

Appendix 1

1. SUMMARY AND ANALYSIS OF THE FINDINGS FROM THE CONSULTATION

- The consultation process ran from the 3rd June 2013 to 1st September 2013. There was a good level of involvement in the consultation process. Just under 400 consultation papers and questionnaires sent out, as well as the consultation papers and process being made available on-line. The paper copies were sent directly to Residents and Day Care Clients, Relatives, Staff, Unions and other key professionals. In total **228** responses were received to the questionnaire. **45** people chose not to complete the questionnaire, providing their responses to the consultation by letter as they did not approve of the format and felt this was misleading.

Questionnaires and Distribution	Amounts
Additional copies for Homes for people who called in and wanted them in response to posters on the doors of the homes inviting people to take packs	100
Relatives of Priory House Next of Kin by post	26
Relatives of Delaware House Next of Kin by post	20
Respite Residents and Relatives by post	6
Relatives of Priory Day Care by post	36
Priory Day Care Clients by hand	36
GPs	7
Priory House Staff by post	36
Delaware Staff by post	37
Priory Day Care Staff by post	9
Care Support Team by post	26
Councillors by post	51
Unions by email	2
Southend Clinical Commissioning Group by email	1
Southend University Hospital Trust by Email	1
South Essex Partnership Foundation Trust by email	0
Southend Older Peoples Assembly by email	1
South East Essex Care and Health Association by email	1
Local MPs by email	2
Total	398

- Residents in the homes and from the Day Centre were given the opportunity to be involved in the consultation through the Council appointing Independent Advocates from Essex Age UK. Their remit was to support and be available to ensure the voice of residents was heard. They were available varying times weekdays and Saturdays.
- Essex Age UK also attended Relatives and Residents meetings throughout the consultation process. In addition to this, they attended Project Board meetings to feedback on the work that they were doing. Staff in the homes and Day Centre also played a big part in ensuring the consultation process was discussed with them along with their families. As part of the consultation process there was one dedicated Social Worker allocated to carry out reviews on all Service Users involved to determine their

views in a more formal process against the four options that were in the consultation paper. Due to the sensitivity of this and the need to complete Mental Capacity Assessments on some of the people, it was clear early on that additional resource would be needed to be found to ensure this task was completed by the end of the consultation period. We were then able to assign another Social Service Worker to concentrate on the Day Care reviews. Three other Social Workers were also utilised to assist with some of the reviews from Delaware House and Priory House.

Below is the time taken to carry out the reviews and Mental Capacity Assessments and recording of them.

Social Worker Initials	Location	Time Taken to Complete
EM	Priory House Delaware House	58 days
LG	Priory Day Centre	35 days
PT	Priory House	4 days
HC	Priory House Delaware House	30 hours
SR	Priory House	4 hours

2. BACKGROUND TO THE CONSULTATION

Delaware House and Priory House are 2 Council operated Care Homes for Older people. Delaware House is a 24 bedded care home (23 long term beds and 1 respite bed) in Shoeburyness and provides long term care for older people with dementia. Priory House is a 28 bedded care home in Prittlewell (26 long term beds and 2 respite beds) and provides long term care for older people with high levels of physical frailty, and some of these residents will have dementia. Priory House also operates a small Day Centre, providing structured day support to up to 12 older people per day. Although both homes provide excellent standards of care, the buildings are beginning to show their age and both homes are expensive to run when compared to homes in the Independent Sector.

On the 10th July 2012, the Council's Community Services and Culture Scrutiny Committee supported in principle the idea that the Council should explore possible future developments for both Delaware House and Priory House to oversee this process the Council appointed a 9 Member led cross party Task and Finish Panel.

This panel reported its findings to Cabinet, and to Council, in March 2013.

The Task and Finish Panel, subsequently agreed by Council, recommended that formal consultation commenced on 4 possible options for the future of each of the 2 Care Homes namely:-

- (1) Continue As Now
- (2) Alternative Ownership
- (3) Modernisation and Re-Provision, using Third Party Funding
- (4) Close 1 or Both Homes

The Task and Finish Panel had a preferred combination of Options:

- Option 3 for Delaware House – Modernisation and Re-provision using Third Party Funding
- Option 4 for Priory House – Close the home

Which are based upon a number of factors, mainly the following:

- The Panel's Assessment that Continue As Now (Option 1) was unlikely to be sustainable with the projected continued reduction in Public Sector finances (austerity measures).
- The revenue costs of the Councils Care Homes are relatively high, running in the region of just under £1million per year compared to the cost of 50 Long Term beds commissioned in the Independent Sector.
- The apparent lack of interest in the Independent sector for the alternative ownership model (Option 2).
- The requirement for major works to be undertaken in the next 5 years at Priory House, limiting the ability of the Council to explore fully Option 3 for this home.
- The footprint, and size, of the Delaware House site appears to offer a greater potential to attract external funding to develop the site with some dedicated facilities for older people.

Although the panel did have a preferred combination of Options, the Council made it clear that no decision, about any of the Options, would be made with respect to either of the homes and any final decision will only be made after having taken into account the views of current residents, their relatives and carers, members of staff, their trade union representatives, key stakeholders and the general public.

It was also noted that the staff in our homes are extremely hard working, compassionate and totally committed to ensuring the residents are well cared for and treated with decency, dignity and respect.

3. HOW WE CONSULTED AND RESPONDED TO REQUESTS DURING THE CONSULTATION PERIOD

Having a structured and transparent process on how the Council would communicate throughout the consultation process was important. The chart below shows what was done, in addition to the on-line questionnaire as part of the consultation process.

Example	Purpose	When	Who	How Many	Time taken	Evidence
Media Briefing		3 rd June 2013	Carol Cranfield Cllr Salter Simon Leftley David Paramore David Trayner Felicity Simper Katie Mansfield	8	13:00 to 14:00	Media briefing in papers and on radio.
Courier Service	Used to ensure all Next of Kin of residents in Delaware and	3 rd June 2013	All Next of Kin	69	All Day Service	Courier Company.

