

By: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health
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To: Adult Social Care and Health Cabinet Committee – 14 January 2016

Subject: **OUTCOME OF THE FORMAL CONSULTATION ON THE CLOSURE OF DOROTHY LUCY CENTRE, MAIDSTONE**

Classification: Unrestricted (Appendix exempt)

Previous Pathway of Paper: Social Care, Health and Wellbeing DMT – 6 January 2016

Future Pathway of Paper: Cabinet Member decision

Electoral Division: Maidstone

Summary: This report considers the outcome of a period of public consultation that took place from 28 September - 20 December 2015 proposing the closure of the registered care home, Dorothy Lucy Centre, Maidstone.

Recommendations The Adult Social Care and Health Cabinet Committee is asked to:

a) **CONSIDER** the content of the report and the work undertaken to date, and

b) **NOTE** that further work will be undertaken (as detailed in section 5.7 of the report) and a report seeking a formal Cabinet Member decision will be presented to this Committee in March 2016.

1. Background

1.1 Kent County Council (KCC) is transforming the way older people are supported and cared for in the County.

1.2 KCC Social Care, Health and Wellbeing (SCHW) entered into formal consultation on the future of four of its registered care homes at Kiln Court, Faversham, the Dorothy Lucy Centre, Maidstone, Blackburn Lodge, Sheerness and Wayfarers in Sandwich on 28 September 2015. The consultation ran for twelve weeks to 20 December 2015 and followed the agreed protocol on proposals affecting its service provision. On 29 September 2015, SCHW officers met with members of staff, service users and their relatives, trades unions and other key stakeholders to discuss the proposals. This report relates to the Dorothy Lucy Centre Care Home in Maidstone.

- 1.3 The proposal for Dorothy Lucy Centre is to close the service and purchase services in the independent sector to provide alternative accommodation. It is expected that this could be achieved by the end of October 2016.
- 1.4 The main drivers for the proposal to close the service are:
- People are living longer with more complex conditions and they rightly expect more choice in care.
 - People wish to remain in their own homes with dignity and expect high quality care.
 - Residential care should be in high quality buildings. Our older buildings have reached the end of their useful life.
 - Good quality care can be commissioned for less money in the independent sector. Unit costs for in-house services are substantially higher.
- 1.5 This proposal was anticipated to generate net savings of £500,000 per year from the 2017/18 financial year however this will be reduced depending on the timescales that the alternative services can be achieved.
- 1.6 The Dorothy Lucy Centre is a detached 28-bed unit built in 1985. It is freehold, single storey and purpose built in a residential area in Northumberland Road, Maidstone. It includes three units:
- Allington is a respite unit for older people,
 - Mereworth is a respite unit for older people with dementia,
 - Leeds unit offers older people an assessment and rehabilitation service to inform where their needs can be best met, such as a return home or to longer term care.

The centre specialises in respite assessment/rehabilitation services and also offers a range of day care services across the week. These include specific services on certain days for people with dementia (85 places per week) and people with a general frailty (Monday and Wednesday, 50 places per day). The maximum number of people that can be accommodated in the day care service is 30 per day. There are no known covenants on the site. The site shares its access with other buildings not owned by Kent County Council.

- 1.7 Dorothy Lucy Centre is fully compliant with all Regulations following an unannounced inspection by the Care Quality Commission (CQC) on 14 August 2013.
- 1.8 The unit cost (gross) based on 100% occupancy (28 beds) for one bed is £757.35 per week. The annual gross expenditure for 2014/15 was £1,210,000.
- 1.9 As at 13 December 2015, there was one permanent resident and eight short term (respite) residents in Dorothy Lucy Centre. In 2014/15, the building was operating at 72% of its residential capacity making the unit cost £821.10 per week. For the period April to November 2015, the occupancy rate is 80% and the price per bed of approximately £800 per week. For day care, the unit cost per day in 2014/15 was £58.16 and at 100% usage this figure would fall to £45.57 per day.
- 1.10 The maximum charge for individuals accessing the beds in the units is currently capped at £463.07 per week. Everyone that accesses residential and respite services is financially assessed for a contribution towards their care in line with the

Care Act (Care and Support Charging and Assessment of Resources) Regulations 2014. This means that individuals who have savings of more than £23,250 are charged £463.07 per week and anyone with less than £23,250 is assessed against their means to determine their level of payment .

