023/24 and Quarter 1 24/25.

The number of people requiring a 6-8 week review to be completed on the last day of the quarter also saw a notable reduction.

ASCH14: The number of people in Kent Enablement at Home



Technical Notes:

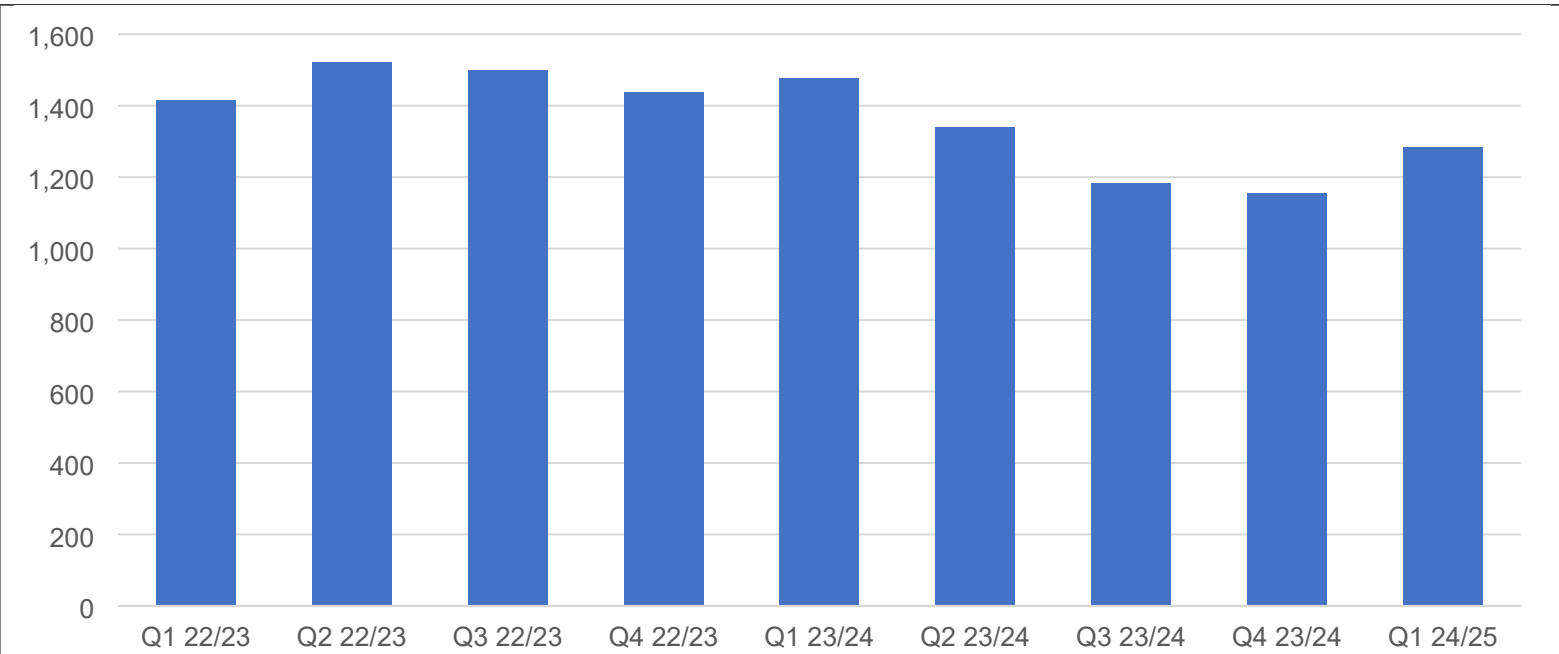
Activity measure, no specified target.

People receiving services with Kent Enablement at Home (KEaH).

Commentary:

The number of people in Kent Enablement at Home was at its highest level in Quarter 1 since Quarter 2 23/24. This is due to a 28% increase in people starting the reablement service in Quarter 1 when compared to the previous quarter.

ASCH15: The number of people in Short Term Beds



Technical Notes:

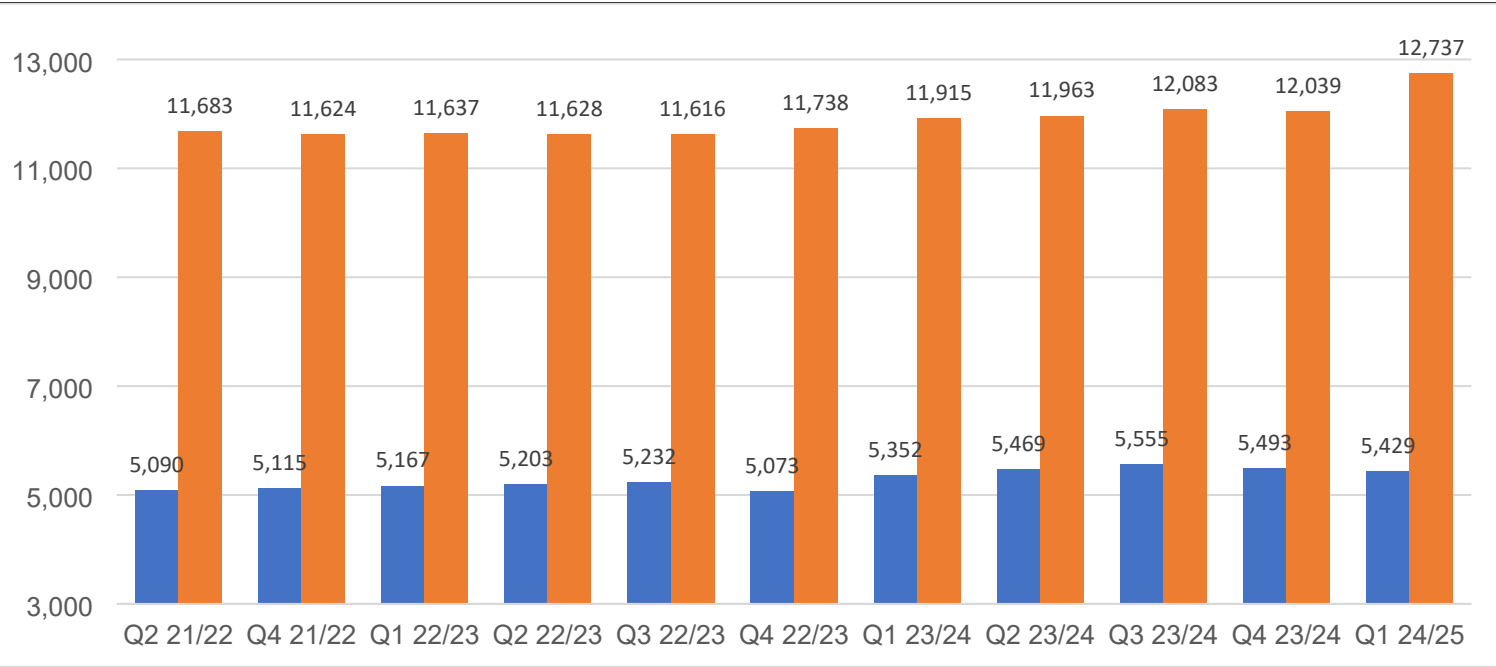
Activity measure,
no specified target

Q3 & Q4 2023/24
figures have been
updated.

Commentary:

The number of people in a short term residential or nursing bed increased in Quarter 1 following successive decreases in the past 3 quarters. The proportion of people in a short term bed for longer than 6 weeks decreased for the second quarter in row, demonstrating an improvement in the timely assessment of where a persons' needs can be met in the long term once a Short Term placement comes to an end.

ASCH16: The numbers of people in Long Term Services



Technical Notes:

Activity measure, no specified target

Please note axis does not start at 0.