	Prory House received their consultation packs on the day the consultation went live.					
Staff meeting at Prory with home and Day Centre staff	To inform staff the consultation would commence.	3 rd June 2013	Carol Cranfield	15 staff	09:15 to 10:15	Minutes taken and distributed.
Staff meeting with Delaware Staff	To inform staff the consultation would commence.	3 rd June 2013	Carol Cranfield	15 staff	10:30 to 11:30	Minutes taken and distributed.
Relatives Meeting	Listen and answer questions.	25 th June 2013	Carol Cranfield Simon Leftley	2 Councillors 9 Staff 2 Advocates 49 Relatives	18:00 to 20:00	Minutes recorded and distributed.
Public Meeting	Provide an overview of what has happened to date, listen and answer questions.	2 nd July 2013	Carol Cranfield Simon Leftley	4 Councillors 9 Staff 2 Advocates 46 Relatives 3 Unions	18:30 to 20:00	Minutes recorded. Frequently Asked Questions and Answers distributed and placed on the Intranet. PowerPoint presentation used at the meeting distributed and made available On-line.
Relatives Meeting	Provide an overview of what has happened to date, listen and answer questions.	1 st August 2103	Carol Cranfield Simon Leftley	3 Councillors 10 Staff 2 Advocates 45 Relatives	18:00 to 19:30	Minutes recorded and distributed. PowerPoint used at meeting distributed and made available On-line.
Public Meeting	Provide an overview of what has happened to date, listen and answer questions.	6 th August 2013	Carol Cranfield Simon Leftley	5 Councillors 12 Staff 2 Advocates 33 Relatives 3 Unions 12 Public	18:30 to 20:15	Minutes recorded. Frequently Asked Questions and Answers distributed and place on the Intranet. PowerPoint presentation used at the meeting distributed and made available On-line.
1:1 meetings held with Relatives	This was done in response to some people wanting individual	26 th July 5 th August	Carol Cranfield Joan Constable	17 Sessions ½ -1 hour each	14 hours	Letter sent to all Next of Kin with dates the meetings would take place. Dates recorded in

	chance to speak rather than in a large group at the planned meetings.	9 th August 22 nd August				Project Leads calendar and all families attended.
Property Meeting	To discuss with relatives, how the Council come to the costings and subsequent checking of the figures. Meeting organised as a result of some relatives still having concerns over the figures.	1 st August 2013	Anita Thornbury Carol Cranfield Cllr Woodley Dave Sowerbutts Garry Stickland Neil Pointer Simon Leftley	3 Relatives in attendance 1 Relative apology	11:00 to 12:00 1 hour	Letter of invite to meeting. Minutes of meeting recorded and copies sent to relatives on 12 th August 2013.
Property Meeting on Site at Priory House and Delaware House	To look in more detail as to why the work was costing what it would.	20 th August 2013	Anita Thornbury Gary Stickland Neil Pointer	4 Relatives in attendance	AM and PM meeting	Letter of invite to meeting. Minutes to the meeting sent to relatives on 23 rd August via mail.
Relatives request to Visit other Homes	Relatives can see how some comparable homes.	27 th August 2013	Karen Peters with relatives from Priory House and a further visit in the afternoon for Delaware relatives.		AM and PM meeting	
Council Process meeting	For relatives to understand the process.	18 th Sept 2013	Simon Leftley John Williams	7 Relatives	16:00 to 17:00 1 hour	Letter of invite sent. Minutes Produced

4. CONSULATATION WITH THOSE DIRECTLY AFFECTED BY THE PROPOSALS

Delaware House and Priory House Residents

During the consultation it was important to involve the residents of Delaware House and Priory House, as indicated above this was completed in a variety of ways but with great sensitivity. It was also important to carry out reviews on all residents and Day Care Clients involved formally so that this was recorded and analysed.

It was abundantly clear from the reviews undertaken at Delaware House and Priory House that the residents and relatives wanted no change at all. In addition to this where people lacked capacity and a Mental Capacity Assessment was carried out to confirm this, most family members were able to advocate on their behalf. There was also involvement of an Independent Mental Capacity Assessment for a couple of people who were un-befriended.

There were 10 who lacked capacity at Priory House and 20 residents at Delaware House.

There are 17 Residents that are under Continuing Healthcare Funding in Delaware House and one at Priory House; however there are residents currently being assessed.

In total there were 77 reviews carried out across Delaware House, Priory House and Priory Day Centre.

It is important to note also in Delaware House we have 1 Resident and Priory House 7 Residents on the “end of life” care pathway.

During the consultation and through speaking with relatives in 1 to1 meetings, through the Social Workers reviews and 1 to1 meetings with the Project Lead, it was apparent that there was genuine concern that some of these residents had already been to another home or in some cases more than one home before they finally settled in either of the homes. Having looked on the Council’s database, it is confirmed this has happened to 8 people in Delaware House and 3 people in Priory House.

In addition to this information the Council also has a resident that initially lived at Balmoral Home in 1993 then transferred when it closed, over to Priory House in 1999. She has therefore been in Residential Care for 20 years.

The collective views from residents and relatives for both homes were as follows both positive and negative through the review process.

Negatives	Positives (in relation to current circumstances)
Any move could have tragic consequences on some residents.	Do not want to move or change where I live.
Dependant on the outcome the Councillors make, if I need to I will sit outside the Civic in my wheelchair with a plaquard disputing this.	I have a right to family life.
General feeling the repair costs are to high.	If moved we will miss the excellent staff that look after us.
Homes I have been to in the past are uninviting, dirty, and restrict visiting.	If moved we will miss the friends we have.
How will our loved one needs be met with Dementia if there is no other home like Delaware House for this care.	Living in Priory House and Delaware House has improved our health.
How will you move people if they are “end of life “care.	We want our loved ones to remain in the homes for the rest of their lives.
If moved now we will have lack of continuity that we have now with the excellent staff we have.	Why break something that is not broken
Moving me worries me to death.	
My mental health will deteriorate.	
Our health conditions could escalate.	
Private homes are money makers and staffing is at a minimum.	
Some of us have moved from homes that were not good.	