1.11 SCHW has a guide price for the independent sector and can buy services in the Maidstone District for £352.18 per week for standard residential care and £440.30 for services for people with dementia. Provisional guide prices have been agreed from April 2016 (not including the impact of the National Living Wage) of £367.99 for Residential and £448.72 for Dementia Residential respectively. Recent vacancy data suggests that dependent on the individual's choice there should be sufficient alternative supply, at a cost of around £430 for Residential and £495 for Dementia Residential per week. (KCC's 2016 guide price for general frailty residential care is £367.99 but actual placement prices in the Maidstone area have averaged £430 for Residential and £495 per week for Dementia Residential in the last year – this includes third party top up payments where people exercise Choice).

2. Consultation Process

2.1 The County Council has a duty to undertake formal consultation on any proposed changes to services. The procedure for consultation on modernisation/variation or closure of establishments in SCHW was followed as set out below:

Process	Date Action Completed
Obtain agreement from members of the Adult Social Care and Health Cabinet Committee to formally consult on the proposals for each of the care homes.	11 September 2015
Cabinet Member for Adult Social Care and Public Health to chair a meeting to discuss the proposals The Chairman of the Cabinet Committee Vice Chairman Opposition spokesman Local KCC member(s) District members Lead Director in Social Care Assistant Directors Area Personnel Manager/HR Business Partner	11 September 2015 11 September 2015 2 & 10 September 2015 2 September 2015 Letter sent 22 September 2015 2 September 2015 11 September 2015 2 September 2015
Stakeholders informed in writing and invited to comment: - Users, relatives and carers Head of Service Staff Trades Unions Local KCC member(s) District Council Parish/Town Council Relevant NHS bodies Any other relevant person or organisation and the Local MP	Letter sent 21 September; meeting 28 September 2 September 2015 Letter sent 21 September; meeting 28 September 22 September 2015 22 September 2015 22 September 2015 30 September 2015 22 September 2015 22 September 2015

Healthwatch Kent Patient and Public Participation Group (PPG)	30 September 2015 30 September 2015
Media Communication- press release	23 September 2015
Consultation Period	28 September 2015 to 20 December 2015
Recommendation reports presented to Adult Social Care and Public Health Cabinet Committee for discussion	14 January 2016
Key decision taken by Cabinet Member for Adult Social Care and Public Health	Week commencing 18 January 2016
Instigate any change programme	From February 2016

2.2 The 12 week consultation period for the future of in-house provision concluded on 20 December 2015. Residents, carers, staff, unions and relevant bodies have been involved with meetings and their views have been considered.

2.3 The consultation concerning Dorothy Lucy Centre received a total of 176 responses. A summary table by type of response and organisation is included below. A number of letters were copied to the local MP, local councillor, Cabinet Member and Leader, and officers within KCC. Each letter was responded to either by a standard acknowledgement or a more detailed letter responding to any queries or inaccuracies in their statements.

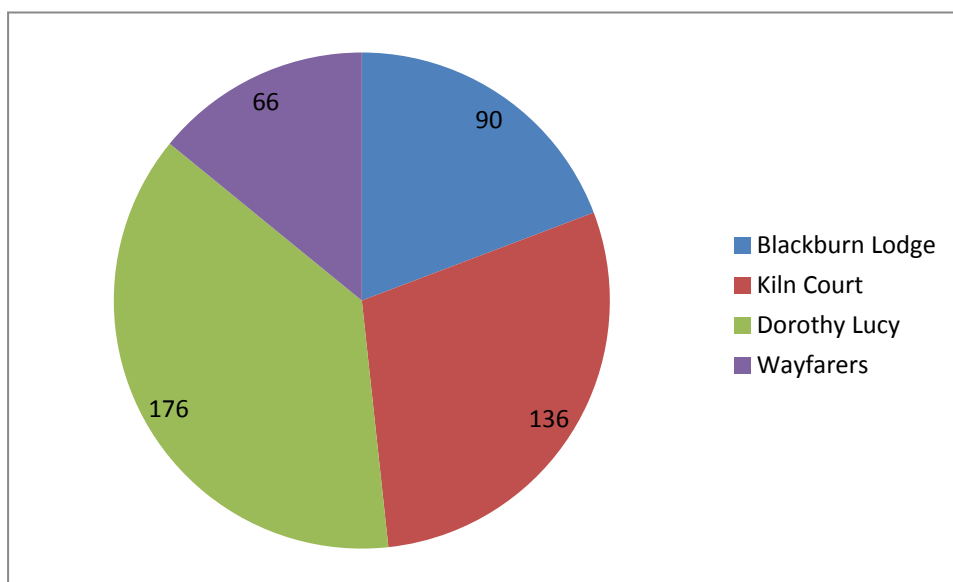
2.4 A breakdown of the responses by type and organisation is included in the table below:

Consultation responses from	No. of Emails	No. of Letters	No. of Phone calls	No. online responses	No. complaints	No. petitions	No alternative proposals
Relatives	7	7	3	37	3		
Staff				7			
Wider Public		10	4	76		1	
MPs/ Councillors	2	2		1			
Organisations		2	3	7			2
West Kent CCG	1	1					
Total Number of Responses	10	22	10	128	3	1	2

2.5 Both a paper petition and an e-petition were received opposing the plans under consultation and stating that “the closure of this facility would be detrimental to the wellbeing of those using the centre and their families”. In total there were 2,892 names on the petitions. The KCC Petition Scheme requires 2,500 signatories for a petition to be debated at a Cabinet Committee. The scheme requires that all petitions require name, address and signature or email address to be considered valid. Unfortunately, Democratic Services have confirmed that 2,216 of the signatories have had to be rejected as they had a signature and name but no address. Under the KCC petition scheme an address or at the very least a postcode (or in the case of the e-petition a valid email address) is required in order to carry out some validation/duplication checks. This means that there were only

676 valid signatures and therefore a petition debate at Cabinet Committee has not been triggered. However, due to the obvious local concern about the proposals, this is significant to the consultation and the Cabinet Member has indicated that, although there cannot be a formal petition debate, he would like the Lead Petitioner to still have an opportunity to present a statement at the Cabinet Committee which considers the subsequent recommendation report and which will advise him. This will be arranged through Democratic Services.

- 2.6 All public consultation documents were uploaded onto the KCC Consultations webpage and a dedicated email address created to manage responses.
- 2.7 The overall consultation received 468 communications from a variety of sources and the responses can be summarised as follows



3. Issues raised during the consultation

- 3.1 The following issues were raised during the consultation relating to Dorothy Lucy Centre:

Themes	No responses	% responses
Lack of alternative provision	39	28
Alternative options need exploring	12	9
Motivation for closure and change	8	6
Quality of existing provision	31	23
Quality of alternative provision	28	20
Loss of staff expertise	13	9
Reduction in provision and impact on the wider health and social care system	6	4
Total Responses	137	100

3.2 Councillor Brian Clark joined the Adult Social Care and Public Health Cabinet Committee meeting on 3 December 2015 to discuss the local concerns on the proposal. The MP, Helen Whately, visited the Dorothy Lucy Centre on 20 November 2015.

3.3 Residents/Relatives/Stakeholders Feedback

3.3.1 **Lack of alternative accommodation to meet individual's needs. Respite care is a vital service and friendships have been made. There is a need for families/carers to be able to book planned respite for their relatives and if Dorothy Lucy Centre was closed there would not be any alternative provision available in the local area.** SCHW recognises that planned and emergency respite care is a very important service to individuals and to carers and remains an important part of future commissioning. A needs analysis has been undertaken during the consultation period which has determined that there would be an on-going need for 20 short term beds (14 planned respite, four for emergency respite and two for assessment) to replace those available at Dorothy Lucy Centre should the service be closed in 2016. KCC undertook a tender exercise for older persons care home provision which concluded on 18 December 2015. This was for long and short term care and day care with a proviso that further, more detailed, work would be needed to determine the terms and conditions of the short term bed service and the day care service.