Blue – Residential or Nursing services

Orange – Community Services

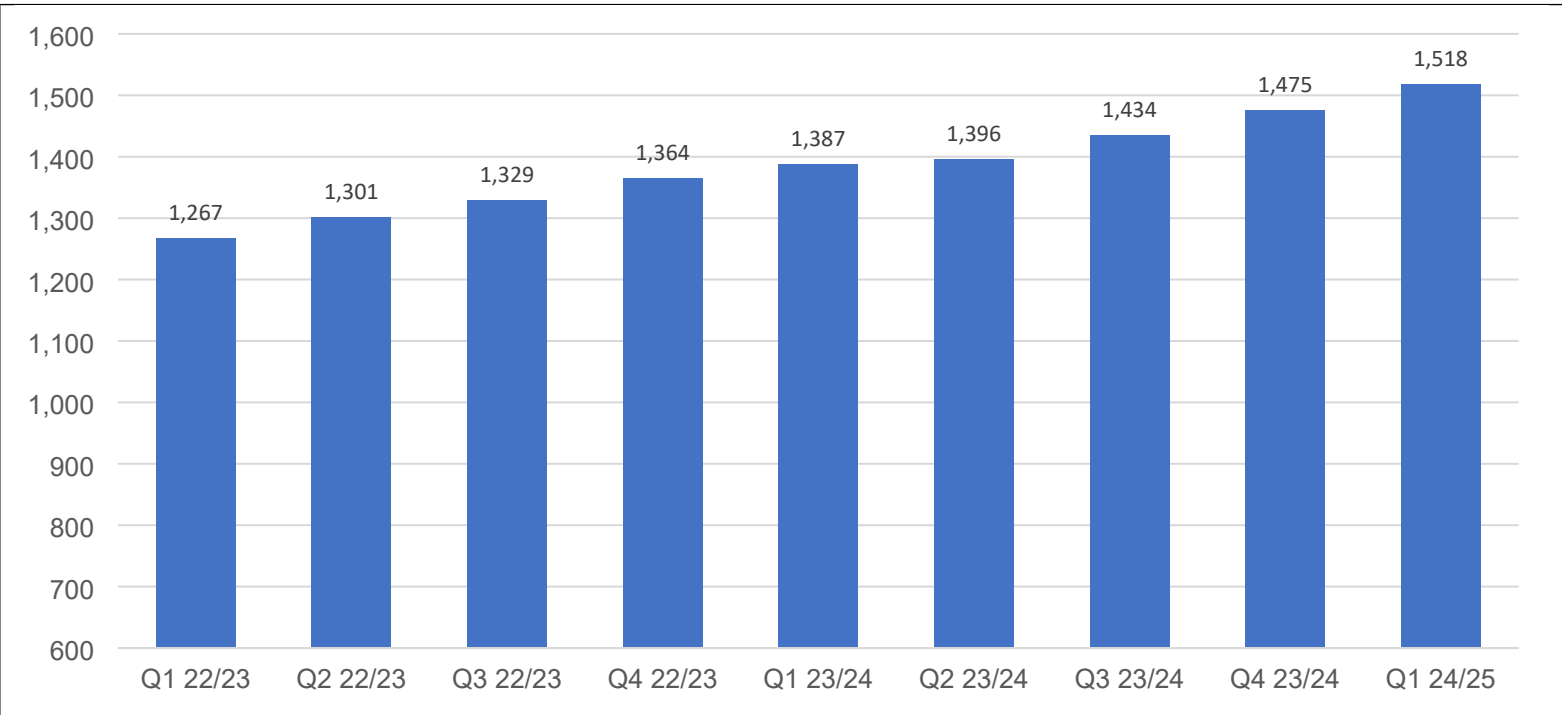
Q3 & Q4 2023/24 figures backdated.

Q1 includes people with Learning Disabilities aged 18-25 with Children Young People and Education (CYPE).

Commentary:

Adult Social Care & Health continue to see 12,000 people with community services during the quarter, with a slight reduction in the number receiving residential or nursing services. CYPE account for 902 long term community services in Quarter 1 and 110 Residential or Nursing Services.

ASCH17: The number of people accessing Adult Social Care and Health Services who have a mental health need

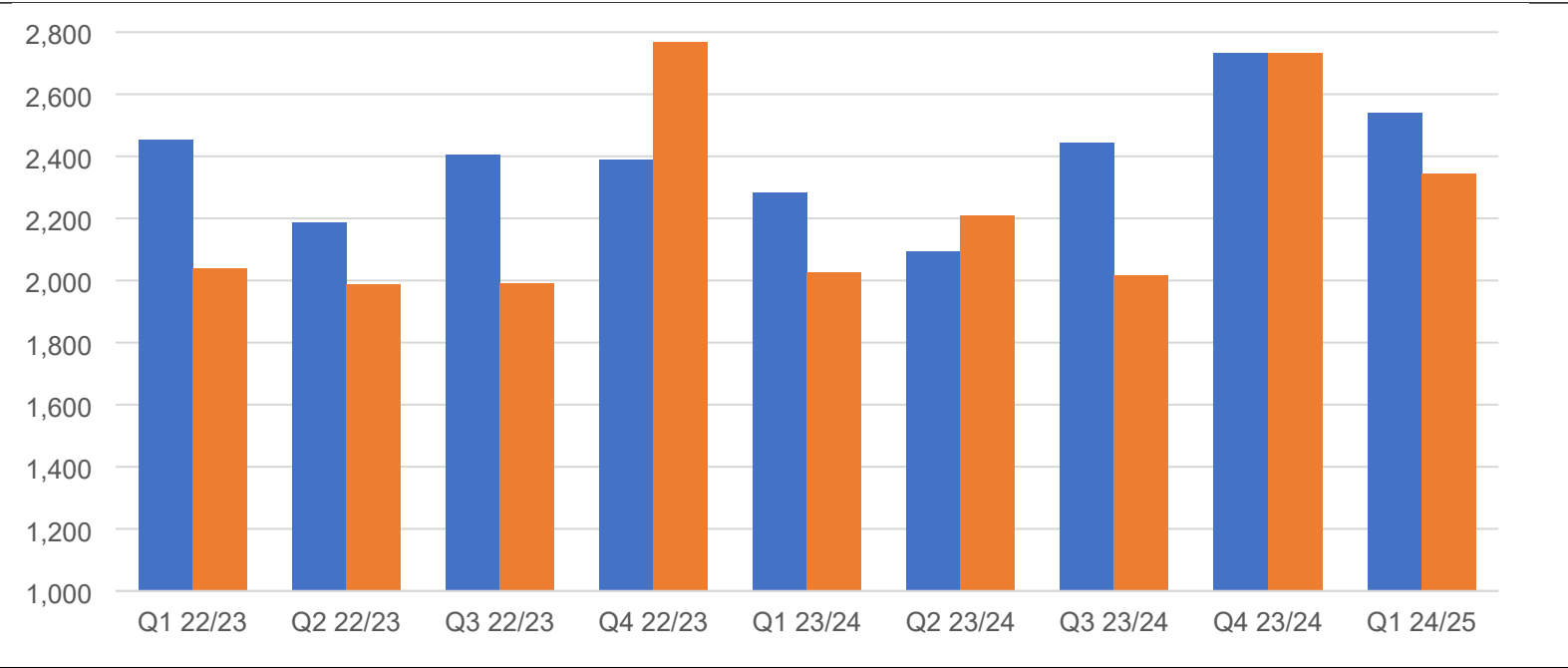


Technical Notes:
Activity measure, no specified target
Please note axis does not start at 0

Commentary:

The trend reported in the last quarter continues to underpin the numbers of people who have a mental health need. People are recognising when they require support if they have a mental health need. The introduction of the Mental Health Together Model sees increased work within Kent Medway Partnership Trust (KMPT) to redirect people to alternative provisions.