Some relatives and residents have looked at other places before living at Delaware and Priory House and have not like what they have seen.	
The volume of paperwork given was to much, not clear and confusing, should have been in bigger print.	
This is all causing emotional stress and will be worse if we are moved.	
Why move a 99 year old and 100 year old. This is criminal and inhuman and will have a damaging affect on our health.	
Worried if I had to move as no other home would meet my needs as I am partially sighted.	

Quotes from Service Users below indicate the strength of feeling for the proposals

Mrs X stated:

“To whoever is going to make the decision about the proposals it is quite simple, this is my home and I don’t want to move out. I am happy here, if they decide to close Priory House they should know I will not go willingly, I will not leave; they will have to drag me out kicking and screaming!”

Mrs XX stated:

“I don’t want Priory House to Close!” She confirmed she had spoken with the Advocate however she found the paperwork too difficult to understand, she stated volume of paperwork was too much, and the print was too small for her to read so she gave the paperwork back. She informed that she had moved into Priory House 11 years ago when Delaware House was closed for refurbishment. She stated that Priory House is her home and the other residents and staff her family. She said I have been here so long I have seen 3 different managers come and go. She described Priory House as a happy place where everyone is friendly. She has good understanding of her care needs and Parkinson’s condition and said the staff are very helpful and assist her with all her required care needs. She said “nothing is too much trouble, staff are all kind but her key worker is the best!” She said I am very happy here, we are all very happy here some of the residents have dementia and staff are always very kind to them.

PRIORY DAY CENTRE CLIENTS

There was 1 Social Service Worker assigned to complete all the Day Care reviews with the support of the Day Centre staff and advocates. **32** were complete in total. **8** of which lacked capacity, Mental Capacity Assessments were conducted and written, all of these were then supported by the family member that knew them, in most cases spouse, son or daughter.

Their collective views were as follows;

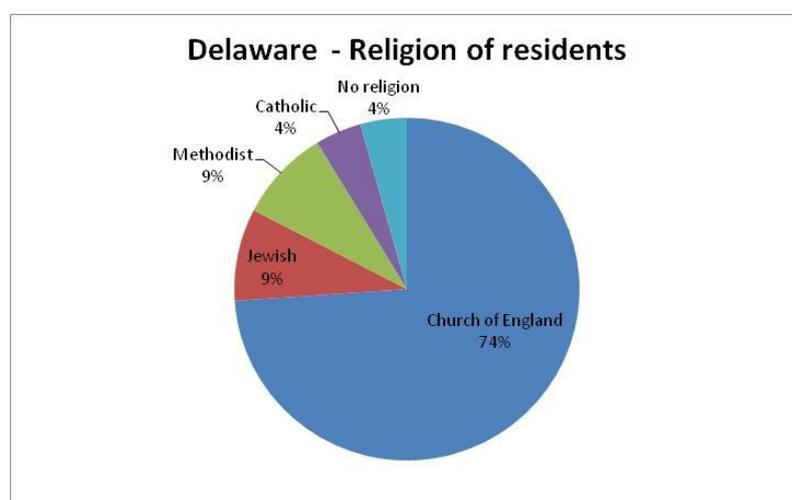
- I am no longer isolated.
- I am not depressed anymore.
- I am supported to have a bath otherwise I would never get one.
- I enjoy the friendships I have made.
- If my mum was unable to attend I would have to give up work.
- If there was no Day Care I could no longer cope.
- It has improved my health and well being.

- It is respite for me as I am the main carer.
- My health would deteriorate.
- The Day Care is my lifeline and enables me to carry on caring for my husband/wife/ mother.
- There should have been a question about Day Care in the questionnaire and I am cross about this.
- We want to stay where we are and not be moved.
- I /we do not want to see the day centre close we are happy where we are.

Analysis of the findings from the survey

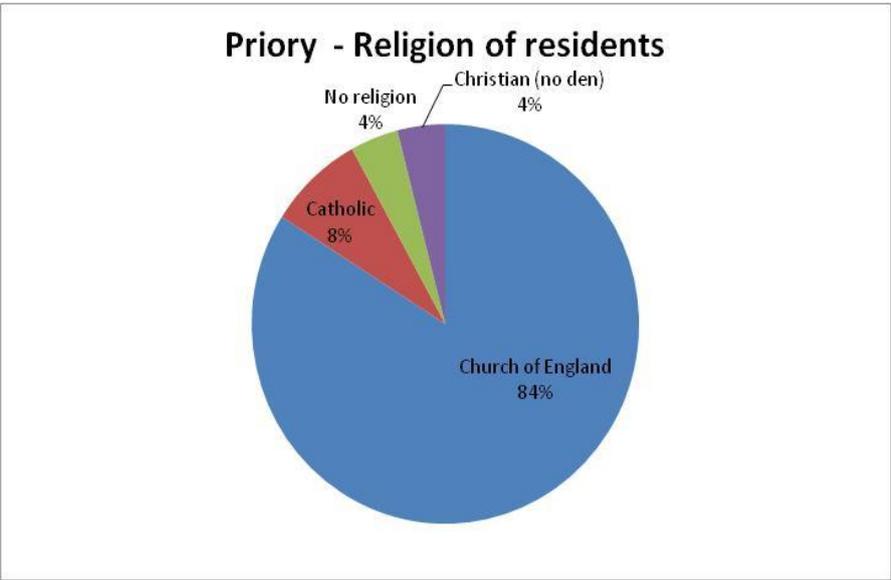
Delaware House

- **Ethnicity:** All residents of Delaware House are White British.
- **Age:** Ages of the 23 residents within Delaware House range from 60 to 97.
- **Date of Admission:** The 23 residents of Delaware House were admitted between 2004 and 2013 and nearly half were admitted within the last two years (2011-2013).