3.3.2 Thirteen care homes tendered in Maidstone for long term care with a total of 468 beds and three care homes for short term care with a total of 14 beds. Intelligence received that more providers will tender once the opportunity re-opens in April 2016. This does not restrict the capacity of care home provision to the local authority as individuals exercise Choice of their accommodation where KCC would spot purchase.

3.3.3 In relation to day care, there is a need to secure a total of 58 places in the Maidstone area, 47 for general frailty and 11 for dementia. Five care homes tendered for day care offering twenty-five places. Day care is a very personalised service and will need individual discussions with users and carers regarding the future service provision. For instance, where people access day services only, this could be in a day care centre. For people who access day care and respite, it may be more suited to be in a care home so that there is continuity of service and that friendships can develop and familiarity with surroundings, particularly for those with dementia. However, the preference, the need to keep friendship groups together and the proximity of service from home (including transport) is very individual.

3.3.4 KCC's policy is to offer in house services for short term provision to maximise the use of the homes. The low utilisation is not a reflection of policy or guidance, more that there is either little need for the home in that location, people choose not to go there and access respite provision elsewhere or individual's needs are too complex to be managed safely at Dorothy Lucy Centre.

3.4 **Alternative options need exploring before closure.** KCC has set out seven options that have been examined by Officers and shared with Members prior to the consultation period. Views were expressed that KCC should examine some of these options in more depth prior to taking any decision on closure. One of the biggest areas of feedback was to refurbish Dorothy Lucy Centre. If the home was

to be refurbished without the need for major works, it is likely that parts of the building would need to be closed temporarily to undertake the work.

3.4.1 If the home were to be extended, this would cost in the region of £3m to accommodate 50 beds with ensuite provision (this is based on a 40 bed care home built to modern day standards by KCC in 2008 costing £8m). This is also likely to be very disruptive for individuals using the service.

3.5 **Quality of existing provision. Compared to other homes, the Dorothy Lucy Centre provides a good level of care and activities and this is due to the dedication of the staff.** The proposal to close the service is in no way a reflection on the quality of the care provided at the Dorothy Lucy Centre or on our staff. Activities are delivered in other care homes. KCC monitors the quality of the independent sector along with the Care Quality Commission.

3.6 **Quality of alternative provision in the independent sector. It is essential that the current level of care is not diminished and that residents continue to enjoy the same quality of life, dignity and remain happy.** Individuals will receive the same level of care in the independent sector to maintain their quality of life, dignity and to engage in activities that suit them. Analysis of the service utilisation shows that a significant minority of people that use the Dorothy Lucy Centre do so more than once. The table below shows how frequently people have used the service. All older people expect dignity and respect in their services and this is a very strong part of the CQC inspection regime as well as the KCC contract monitoring. The media do paint a poor picture of care home provision and this does distort the view of the independent sector. KCC services are not without issue with quality and safeguarding issues arising as well and are addressed when they arise. However, people who use the Dorothy Lucy Centre regularly for planned respite, or for day care and respite, will be reviewed so that they have a choice in their future service provision.

2014/15	No of times admitted to Dorothy Lucy Centre						
	No of admissions	Once	Twice	Three times	Four times	5 times	6 times
No of people	180	55	17	10	2	7	1

3.7 **The quality of buildings and the need for en-suite bathrooms should not overshadow the criteria for a happy life.** It is recognised that people who are accessing the services at Dorothy Lucy Centre would prefer that the building and services were to remain as they are, rather than have access to modern en-suite facilities. However, in time, that will become a minimum expectation for individuals and it is incumbent on SCHW that services meet future need and expectation.

3.8 **Motivation for closure and change.** KCC has been transparent on the reasons for the consultation which do include value for money and the need for capital investment in Dorothy Lucy Centre to ensure that it is fit for future. KCC does not have capital money to invest in this building. At this moment in time, Dorothy Lucy Centre is running at only 80% utilisation which results in the service being very expensive to run in comparison to the cost of care placements within alternative care homes in the local area. Through 2014/15, KCC purchased beds in the Maidstone area at approximately £441 per week for general frailty and £461 per week for dementia services (this includes third party top ups that are payable by people exercising Choice and analyses one years' worth of placement data)

3.9 **Loss of staff expertise.** There are concerns that if the Dorothy Lucy Centre closes, KCC will lose any ability to fulfil its obligation under the Care Act 2014 to be the ‘provider of last resort’. Staff will be offered training and redeployment opportunities both within KCC and in other caring roles. Should the Dorothy Lucy Centre close, KCC will retain 248 beds within the four integrated care centres that are operated with our health partners.