ASCH18: Number of Deprivation of Liberty Safeguards applications received and completed



Technical Notes:

Activity measure, no specified target

Please note axis does not start at 0.

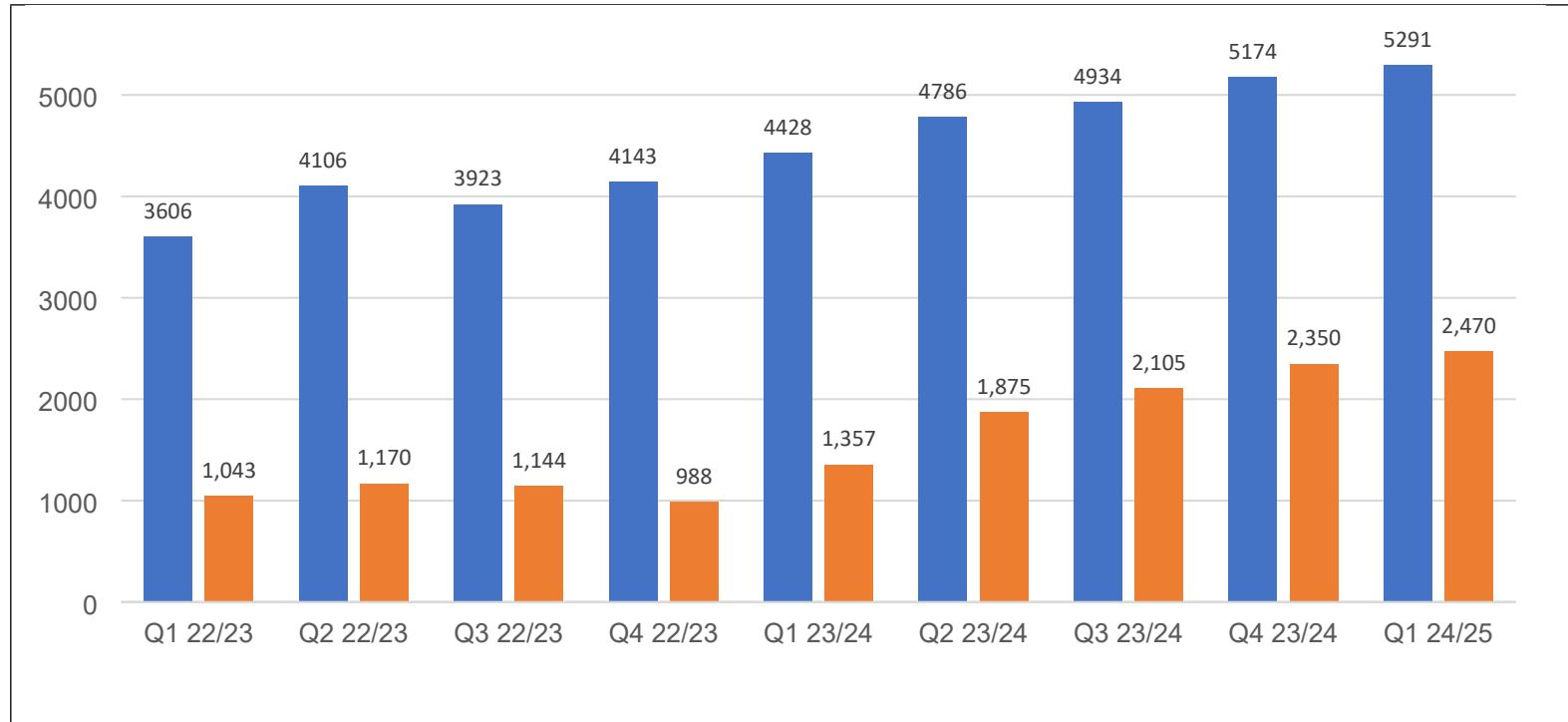
Blue – applications received.

Orange – Applications completed.

Commentary:

Quarter 1 saw the second largest number of Deprivation of Liberty Safeguard applications we have seen. The number of applications completed is the highest non-Quarter 4 total that has been included also. Overall, we see an increasing trend of applications made for DoLS and an improving figure of completions.

ASCH19: The number of safeguarding concerns incoming and enquiries open on the last day of the quarter



Technical Notes:

Activity measure, no specified target

Blue – the number of safeguarding concerns received

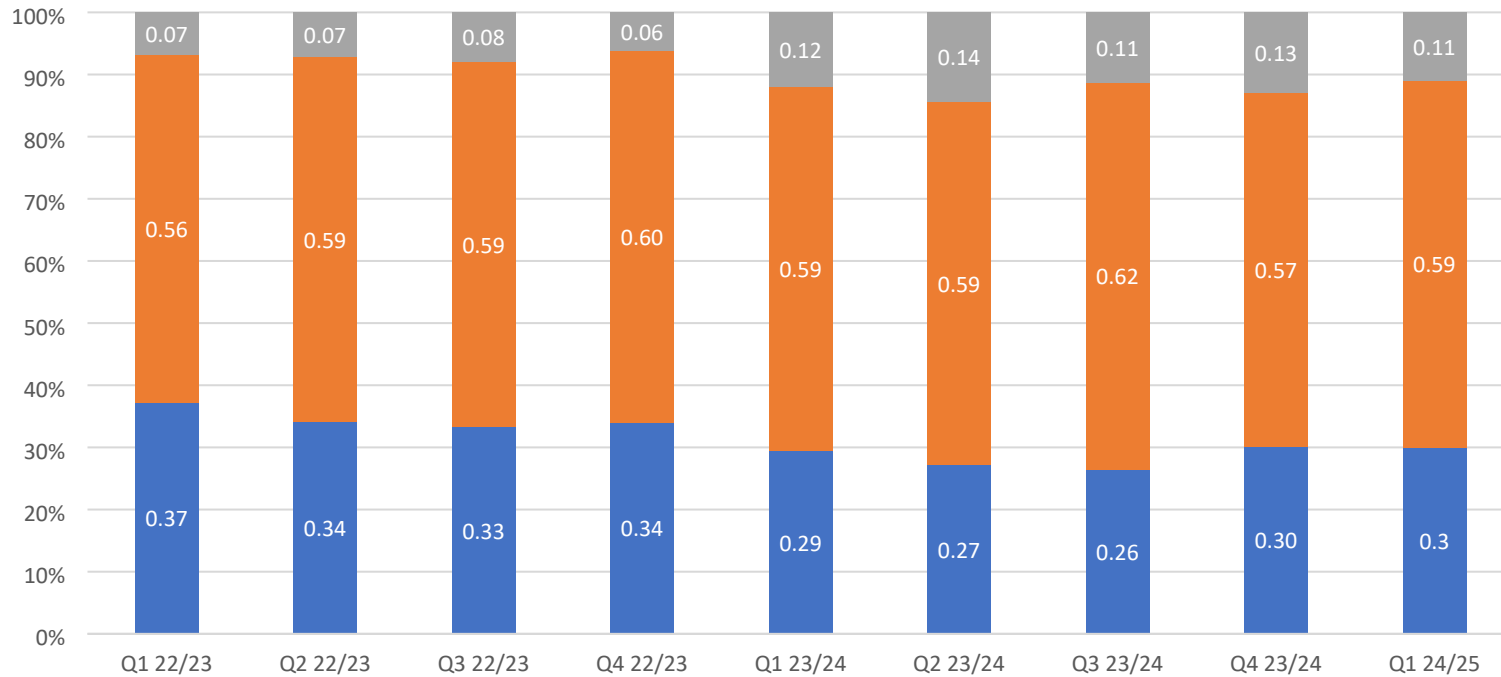
Orange – number of safeguarding enquiries open on the last day of the quarter

Q1 includes people with Learning Disabilities aged 18-25 with Children Young People and Education (CYPE).