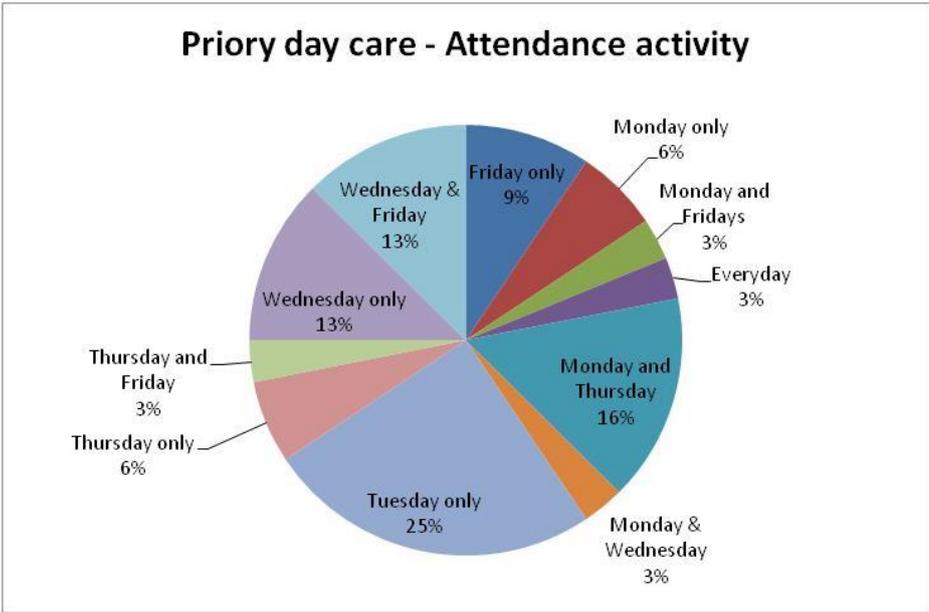
Priory House

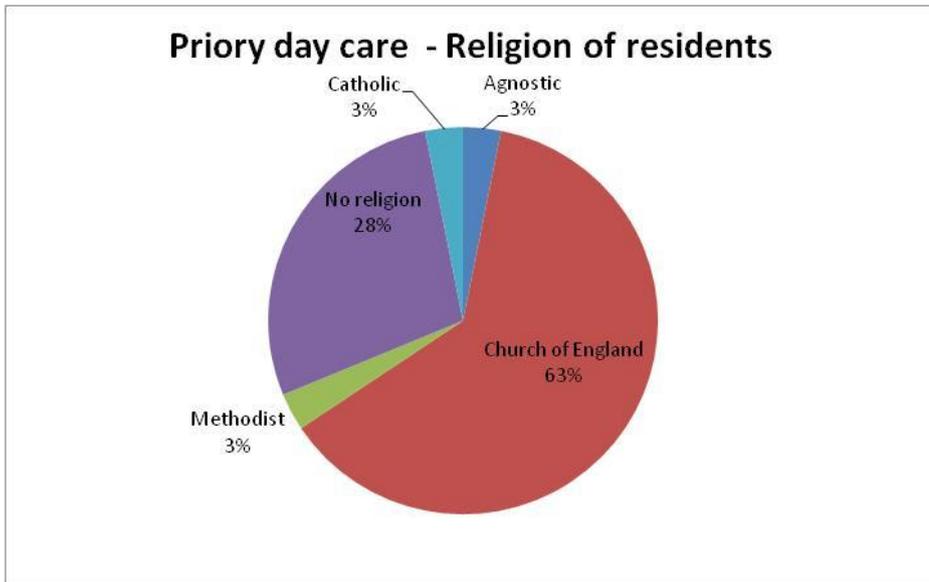
- **Ethnicity:** All residents of Priory House are White British with the exception of one (Other White).
- **Age:** Ages of the 25 residents within Priory House range from 77 to 100 with over three quarters aged 85 and over.
- **Date of Admission:** The longest residing client at Priory House has been there since 1989 with the next longest having resided in Priory House since 2002. Over half of all clients were admitted in the last two years.



Priory Day Care

- **Ethnicity:** All 32 attendees of Priory Day Care are White British with the exception of two, one Other White and one Jamaican.
- **Age:** Ages of the 32 residents attending Priory Day Care range from 68 to 93 with just under 60% aged 85 and over.
- **Date Care Attendance:** Just under 60% of clients attend Priory Day Care 1 day per week with the most popular day being Tuesday.





Analysis of the findings from the survey

RESPONSES TO OVERALL PROPOSALS

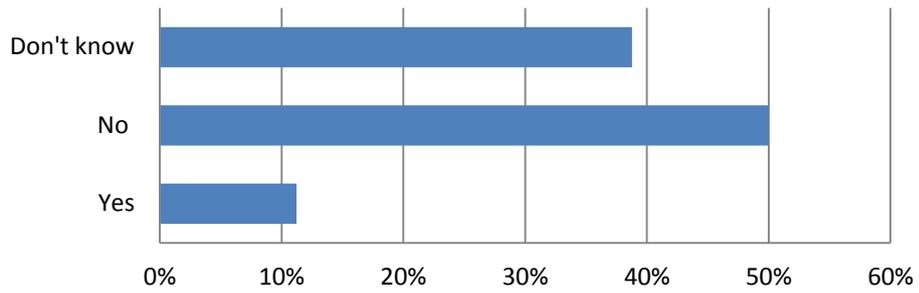
There were **228** recorded questionnaires received to the on-line questionnaire.

Please note in each box below it identifies how many responded to each question, not all questions were answered.

It was clearly evident that all people involved in the homes wanted **Option 1** to remain.

Option 2 - are the parameters outlined under alternative ownership appropriate?