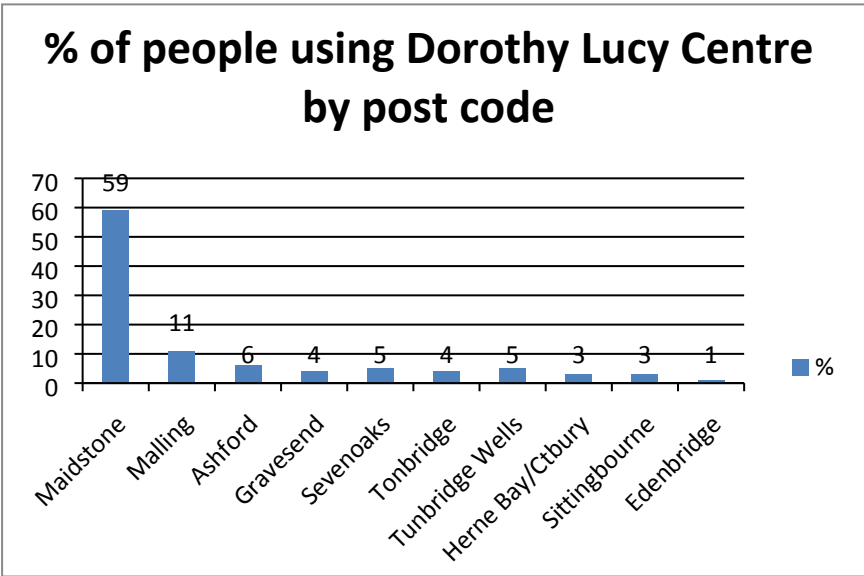
3.10 **Reduction in overall provision and impact on the wider health and social care system.** Reference was made in many responses to the increasing Delayed Transfers of Care (DTOC) or ‘bed blocking’ within hospitals and the concern expressed that closure may exacerbate the situation. When examining recent data, the reasons for DTOC are predominantly due to the lack of a community nursing bed which the Dorothy Lucy Centre is unable to provide as it does not offer nursing care.

3.11 **Lack of information provided on where the alternative services may be, what will happen to the site.** A lot of the feedback received was regarding the lack of concrete information should the closure take place. It was explained throughout that this is a period of consultation and any in-depth work at the time of consultation could be interpreted that a decision had been taken. The ongoing assurance was provided that alternative provision would be local and would meet quality standards.

3.12 Due to the formal tender, the contracts would not be awarded until February 2016. However, as there was little response to the general tender for short term care and day care, a specific tender could be undertaken to secure ten beds in the Maidstone Central area to account for the people that use the service from the local area.

3.13 For those that use the Dorothy Lucy Centre but are not local, provided separately is a list of homes that tendered (which is commercially sensitive).

3.14 Below shows the number of beds needed and type in each locality along with the number of beds secured through the tender.



	% of admissions	No short term beds required	No short term beds tendered
Maidstone	59	12	30
Malling	11	2	2
Ashford	6	1	15
Sevenoaks	5	1	12
Tunbridge Wells	5	1	14
Tonbridge	4	1	2
Gravesend	3	1	35
Canterbury	3	1	24
Sittingbourne	3	1	5
Edenbridge	1	0	0
Total	100	21	139

3.15 Below shows the number of day places needed in each area along with the number of places secured through the care home tender.