Commentary:

In response to the increased number of safeguarding concerns and enquiries open at the end of the quarter, the safeguarding recovery work plan, led by the Principal Social Worker, commenced. This work started towards the end of Quarter 1 so the impact of this is not yet seen. In addition, a safeguarding managed service is being commissioned to again support operational work with closing safeguarding activity once all proportionate enquiries have been completed and it is determined that the person is safe.

ASCH20: Outcome of concluded Section 42 Safeguarding Enquiries where a risk was identified



Technical Notes:

Activity measure, no specified target

Blue – risk removed

Orange – risk reduced

Grey – risk remained

Commentary:

The outcomes for people following safeguarding enquiries have remained consistent with the risk being either removed or reduced for the majority. When the risk remains, a post abuse plan should be in place to ensure that all the mitigations are in place on how the person at risk can be as safe as possible. Safeguarding audits have been completed on a quarterly basis to review the quality of the work completed in relation to closed safeguarding concerns and enquiries with good practice and learning shared with operational assistant directors.

The Adult Social Care Accommodation Strategy

Right Homes: Right Place: Right Support

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Adult Social Care Cabinet Committee
19 September 2024

Richard Ellis: Director of Adult and Integrated Commissioning
Simon Mitchell: Assistant Director Adult Social Care Commissioning

Strengths

Kent County Council has a good track record in developing supported accommodation, ie supported living and extra-care housing

We have providers who want to engage, invest and innovate

We have district/borough partners that want to meet the housing needs of their populations including older people and people with disabilities

Weaknesses

We have a limited range of options and some models of support that no longer meet needs

We have gaps in provision – geographically and in meeting particular needs

We have an over reliance on residential care because we don't have the right supported accommodation offer

Opportunities

District/borough councils active in seeking to develop social and specialist housing

Providers of housing and support looking to invest and innovate

An opportunity to re-imagine our offer as the contracts for the support in these setting are all up for re-commissioning

To co-produce the new models of housing and support with those who draw on it

Aim:

to re-imagine care and support in accommodation,

- ensuring equity of access
- reflecting the different needs of communities (geographic and communities of interest)
- ensuring a wide range of supported accommodation types across Kent
- and offering a choice to remain in a home of their own for those who need to live in an environment with support on-site without needing to move into residential care.

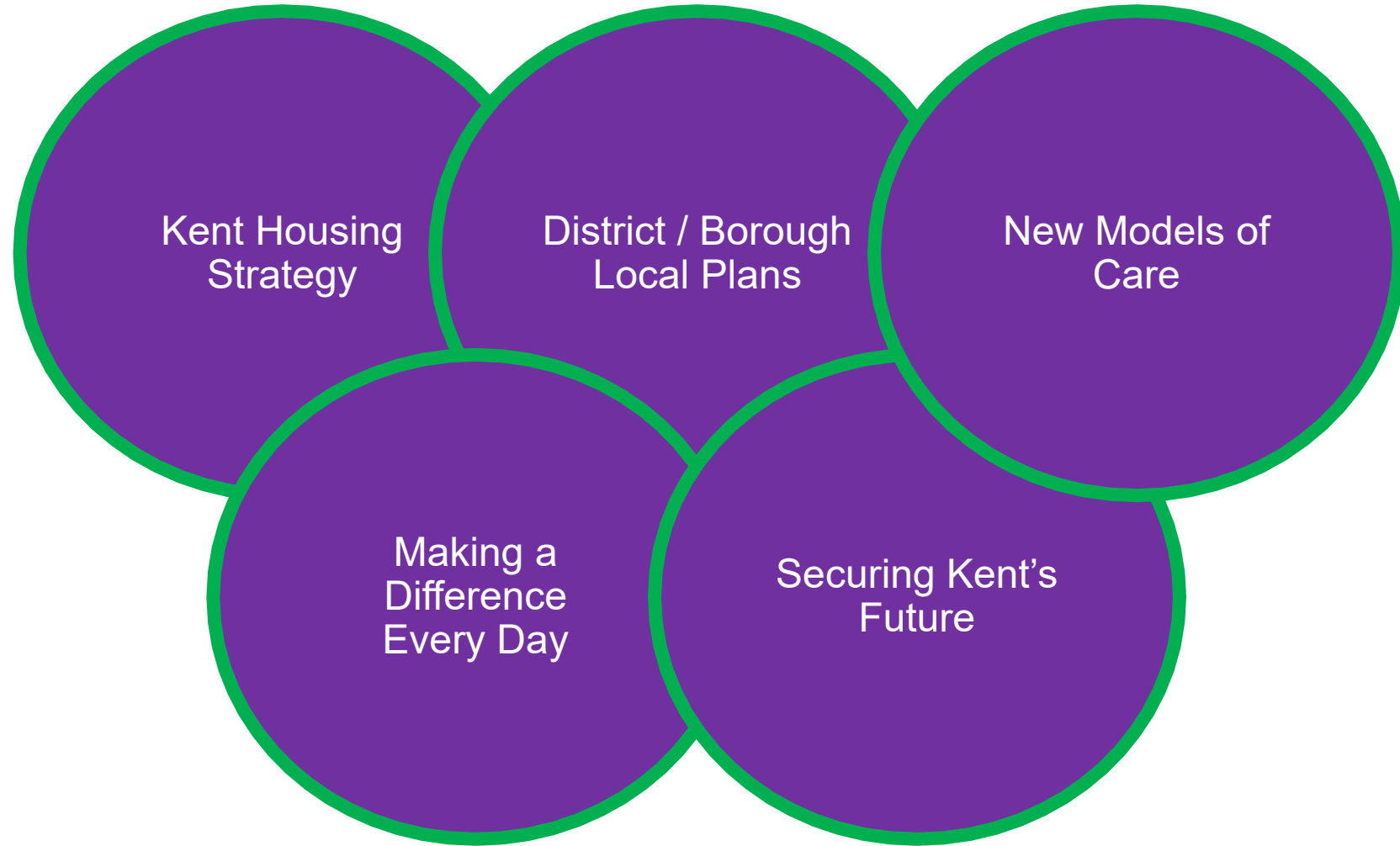
How:

by developing a new Accommodation Strategy and re-commissioning the contracts for Supported Living, Extra Care, and residential care in line with this

- co-producing these with the people that draw on care and support, district/borough partners and providers;
- to expand the choice of types of supportive accommodation so that people for whom mainstream housing is no longer appropriate can remain in their communities in a home of their own
- Working with our current Kent providers to review and renew their offer (eg Leonard Cheshire)
- Working with districts/boroughs to reflect specialist needs in their housing strategies (eg Maidstone)
- Identifying gaps in provision and actively seeking opportunities – (eg Sheppey, eg Acquired Brain Injury)
- Learning from best practice elsewhere and developing our own models in response to needs and wants.