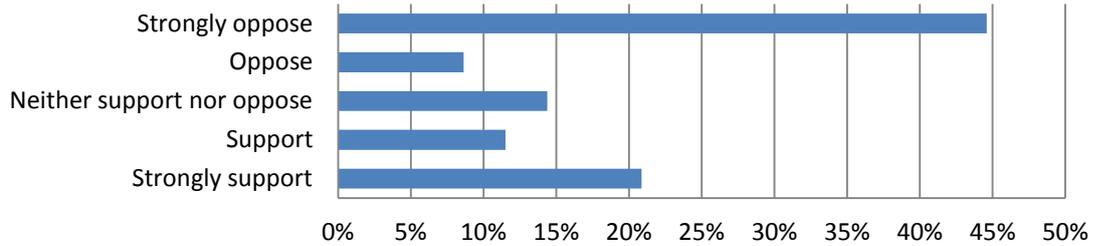
(98 respondents)



	Yes	No	Don't know
Option 2 - are the parameters outlined under alternative ownership appropriate?	11%	50%	39%

Option 3 - modernisation & refurbishment of Delaware House

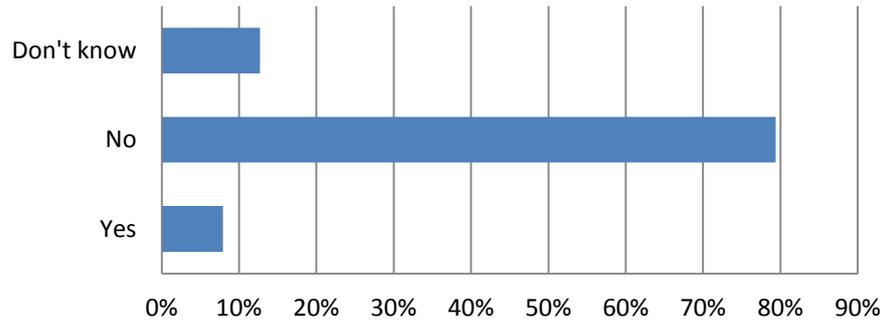
(139 respondents)



	Strongly support	Support	Neither support nor oppose	Oppose	Strongly oppose
Option 3 - modernisation & refurbishment of Delaware House	21%	12%	14%	9%	45%

Option 4 - is the Council's approach to managing a move to another care home the right one?

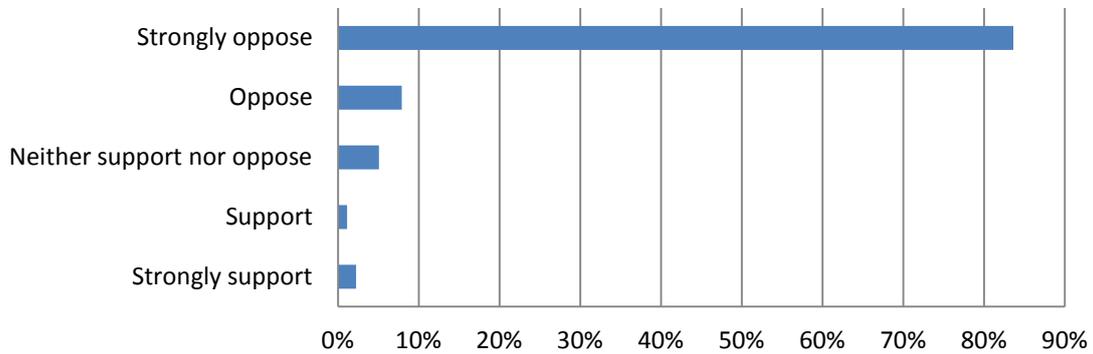
(126 respondents)



	Yes	No	Don't know
Option 4 - is the Council's approach to managing a move to another care home is the right one?	8%	79%	13%

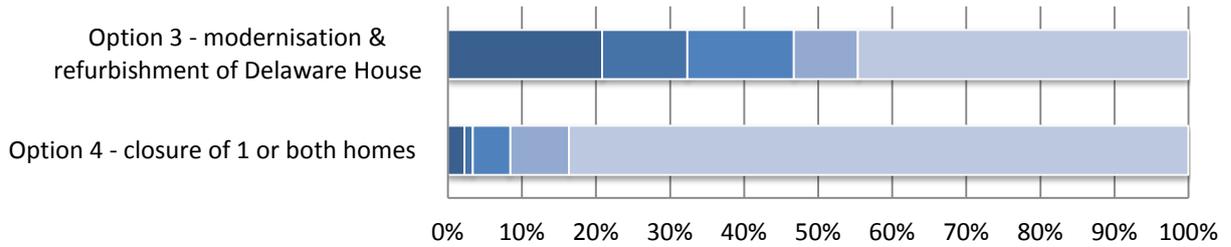
Option 4 - closure of 1 or both homes

(177 respondents)



	Strongly support	Support	Neither support nor oppose	Oppose	Strongly oppose
Option 4 - closure of 1 or both homes	2%	1%	5%	8%	84%

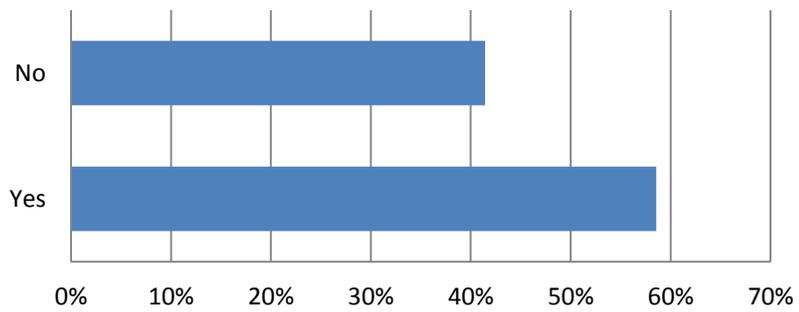
Support for Options 3 & 4



	Option 4 - closure of 1 or both homes	Option 3 - modernisation & refurbishment of Delaware House
Strongly support	2%	21%
Support	1%	12%
Neither support nor oppose	5%	14%
Oppose	8%	9%
Strongly oppose	84%	45%

Preference for any other options for each of the homes

(140 respondents)



	Yes	No
Preference for any other options for each of the homes	59%	41%

Respondent Profile

The table below shows the composition of the survey sample.

Which best describes you	Proportion	Number
Care Home Resident	3%	5
Relative of someone who is in a Care Home	26%	46
Member of staff from Priory Day Care	6%	11
Member of staff from Priory House	6%	11
Member of staff from Delaware House	7%	13
Other	52%	92
Gender		
Male	29%	46
Female	68%	110
Prefer not to say	3%	5
Age		
18-24	2%	3
25-34	2%	3
35-44	9%	13
45-54	15%	21
55-64	13%	18
65-74	18%	25
75-84	15%	21
85-94	12%	16
Prefer not to say	14%	19
Ethnicity		
White British	96%	142
White Irish	1%	1
Gypsy or Traveller		
Any other white background	1%	2
Mixed White and Caribbean		
Mixed White and African		
Mixed White and Asian		
Any other mixed background		
Indian		
Pakistani		
Bangladeshi		
Chinese		
Any other Asian background		
Black / Black British	1%	1
Black African		
Caribbean		
Any other Black background		
Arab		
Any other ethnic group	1%	2

Please note under the category of "Other" above this was made up of the following people

- 92 people ticked other, but only 52 people put a response in to say how they described themselves under the 'other' category.