	% of admissions	No spaces required	No day care places tendered
Maidstone North	10	11	2
Maidstone Central	50	58	7
Maidstone South	40	46	18
Total	100	115	27

Note: Maidstone North and Maidstone South include towns outside of the main Maidstone urban area

3.16 This does not include capacity in existing day provision. In Maidstone, there is Age UK which offers general frailty day care and the Dorothy Goodman Centre which offers places for people with dementia. Additionally, there are a range of other day services, as detailed in the table below:

Provider	Day Care Type	Operating	Cost
Age UK Maidstone (Dorothy Goodman Centre)	Dementia	Monday - Saturday	Funded through direct payments £45.50 per day. Currently has 30 voids per week
Age UK Maidstone: Kent Community Health Coxheath Centre, Heath Road, Coxheath	Elderly Frail	Monday, Friday	£4.60 per day, Transport £5.40, Membership of £52 a year, where appropriate
Age UK Maidstone Harbledown House, Fant Lane, Barming	Elderly Frail	Monday, Tuesday, Wednesday	£4.60 per day, Transport £5.40, Membership of £52 a year, where appropriate
Age UK Maidstone Rosemary Graham Centre, Somner	Elderly Frail	Monday	£4.60 per day, Transport £5.40, Membership of £52 a

Walk, Parkwood			year, where appropriate
Age UK Maidstone Shepway Court, Norfolk Road Shepway	Elderly Frail	Thursday, Friday	£4.60 per day, Transport £5.40, Membership of £52 a year, where appropriate
Age UK Maidstone Greenborough, Greenborough Close, Shepway	Elderly Frail	Thursday, Friday	£4.60 per day, Transport £5.40, Membership of £52 a year, where appropriate

4. Staff Feedback

- 4.1 **What will happen if a decision is made to close the service in January 2016 – will staff be clear on their final date of employment with KCC?** HR staff will be engaging directly, collectively and individually, about what will happen to the staff and how we maintain a service through to any planned closure. This will include confirming the planned closure date for the Dorothy Lucy Centre. Formal staff consultation has not yet been undertaken and is required.
- 4.2 **Would alternative proposals put together by a staff group be considered seriously?** Yes any alternative proposal submitted by the deadline on 20th December 2015 will be considered. No alternative proposal from a staff group was received.
- 4.3 **What jobs would be available for staff looking at redeployment?** This will be known nearer the time, in the past jobs have been frozen so a bank is built up for staff looking at redeployment. There is also the opportunity to look at options in other services. For example, one member of staff from Doubleday Lodge in Sittingbourne that closed in 2014 moved to be a Shared Lives host; and another to extra care housing and is now applying for a management position.
- 4.5 **Will redundancy be an option if the decision is made to close Dorothy Lucy Centre?**
Calculations for redundancy payments are based on length of continuous service, age and salary. Salaries are based on contractual hours, and contractual enhancements. If the decision is taken to close, and staff are not redeployed to an alternative position, then redundancy is the final position.
- 4.6 During any formal staff consultation, 1:1 sessions are available to staff.

5. Future Service Delivery

- 5.1 Kent has launched its Accommodation Strategy which includes a detailed needs analysis to project the future demand for both permanent and short term building based care services across Kent. The Strategy identifies areas of under and over provision of care homes and other accommodation based services.
- 5.2 The data for Maidstone shows that to 2021, there is a need to reduce the number of general frailty Residential beds by 133, to increase the number of Residential Dementia beds by 52, to increase the number of Nursing beds by 52 and to build 120 units of Extra Care Housing over the period.

5.3 SCHW recognises that the services provided at the Dorothy Lucy Centre are important and would need to be re-provided at a relative scale to utilisation. Every individual currently receiving services at the Dorothy Lucy Centre will have a review of their needs and be supported to find alternative services. Their families or representatives will be included in the review.

5.4 There is currently one permanent resident and eight short term (respite) residents at Dorothy Lucy Centre (as at 13 December 2015).

- Permanent Residents:** The one permanent resident will be offered support by their case management team to identify alternative residential accommodation at a local care home in the Maidstone area, unless their review shows that they would benefit by moving closer to their family or a different service, ie nursing care. At this current time, KCC is aware that there are 705 care home beds within the Maidstone District, the vast majority of which are within homes that are fully compliant with CQC Regulations. Recent analysis shows that homes operate with a 10% void rate meaning that 70 beds are currently vacant. If there are homes that are non-compliant, KCC would not place in those homes. Individuals would have choice on where they would want to live.