Interdependencies

Making a difference every day



Kent County Council 2019-2021



Strategic Priority 1:

Right homes in the right place with the right support

Strategic Priority 2:

Increase in housing with care schemes

Strategic Priority 3:

Increase capacity for specialist dementia care

Strategic Priority 4:

Increase in supported accommodation

Strategic Priority 5:

Work with the market to foster continual improvement in the quality of nursing and residential care homes

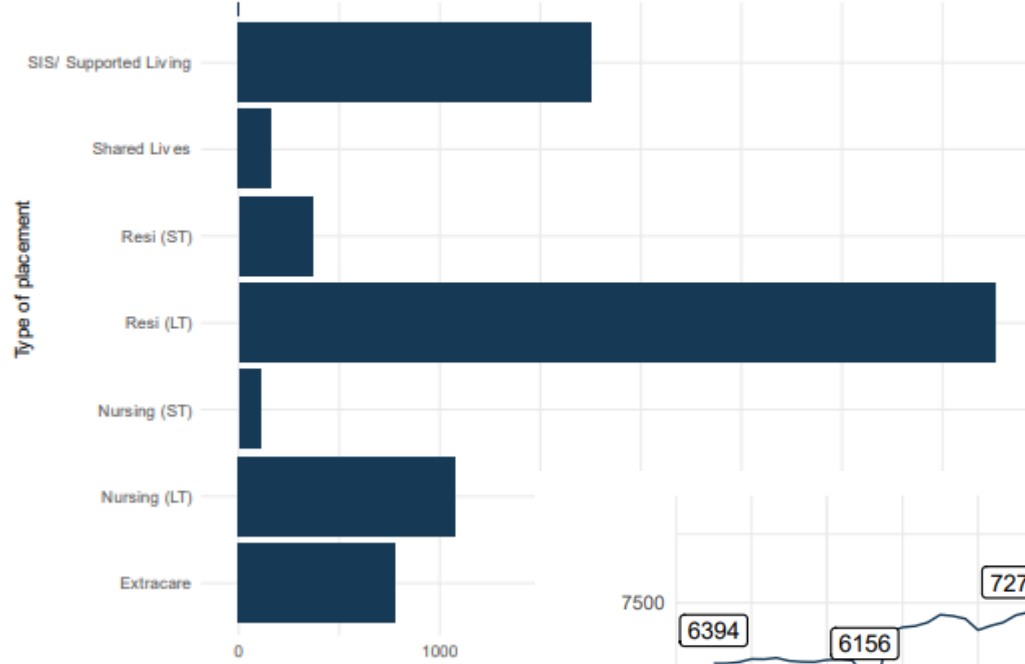
Strategic Priority 6:

Make best use of land availability for developments of housing that meet the strategic priorities of the strategy

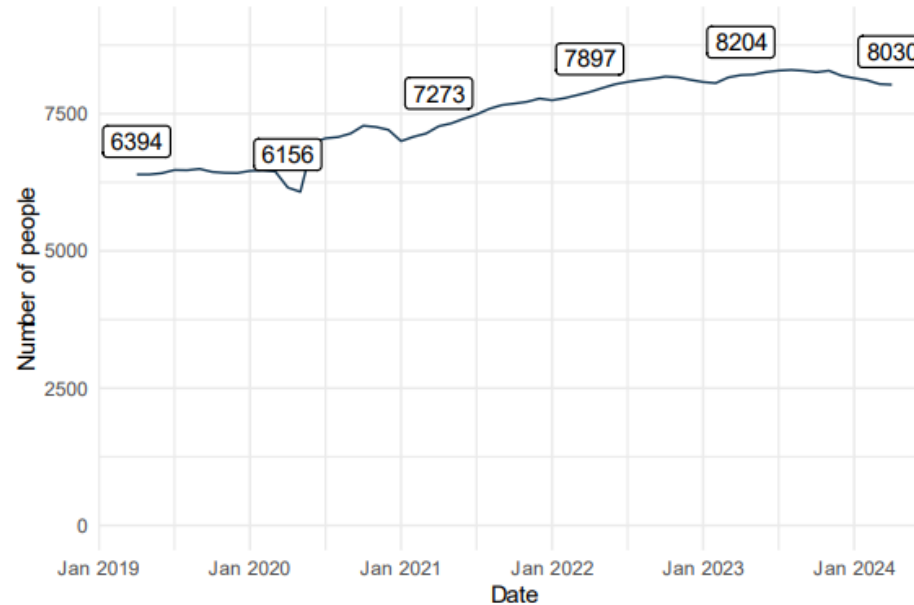
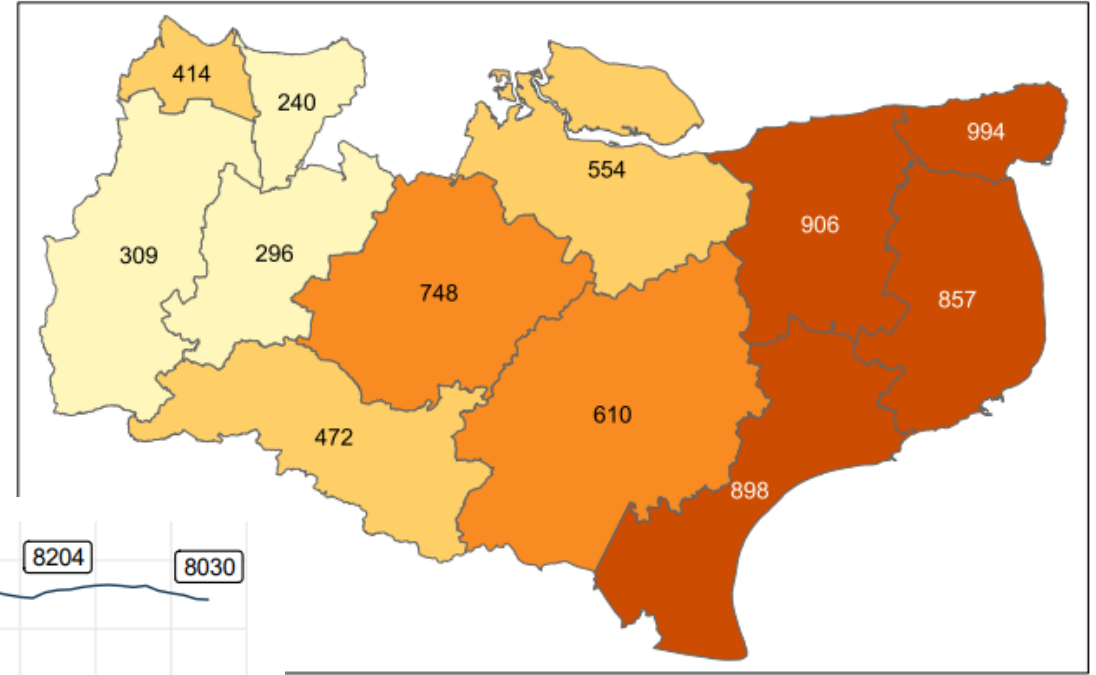
Strategic Priority 1: Right homes in the right place with the right support

Making a difference every day

The number of placements of each type being provided for by KCC as of the 02/04/2024 (ASCH services PBI 2024)