These 52 people were made up of the following;

- 26 - Day Care User
- 15 - Relative, resident, friend or someone who used to have a resident in either homes
- 6 - Other Professionals
- 5 - Resident of Southend

NUMBER KEY	Written comments	TOTAL
1	Concerns about Day Care and possible change Happy with how it is I could be isolated Carers Support Regular routine needed This is my Lifeline There should have been a question on Day Care within the questionnaire The service is excellent	37
2	Not financially viable to keep homes open	1
3	Don't understand paperwork/questions Needs more clarification The Council should have been more transparent	157
4	Keep the homes open to benchmark against the private sector	19
5	Is closure detrimental to health and happiness of residents? Mental and Physical cruelty Cause distress Against Human Rights Act	53
6	Excellent experienced care staff/excellent homes/excellent care Continuity Not enough emphasis on staff/resident relationships	85
7	Misc No views about Priory House Why pick on most vulnerable Why demolish the building Trick Questions The clients should not move because council say so The council should explore sponsorship from Local Businesses	29
8	Concern that staff will lose their jobs	4
9	Private homes do not provide the excellent care that council homes do	11
10	Totally against you taking my home from me I should not be evicted	9
11	This decision will kill people off Threats to kill self	25
12	Why is a dementia home closing when dementia is reaching higher levels in society	7

13	Keep Continue As Now Should not be closed Don't move The Council should find the money needed - use the money in reserves Homes should not be for profit	428
14	Morally wrong to move people	8
15	Costings for repairs are inflated and wrong - deeply flawed Find cheaper contracts Further independent costing needed	20
16	Lack of council homes in the borough - need to keep some Priory House is needed The Council need to provide more In House services	13
17	The council are not handling the emotional stress to families well	10
18	Can't understand why buildings have not been kept up to standard Do the repairs /refurb Spread the costs over year	27
19	Waste money - fees for councillors/new library/museum/Boat House and Shared Public spaces fees for agency staff and skateboard parks	6
20	Discharge process at hospital may be affected, due to lack of available beds in the community	1
21	The council needs to save money and these are not cost effective services There are homes of equal or better standard of care	3
22	Closing the homes would have a negative impact of Southend Need to build more Council are passing the buck The Council are cruel	7
23	Public losing faith in the council The Council should be ashamed of themselves - the council have been misleading In the next election Conservatives will lose	9
24	The money the council are hoping to save should be spent on the repairs Remodelling and refurbishment should be carried out Can only be an improvement	6
25	Why put people in privates homes where staff are low paid and not well trained	2
26	Expense in keeping the building maintained may not be the best use of public money Not financially sensible to spend money on homes	2
27	General assumption that people feel council have made up their minds to close both	2
28	Misc - answer not clear	3
29	Care homes should be modern and well maintained for comfort and dignity	3
30	No modernisation needed at Delaware	4
31	Delaware House and Priory House are in good repair Improvements should not be opposed Keep them modern for the future	10
32	I don't want the council to force me to move Just because they need the money	4

33	Support for both to have the repairs to keep them going for years to come Do not think the costs are high Thought and planning into keeping residents in situ	5
34	If a third party could be found to buy the homes this would be great	1
35	Council too busy looking after themselves and not worried about the elderly	2
36	Good for tax payers money being used in the community	3
37	Support for families	1
38	Private homes driven by profit not care	1
39	Residents should be able to die in own home	5
40	Unit cost of Priory House and Delaware could come down Many Budgets are better SBC should take responsibility, don't pass to others	11
41	Modernise don't close	2
42	Additional letters and notes	12
43	There needs to be a mix of public and private care	1
44	Delaware House needs no change and do not close	10
45	Question not applicable to me (us) etc	3
46	The Council intend to close Priory House The Council have made up their mind	3
47	Refurbishments and moving people cost would be detrimental	1
48	Give them to a Private organisation to bring up to standard	9
49	Alternative ownership of one or both homes could provided the money for refurbishment	14
50	A good financial adviser is needed	1
51	If the home is to close I will sit on the steps of the Civic with a plaquard (resident)	1
52	Use charitable funding	1
53	Delaware House and Priory House should have a yearly maintenance plan	1
54	No information of other options	2
55	Council should use the money on frontline services	5
56	Small cut to everyone's wages Get rid of staff who constantly take time of sick	2
57	Look at all the budgets across the Council more effectively	1
58	Make into a trading company	1
TOTAL		1104

Letters Received instead of the Consultation Response

There were 45 letters received by the end of the consultation. In addition to this the Committee Section also received 11 emails with the same concerns. That covered the points below generally;

- The costs were inflated from the Surveys.
- The care at Delaware House and Priory House is excellent.
- Please do not close Delaware the provision for complex Dementia Care in Southend is needed.

- The local Authority has a responsibility and moral duty to support and improve the health of the local population, if these plans go ahead it will contribute to the deterioration of the Health and welfare of current residents and families, and this causes concern.
- The proposal about re-provision and refurbishment were not clear.
- It is not clinically safe to move people it would contribute to elevated mortality.
- Safeguarding of these people is paramount.
- The “Achieving Safe Closure” document that was part of the consultation pack was seen as the council have made up their mind to close the homes.
- When the Council make decisions please consider the National Dementia Strategy.
- Some relatives have carried out their own independent reviews of the homes and do not feel they are fit for purpose for their loved ones.
- Think about the moral and ethical dimension of responsibility which needs careful consideration before any ill conceived action is taken with regard to the future of the homes.