Short term residents: Data from Swift (KCC Case management systems) indicate that for the period April - October 2015, there have been a total of 273 short term placements in the home (an average of between 9-10 people per week). Most people have had one period of stay during this year (65%) and have stayed for between 1-6 weeks. As mentioned above, beds can be secured in Maidstone, and surrounding villages at the numbers shown in the table below.

Day Care: A total of 49 people currently attend the day care service at Dorothy Lucy Centre. Of these, 15 attend the elderly frail days and 34 attend the dementia days.

Reports indicate that the dementia day care service is at, or over capacity most days and there is a waiting list of approximately 10 people wishing to attend.

However, the elderly frail day care is operating at 42% capacity, meaning that the day services as a whole is operating at 87% capacity.

5.5 Based on detailed needs analysis completed in December 2015, twenty additional respite beds will be secured via a block contract. A breakdown of the requirements is set out in the table below:

Bed Type	Current	Proposed	Rationale
Residential Care	1	1	Purchase elsewhere
Older People planned respite	8	6	Based on 71.7% occupancy for 2014/15
Dementia planned respite	10	8	Based on 71.7% occupancy for 2014/15
Assessment/Rehabilitation	4	2	Based on 71.7% occupancy for 2014/15
Emergency Respite	5	4	Based on 71.7% occupancy for 2014/15
	28 beds	21 beds	

- 5.6 The table shown at 3.14 above shows that 12 short term beds need to be secured in Maidstone which could be secured in the homes that have tendered. A full list of the homes is detailed in the appendix which is exempt as commercially sensitive and as the tenders have yet to be evaluated following the tender submission. Contract award could be from February 2016. In order to make sure there is no double counting on areas, analysis has been cross referenced to ensure that beds in other areas can be secured. For instance, the Kiln Court report confirms that two short term beds are needed in Sittingbourne and one in Maidstone. The confidential appendix covers this.
- 5.7 Market responses to the recent tender exercise undertaken by Strategic Commissioning in November 2015 indicate that there was not currently sufficient interest from existing care homes within Maidstone to also provide day care. There is however some additional capacity in existing day services. In order to fully show that services can be re-provided, a further piece of work is required across all community, voluntary sector and other care providers to confirm that there is interest in providing suitable services and to provide necessary assurance. It is proposed that further work is undertaken and reported back to the Adult Social Care Cabinet Committee in March 2016 for further discussion ahead of the Cabinet Member taking his decision on the future of the Dorothy Lucy Centre.

6 Alternative Proposals

- 6.1 During the consultation, there was interest from two providers who are looking to purchase the vacant site and build or refurbish facilities to continue to deliver residential care services for different client groups which would require closure of the existing service.
- 6.2 At the present time, KCC does not struggle to find residential care services for those with General Frailty needs in the Maidstone district, hence the proposal to close the Dorothy Lucy Centre. As set out in paragraph 4.1 above, Kent has developed an Accommodation Strategy which confirms the future need for residential services across Kent and in relation to services in Maidstone there may be a future need to develop different residential services such as dementia care. We know that for standard residential care for the future general frailty population, their needs can be met in Extra Care Housing and there is more likely to be a need for dementia care or nursing provision, neither of which could be accommodated in the existing Dorothy Lucy Centre service.
- 6.3 A confidential proposal has been received from a large care home provider to develop high level dementia services in Maidstone. A business plan has been submitted and discussed and they will be looking to develop this in the next 12-18 months.
- 6.4 Should the decision be taken to close the Dorothy Lucy Centre from November 2016, SCHW would then declare the site as surplus and KCC would consider the future of the site.