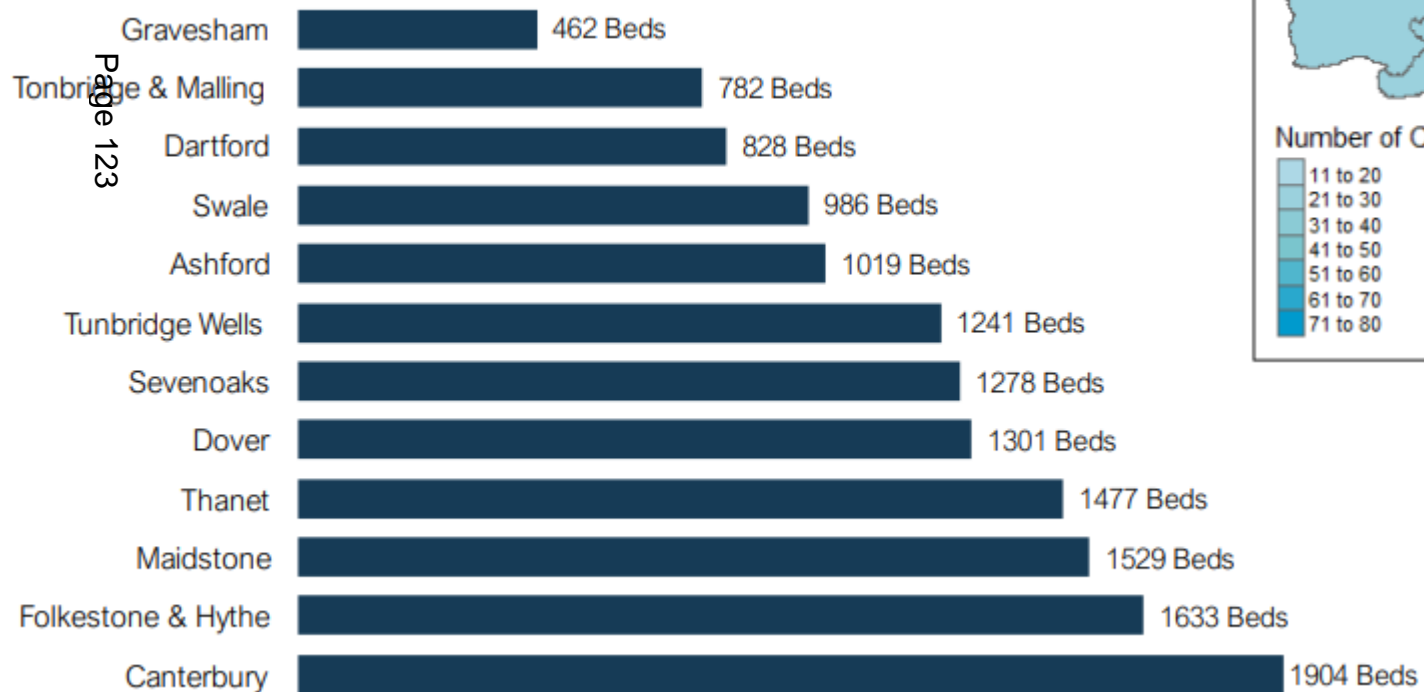
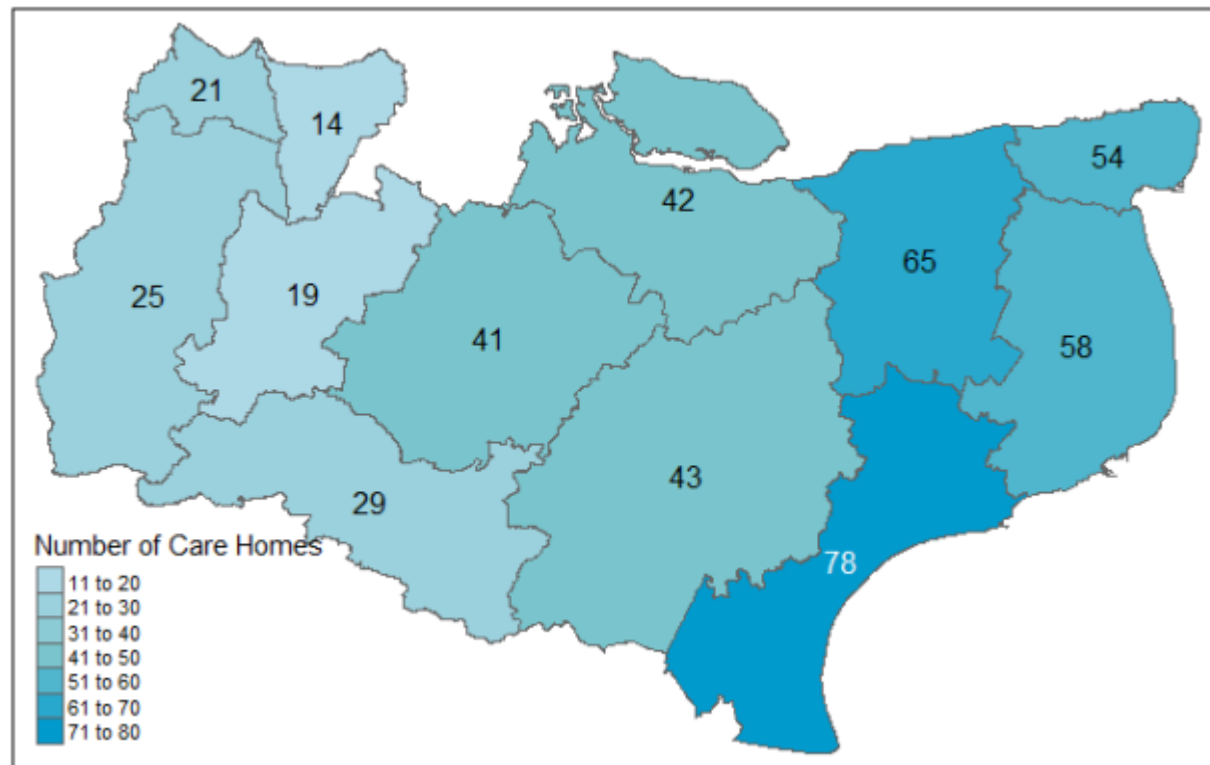
The number of people in a placement provided by KCC as of 02/04/2024 in each district, (ASCH services PBI 2024)