Views of staff and suggestions

Clearly the staff do not want to see the homes closed and they were able to offer suggestions around on- going savings in the homes to reduce the revenue costs in the longer term. Some examples - lose agency staff, reduce staff pay look at job evaluation, use of Electric and Gas, use cheaper companies for provisions and equipment. Have all beds as permanent beds; change the home to Health care people only, to use Continuing Health Care Funding which would bring down the revenue costs

Safeguarding Issues

During the consultation process during Relative and Public meetings, there were issues highlighted around potential safeguarding issues in the Independent Sector. Our Safeguarding made contact with 2 relatives, one declined to inform us any further, and the other case was looked into.

Unions also expressed concerns about safeguarding but no live issues, therefore Southend Borough Council's Safeguarding Strategic Lead and Unison Manager met on 20 September 2013 to discuss information for unions to share with their membership about whistle blowing safeguarding concerns. This information would then be shared with GMB as well.

Southend Borough Council has also offered to fund and provide Safeguarding e-Learning for all of the Unison and GMB stewards to assist these key staff in playing their role to ensure service users receive safe services and can live free of fear and abuse.

Other Providers comments

There was limited feedback from other providers and stake holders. There was one comment from an Independent Provider who said both homes should close and the residents placed in the Independent Sector.

Essex Age UK comments

Advocacy has been made available to residents and families of residents within Priory House and Delaware House. Advocates have worked within the 2 homes, within the community and within the homes of the families when necessary. Telephone support, advice and information have been available and widely used by families and interested parties. Following requests from working party advocates have been very flexible in delivering support meaning that it has been available when and where required. Advocates have attended public meetings, family meetings, working group meetings, protest meetings and informal meetings of families, Day Care users and home staff.

Residents have been supported in the review process and guidance concerning mental capacity and capacity assessment. In addition many families have been assisted to understand the concept of capacity testing and the best interest decision making process.

Wherever possible, capacitated residents have been assisted to complete the consultation documents. Advocates have positively encouraged families and interested parties to engage with the council's consultation and have assisted with drafting letters of concern and facilitated communications with the Council.

A period of watching brief work was carried out during the initial 4 weeks of the consultation and following this process decisions were made by advocates working closely with home management and Social Workers about which residents required non-instructed advocacy and those capable of giving instruction. During this period the families were assessed as to who might require most support and those who were in need of a more arms length approach.

Work Undertaken

Daily walk in clinics have been held within both homes and have taken place at varying times of day, mornings, evenings and Saturdays.

Advocates publicised and held two family meetings within the homes and two meetings with Day Care users.

39 residents have been directly engaged by advocates with varying levels of understanding.

25 families have received one to one formal support.

68 family members have been supported more informally.

25 people have received telephone support.

Attended 2 public meetings, 2 family meetings and 2 campaign meetings.

12 family members have been formally supported during public, closed and campaign meetings.

The views of residents, families, incapacitated residents and those too frail or ill to attend have been communicated during all meetings.

4 relatives have received intensive support around their own vulnerability and helped to speak on behalf of their family member/resident.

Every person engaging with advocacy has been encouraged to take part in the consultancy.

Signposted to other services on 17 occasions (CAB, Southend Borough Council, PALS, Counsel in Care, Residents and Families Association, Action for Family Carers).

Observations

During the 3 months that advocates have been working within the homes, they have become increasingly concerned about what they have perceived to be a detrimental effect upon some residents and particularly concerned about the psychological strains placed upon family members; some of whom are vulnerable.

The process has been long, as any meaningful consultation process needs to be but many residents, day care users, family members and indeed staff have found the process to be fraught and very distressing. It would seem vital that the levels of support and guidance that have been available, from the council from social workers and from advocates, needs to be kept in place.

Families have not been convinced that the specialist support and care that their loved ones receive at Delaware House and Priory House is available within the Borough. Families are visiting local care homes and comparing them to the experience that their residents have of being cared for within their existing placements. Families have formed the opinion that there are few if any homes within the borough that are capable of matching up to Delaware House or Priory House.

Advocates have learned that particular "family bonds" exist between residents within Delaware House and Priory House and that these bonds can be very strong. Many families have communicated to the effect that breaking up these "friendship families" would be extremely upsetting for their loved ones and would destroy what feelings of well being remain to them. Advocates have learned that these groupings have become more widespread, that the extended families of those experiencing these affiliations provide a source of support outside of the home: support that some increasingly vulnerable people living in the community have come to rely upon.

Conclusions

It has become increasingly obvious to everyone engaged on the project that the families of residents and the residents themselves will need to be supported through the next phase. Although the outcome of the consultation cannot be assumed, there will be a period of growing uncertainty and distress as the decision-making process moves towards a final decision. It is our very real concern that, should the decision arrived at result in the closure of either or both of the homes, a whole new process will then be necessary to mitigate as far as possible any detrimental effects upon residents and their families and that it will be imperative that they are supported by people they know and trust.

With the above in mind, it should be stressed that the people who have been involved with this group of vulnerable people need to be enabled to continue the work started. Whatever happens next, these people will need to be supported through it and empowered to have their voices heard and will need to be able to trust those seeking to assist them.

Union comments

UNISON

Only wish it to be Option 1 considered.

They wish the following points below to be considered.

- The assumptions about costs for maintenance, repairs and new equipment to keep Priory House and Delaware House open and repairs may be unnecessarily high.
- There is a lack of clarity about where residents would be placed if moved from these facilities.
- There are real questions about the suitability and affordability of local alternative provision, in particular the capacity and quality of the Private Sector.
- Moving residents safely is as yet unplanned despite the recognition based on past experience in Southend and elsewhere that this is critical for Service Users' health, well being and indeed survival.
- The overall local quality of care for vulnerable elderly people will diminish if these Council services, which are flagships for excellent local care, are closed.
- There is no clear plan for the provision of respite care once the facilities are closed.
- There is no clear plan to ensure that preventative day care is maintained
- The proposed changes threaten to end for good an excellent service on the basis of an uncertain 10 year financial projection.
- It is clear from the overall report that if repairs and maintenance were funded, the service could be maintained. This would be an investment in an excellent service which would continue to deliver care for years to come. Now is not the time to be selling assets.
- Jobs lost - This is a real threat to all the well trained dedicated workers within these services. This will have a real impact on the Southend Community as whole as the local economy will be affected long term as less spending power, costing tax payers more as potential benefits are sought and costing the council money in redundancies. This will not lead to savings long term and will be a loss of a specialised well trained workforce to the community.