7. Personnel implications

- 7.1 The staffing information for Dorothy Lucy Centre (DLC) as at 10 December 2015 is as follows:

	Head Count	Total Contracts	Permanent	Temporary	Fixed Term	Full Time	Part Time	Relief	FTE
DLC	69	83	79	2	2	2	64	17	35.29

- 7.2 Issues raised by members of staff at the initial consultation meetings held on 29 September 2015 and subsequently during the 12 week consultation period related to redundancy and redeployment opportunities and HR support for staff in the event that a decision is made to close Dorothy Lucy Centre.
- 7.3 If the decision is taken to close the service, staff will be offered one to one meetings with a personnel officer and their union representative and the opportunity to receive skills training to enable them to either continue their employment within KCC or find suitable alternative employment. Redundancies, where possible, will be kept to a minimum.
- 7.4 Arrangements could be put in place to give members of staff an opportunity to apply for posts while continuing to support service users until the service has closed. Those who are not successfully redeployed within KCC will be offered support to secure alternative employment. The Redundancy and Redeployment Procedure will then be followed and people will be offered Priority Consideration status once they are at risk of redundancy in order to help them find work in KCC.

8. Financial Implications

- 8.1 Based on the cost of re-providing the services needed, the headline data for expected savings is as follows:

No of beds needed	Bed Type	Average Weekly cost	Weekly Total	Annual Total
1	Residential OP bed (long term)	£441.71	£441.71	£22,968.92
6	OP planned respite bed	£448.82	£2,692.92	£140,031.84
8	Dementia planned respite beds	£460.87	£3,686.96	£191,721.92
2	Assessment and rehab	Dementia £ 466.10 OP Frail £438.18	£904.28	£47,022.56
4	Emergency Respite	Dementia £ 466.10 OP Frail £438.18	£1,208.56	£62,845
			Total	£464,590.36

- 8.2 The anticipated cost for re-provision of the day care services is as follows:

	Cost setting guidance	Places per week	Cost (per week)	Cost per year
Dementia	£35.43	96	£3,401.28	£170,064.00
Elderly frail	£29.99	21	£629.79	£31,489.50
Total			£4,031.07	£201,553.50

- 8.3 The budget for the Dorothy Lucy Centre in 2015/16 is anticipated to be £1.2 million. Once one off redundancy costs of approximately £214k and pension liabilities estimated at £269k are taken into account, the overall net saving for a full year effect in 2016/17 would be approximately £61k, not including cost avoidance

of the routine maintenance. However, from the 2017/18 year onwards the anticipated savings would be in the region of £500k pa.

9. Legal Implications

9.1 The County Council has a statutory responsibility to accommodate people assessed as requiring residential care services. There is a duty to make sure all care home provision that the Council places residents in is safeguarding individuals and that effective contract management is in place.

10. Equality Implications

10.1 An Equality Impact Assessment has been completed and a copy is available on request.

11. Summary

11.1 Following the analysis of the consultation, the proposal would be to close the service at the Dorothy Lucy Centre over a longer period than was previously expected to make sure that alternative services can be secured, particularly in relation to day care. This is pending the outcome of the further work required to fully evidence the opportunities. It is further proposed that the Key Decision is taken by the Cabinet Member following the discussion at Cabinet Committee in March 2016.

11.2 An initial screening as part of the Equality Impact Assessment (EQIA) was undertaken prior to the consultation. This identified the need for a full Equality Impact Assessment to be undertaken on the proposal, which has now been completed. The assessment confirms that the proposals can be delivered in a way that adequately takes account of the individual needs of existing residents and of other service users.

11.3 The actions identified as an outcome of the full EQIA that will be completed are:

1. To undertake service user reviews ensuring that the needs of all residents with 'protected characteristics' are fully addressed in the process based on personalisation.
2. To implement the Commissioning Strategy to secure suitable alternative respite (short term) accommodation within the local area via a competitive tender process to secure best value and quality of care.

12. Recommendation(s)

12.1 The Adult Social Care and Health Cabinet Committee is asked to:

- a) **CONSIDER** the content of the report and the work undertaken to date, and
- b) **NOTE** that further work will be undertaken (as detailed in section 5.7 of the report) and a report seeking a formal Cabinet Member decision will be presented to this Committee in March 2016.

13. Background Documents

Government White Paper 'Caring for our Future- Reforming Care and Support'-
July 2015

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/136422/White-Paper-Caring-for-our-future-reforming-care-and-support-PDF-1580K.pdf

Accommodation Strategy - www.kent.gov.uk/accommodationstrategy

14. Report Authors

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