Strategic Priority 1: Right homes in the right place with the right support

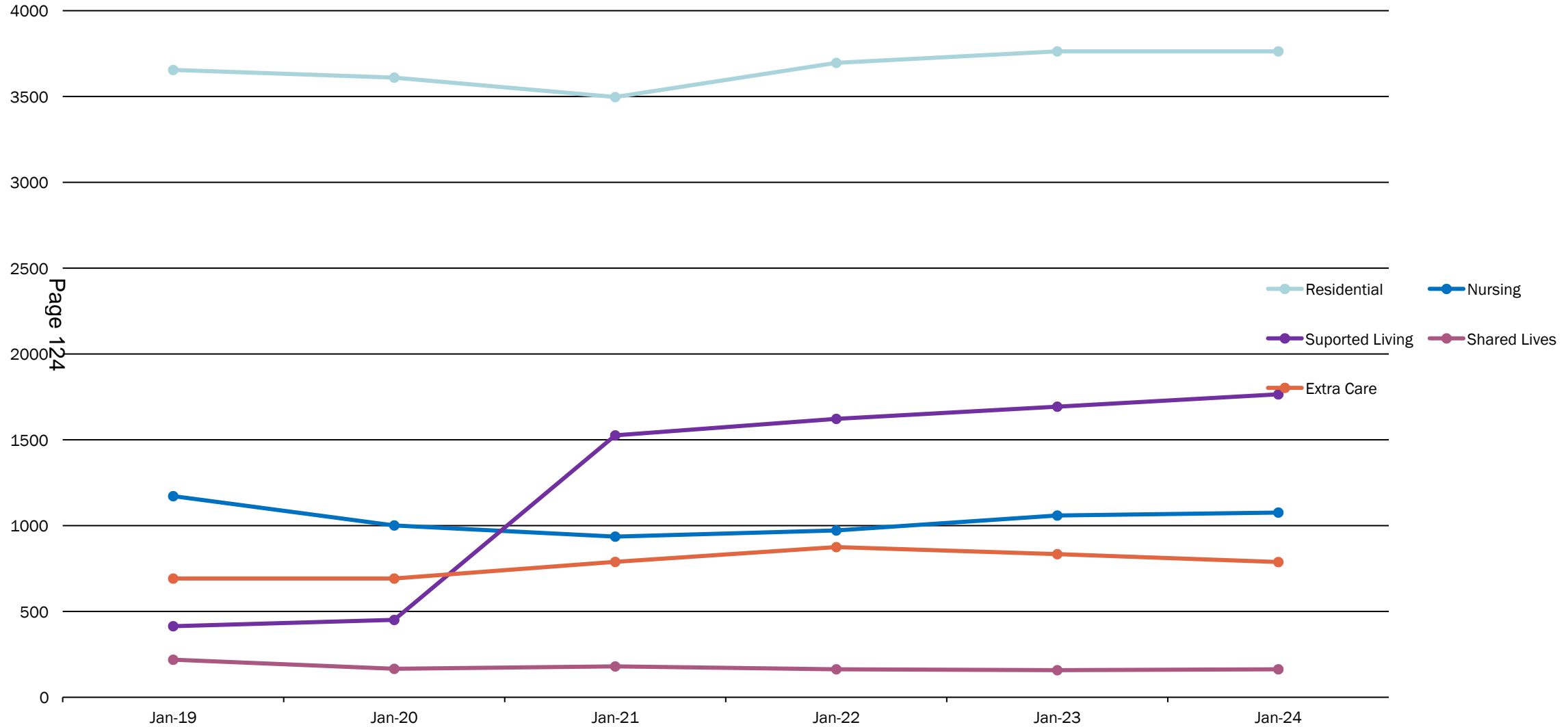
Making a difference every day

There has been an increase of 115 active care homes in Kent in the last five years. There has been an increase in the number of care homes in every district in the last five years. Thanet has had the largest increase in care home numbers.



Strategic Priorities 2/4: Increase in housing with care /supported accommodation – across placement setting types

Making a difference every day



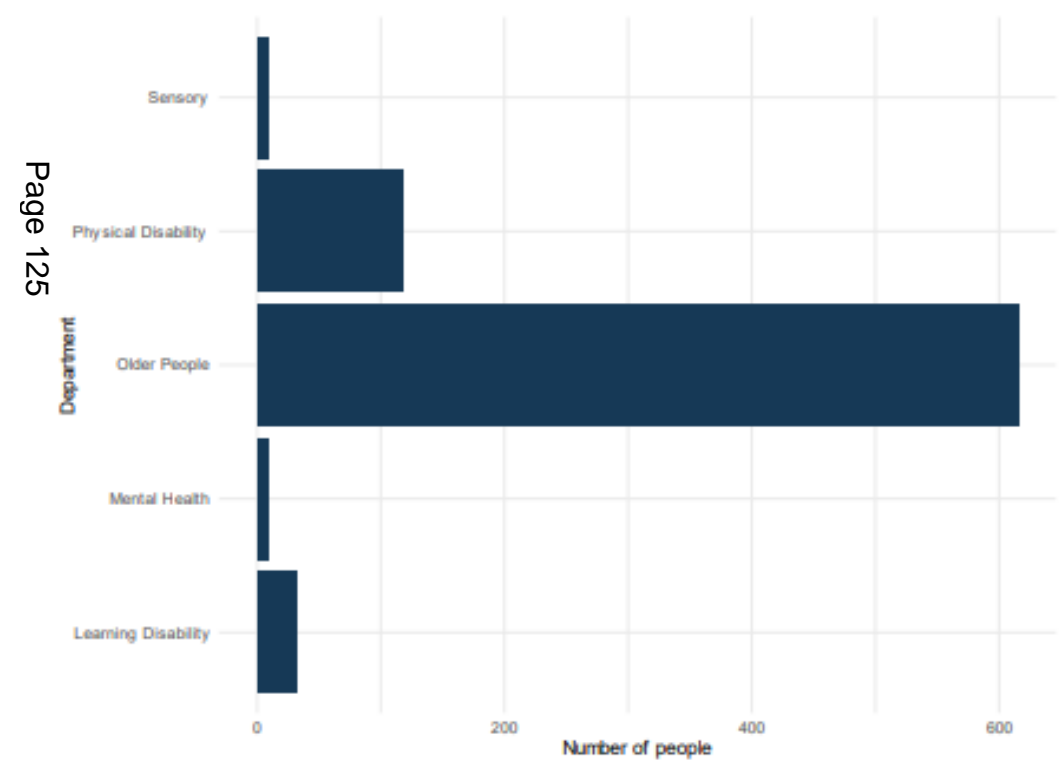
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Strategic Priorities 2/4: Increase in housing with care /supported accommodation

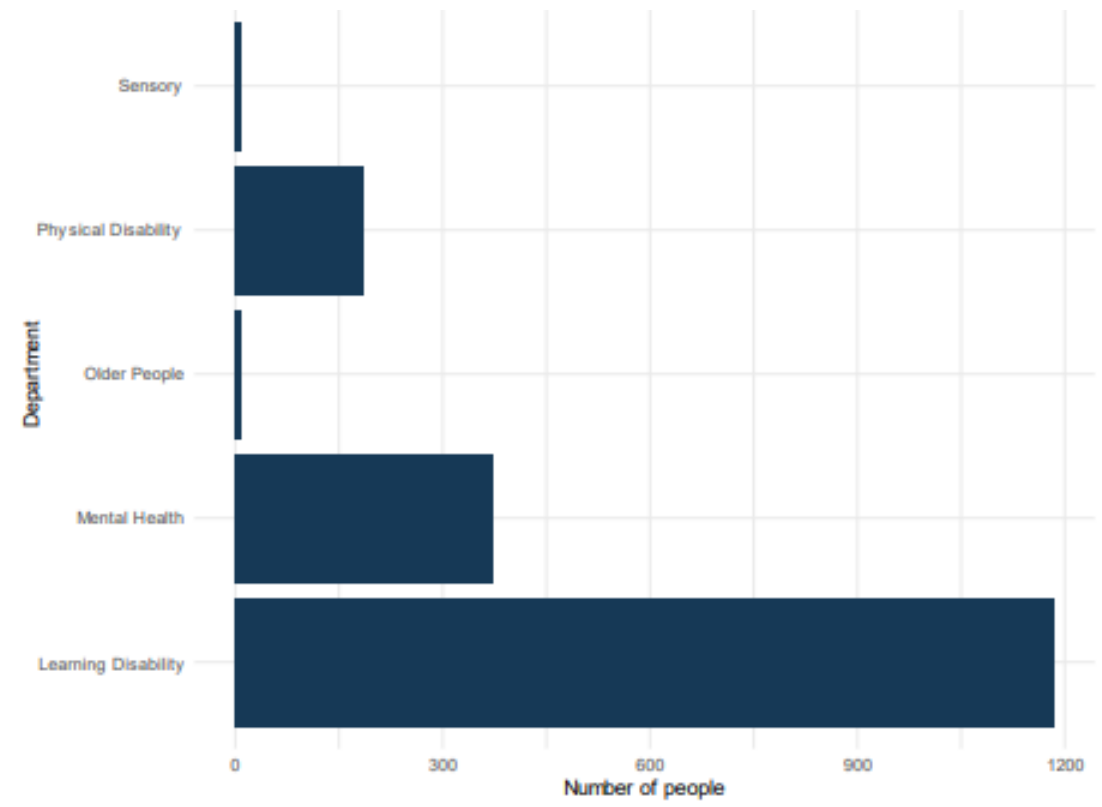


Showing proportion of placement need across Extra Care and Supported Living placement groups