GMB

Responses as follows;

Option 1 is the preferred option as this secures the future of the vulnerable, elderly people of Southend

Questions 1 to 5

We do not understand the question as it is misleading and therefore cannot respond.

Question 6

The days are gone when Southend Borough Council could boast they were open, honest and transparent. The homes consultation very much proves this and is in no means a meaningful consultation.

The consultation document and questionnaire are deliberately written to misguide and mislead the public and relatives.

The GMB Union are formally asking that this meaningless consultation is stopped and restarted when all facts and figures are gained.

Beds in the Private Sector at £430 how many are the relatives to "top up"?

How many resident come under NHS funding?

GMB are aware that Renown and Priory House Schools are now a federation does this mean that the Council will also be selling of Priory School?
 Asking for comments to the consultation whilst most of the financial information is either wrong or missing makes the consultation a complete sham.

Comments from the NHS Southend Clinical Commissioning Group

The Governing Body have reviewed the consultation documents and carefully considered the proposed options.

They recognise the financial constraints that the Council is working within and the economic case for change regarding these two facilities.

They make the following points and seek assurances around the Council's preferred options 3 and 4:

1. There is a potential for deterioration of quality of care.
2. Moving elderly people towards the end of their life is likely to have a negative impact on their life expectancy.
3. Reducing the social support to residents currently provided through these homes may increase support required by health services and increase costs for the health service.
4. GPs currently look after the patients based in the two facilities; if patients are dispersed or moved to other areas of Southend, this may lead to a change in GP, and patients and their families should be made aware of this in advance.
5. There is much published evidence of good practice when moving elderly patients, and we ask for assurance the Council is diligently observing this.

Benchmarking from other Authorities

Below is the progress of other Authorities in the Country as to what they are doing with their In House Provision, in addition both Essex and Suffolk no longer have any In House Provision.

Authority	Do you have In House Provision	Is this still being provided?	Have you closed this type of provision	How did it go?
York	Did have 9 homes but closed 2 last year.	There are still homes, but they have also been consulting on 2 homes being modelled into an extra care village, with a dedicated dementia care unit, They are also going to re furnish their remaining homes with En-suite facilities.	Yes	They reduced by 80 beds LA provision. They also ceased all In House Day Care provision for Older People.
Durham	Did have 12 homes then	Yes 5 homes but these are now	Yes following full consultation process.	On going.

	reduced to 5 in 2010	under review.		
Denbighshire	Did have 4 residential homes, one closed, and there was a rebuild to Extra care housing. There is now another one being built adjacent to another one of the homes.	Still have three but in the process of building another Extra Care Scheme.	Yes, full consultation process. There was not much opposition as people were very interested in this option of care.	We were able to offer residents place in the other LA homes, the Extra carer build and the private sector. We had day-care attached to the home that closed. This was relocated to another Council property and continues to run.
Nottingham County Council	Yes	Yes but only to 6 homes.	They attempted to sell all 12 of their homes however there was only 1 suitable bidder. 6 homes left.	
Southampton	4 x OP res 1 x LD respite 1 x LD Day Service	Yes but constantly under review particularly due to economic climate.	Closed 2 Older people homes 3 years ago, following full consultation process.	Not easy but achieved a positive outcome in the end.

Report to Delaware and Priory Consultation Process

Purpose of report

To provide feedback on the visits of 5 relatives to Independent Sector care homes in Southend on Tuesday 27th August 2013.

Background

As a contribution to the consultation process, the offer was made to take relatives around a number of Independent Sector care homes for them to compare the service offered in these with that of Delaware House and Priory House. The relatives wanted to view homes that were felt to offer a “comparable” service to the ones at Delaware House and Priory House.

The decision on which homes to take them to was based on:

- Homes fully compliant when last visited by CQC.
- The layout of one home similar to Priory/Delaware as purpose built.
- Other homes provided examples of ones which were smaller but could offer a more intimate environment.

All homes were advised of the visits in advance in order to be respectful to residents living there.

The morning was spent escorting 3 sons of Priory residents - Peter Virgo, John Slack and John Martin and in the afternoon David Easton and Stan Saunders who both have wives at Delaware House were taken to 2 different homes.

As is the case with Priory House and Delaware House the homes selected for both the morning and afternoon visits were all judged to be fully compliant with the Essential Standards of Quality and Safety when last inspected by CQC.

Homes visited

Bradbury Home run by the Salvation Army and purpose built over 3 floors overlooking Southend United Football ground and so not far from Priory House. The home accommodates 34 residents.

Poppy Lodge is a 16 bedded private home in Westcliff. The proprietor has 3 homes in the borough.

Kimberley Grace is a 17 bedded private home and the owners only operate this home. They also have a room dedicated for respite care and provide day care to a number of service users.

Whittingham House is a 75 bedded home but number of residents has remained around 50 for some time.

Ravensmere is a 24 bedded home with a focus on older people with mental health needs and challenging behaviour.

At all 3 homes visited the relatives were given the opportunity to look around the home and speak to the owner and manager about the service provided there.

Summary of discussion at the homes

Apart from Peter Virgo, none of the other relatives had visited the homes we viewed. The discussions they had with the proprietors and/or managers of the homes focussed on:

- Staffing levels to include staffing ratios which in all homes were as to be expected due to the number/dependency levels of residents and layout of the building.
- Staff training and whether it included First Aid.
- Staff retention and length of service.
- Care plans - one was viewed with the residents consent at Kimberley Grace.
- Medication - MAR charts were viewed.
- Night cover.
- Nurse call system and response times at Bradbury Home as they explained the system they used and it's link to the computer so that they can access reports to see how long residents waited until the call was answered.
- Occupancy levels.
- Fee levels in relation to LA placements.

Outcome

One relative emailed following the visits with his views on the homes we had gone to but in general none of the relatives felt that any of the services offered a comparable one to Priory House and Delaware House.