Extra Care



Supported Living

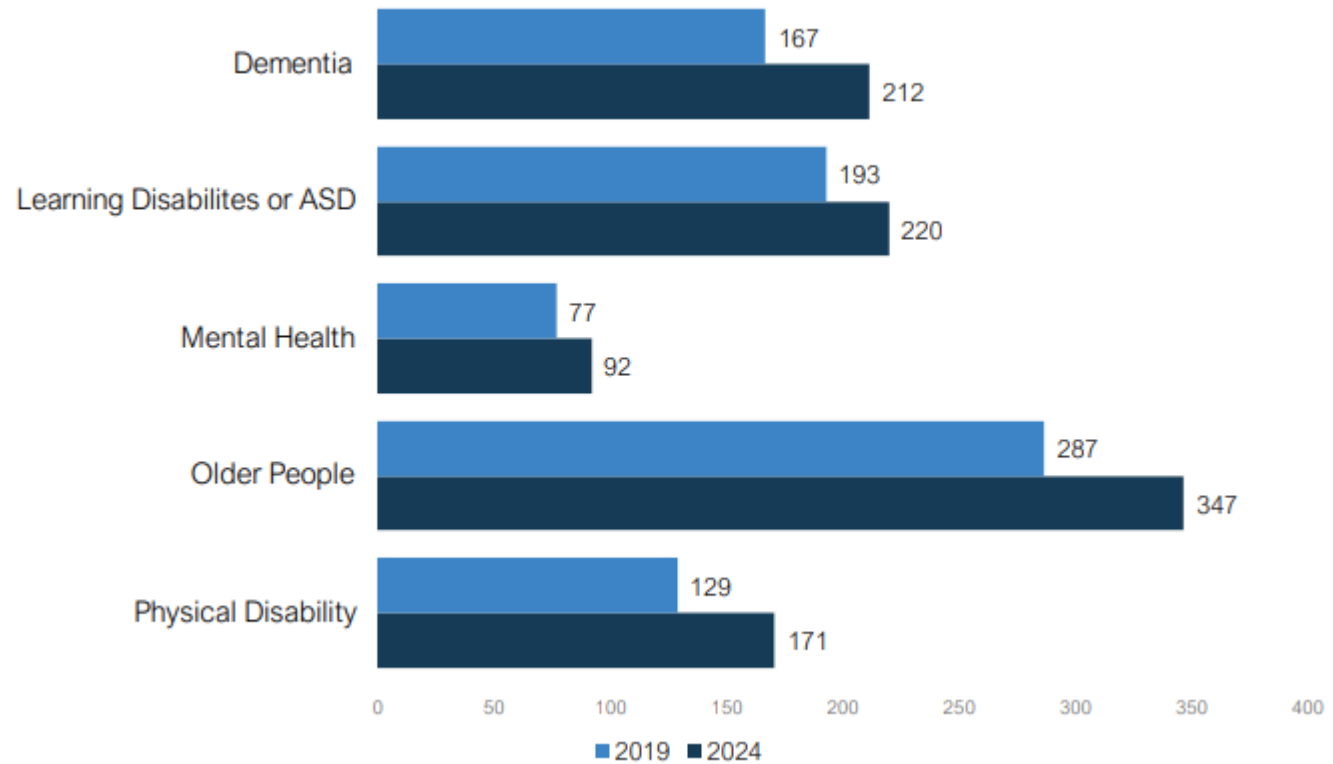


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Strategic Priority 3: Increase capacity for specialist dementia care



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Graph showing the increase in numbers of care homes between 2019 – 2024 and support categories

Technology:

- Greater use of digital technologies across all provision - including development of smart homes
- Digital connectivity – roll-out of Gov Roam to Care Homes
- Assistive and smart technology available in resident's and care homes.
- Support the market to work, innovate and provide services using digital technologies.

Community Services:

- Investment in Community Services, both health and social care, to support independent living
- Continue detailed review of the needs of individuals with a Learning Disability to determine whether they are in the best place for them.

New developments / Redevelopments:

- More supported accommodation with specialist design and tailored care and support services for those with Autism Spectrum Disorder
- Increase provision of extra care housing and other similar models
- Provision of more specialist residential provision targeted to move people into independent living
- Increase provision of nursing and dementia care homes that can support those with complex needs and behaviours that challenge due to Dementia
- Develop and increase housing capacity (Supported Accom, shared houses, Shared Lives, independent flats)
- Through developer contributions, increase the supply of wheelchair accessible housing.

Aim:

to re-imagine care and support in accommodation

- ensuring equity of access
- reflecting the different needs of communities (geographic and communities of interest)
- ensuring a wide range of supported accommodation types across Kent
- and offering a choice to remain in a home of their own for those who need to live in an environment with support on-site without needing to move into residential care.

How:

by developing a new Accommodation Strategy and re-commissioning the contracts for Supported Living, Extra Care, and residential care in line with this

- co-producing these with the people that draw on care and support, district/borough partners and providers;
- to expand the choice of types of supportive accommodation so that people for whom mainstream housing is no longer appropriate can remain in their communities in a home of their own.

- Working with our current Kent providers to review and renew their offer (eg Leonard Cheshire)
- Working with districts/boroughs to reflect specialist needs in their housing strategies (eg Maidstone)
- Identifying gaps in provision and actively seeking opportunities – (eg Sheppey, eg Acquired Brain Injury)
- Learning from best practice elsewhere and developing our own models in response to needs and wants

The Adult Social Care Cabinet Committee is asked to **NOTE** the content of the presentation

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**ADULT SOCIAL CARE CABINET COMMITTEE
WORK PROGRAMME 2024/25**

Item	Cabinet Committee to receive item
Verbal Updates – Cabinet Member and Corporate Director	Standing Item
Work Programme 2022/23	Standing Item
Key Decision Items	
Performance Dashboard	September, November, March and May
Draft Revenue and Capital Budget and MTFP	November and January
Risk Management: Adult Social Care	March
Annual Complaints Report	November
Adult Social Care Pressures Plan	November

13 NOVEMBER 2024 at 2pm		
1	Intro/ Web announcement	Standing Item
2	Apologies and Subs	Standing Item
3	Declaration of Interest	Standing Item
4	Minutes	Standing Item
5	Verbal Updates – Cabinet Member and Corporate Director	Standing Item
6	Draft Revenue and Capital Budget and MTFP	Annual Item
7	Performance Dashboard	Regular Item
8	Adult Social Care Pressures Plan	Annual Item
9	Annual Complaints Report	Annual Item
10	Work Programme	Standing Item
15 JANUARY 2025 at 2pm		
1	Intro/ Web announcement	Standing Item
2	Apologies and Subs	Standing Item
3	Declaration of Interest	Standing Item
4	Minutes	Standing Item
5	Verbal Updates – Cabinet Member and Corporate Director	Standing Item
6	Performance Dashboard	Regular Item
7	Draft Revenue and Capital Budget and MTFP	Annual Item
8	Work Programme	Standing Item
5 MARCH 2025 at 2pm		

1	Intro/ Web announcement	Standing Item	
2	Apologies and Subs	Standing Item	
3	Declaration of Interest	Standing Item	
4	Minutes	Standing Item	
5	Verbal Updates – Cabinet Member and Corporate Director	Standing Item	
6	Performance Dashboard	Regular Item	
7	Risk Management: Adult Social Care	Annual Item	
8	Work Programme	Standing Item	
8 JULY 2025 at 2pm			
1	Intro/ Web announcement	Standing Item	
2	Apologies and Subs	Standing Item	
3	Declaration of Interest	Standing Item	
4	Minutes	Standing Item	
5	Verbal Updates – Cabinet Member and Corporate Director	Standing Item	
6	Performance Dashboard	Regular Item	
7	Work Programme	Standing Item	

ITEMS FOR CONSIDERATION THAT HAVE NOT YET BEEN ALLOCATED TO A MEETING

External Community Opportunities for People with Learning and Physical Disabilities Update - positive impacts of the service on users	Suggested at ASC CC 31/3/22
Carers' Short Breaks Future Options Update	Suggested by Mr Ridgers 06/07/23
Demand Forecasting Methodology	Suggested by Mr Streatfeild 23/11/23