



Derby City Council

CONSULTATION REPORT

INITIAL CONSULTATION ON THE FUTURE OF DIRECTLY PROVIDED SERVICES

JUNE 2016

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Background

This report summarises the findings of the consultation undertaken with customers, families and stakeholders regarding the future provision of a proportion of Adult Social Care services directly provided by Derby City Council.

The Council and partners have been developing a range of alternatives to help people live at home for as long as they wish. These include making better use of visiting support, using new technologies to keep people safe, developing alternative and specialised housing such as Extra Care services and encouraging people to use the money they receive from the Council to organise their own care and support.

As a consequence of this strategy to help more people remain independent in their own home for longer, there has been an overall reduction in the number of people the Council has permanently admitted into residential and nursing care.

In order to meet its budgetary challenges, the Council must look at alternative management and ownership arrangements for the Care Homes and Day Centres it provides. These are listed below.

Care Homes:

- Merrill House
- Coleridge House
- Arboretum House
- Raynesway View
- Bramblebrook House

Day Centres:

- Morleston Day Centre
- Inspire Day Centre
- Aspect Day Centre

The objective of the consultation is to gather views and opinions from stakeholders in order to provide robust information to support the decision making process around the future of the Adult Social Care service in Derby.

Methodology

The consultation on the future of Direct Services took the form of the following:

- A series of open meetings and 1:1 interviews at all of the locations identified. Both customers, residents and their families and carers were invited to attend these sessions
- 1:1 meetings were offered with families and carers
- Meetings with staff members
- A focus group with members of the council Diversity forum
- A survey for stakeholders and the general public to complete
- An Equalities Impact Assessment

Open meetings and interviews

A small project group was established to undertake the customer facing consultation work which took place at each of the establishments. A topic guide was developed (see Appendix XX) to help guide conversations which took place as either 1:1 face to face interviews or a less structured way with small groups. Conversations with customers of Inspire and Aspect Day Centres due to the capacity of respondents to participate in the consultation were undertaken by proxy by staff experienced in working with individuals with communication barriers. Families and Carers were also invited to attend sessions at the site and at other times and venues should they prefer it. The meetings took place in two waves, the first between 08 March 2016 and 29 March 2016 the second, focusing on those missed in the initial round of meetings during the week of 23 May 2016. The correspondence concerning the events sent to individuals and families can be found in appendix one.

Focus Group with Diversity Forum Members

As a pre-cursor to the Equalities Impact Assessment a workshop was held with interested members of the Derby City Council Diversity Forums. A topic guide was developed (see Appendix two) and this was used to focus the conversation at the workshop held on the 19 May 2016.

Survey for the general public and stakeholders

In order to capture feedback from the general public and stakeholder organisations a survey was developed for self-completion – a copy of this can be found in appendix XXX. An independent research company Enventure Research, was contracted to undertake this aspect of the research on the city Council's behalf. The survey was hosted online and was promoted by the Council. In addition to the online survey, paper copies of the questionnaire were also distributed to Council venues across the city. These were provided with pre-paid envelopes for respondents to return their completed questionnaires back to Enventure Research.

The survey was live from 23 March 2016 to 6 June 2016. In this time, 71 responses were received. A total of 40 responses (56%) were received online and 31 (44%) responses were received in paper format.

Overall response rates of customer and family / carer consultation

Total number of residents / customers: 222

Total number spoken to directly 113

Total response rate: 50%

Number of residents / customers with capacity: 175

Response rate from those with capacity: 64.5%*

***Figure rises to 80% when accepting that at least 50% of Day centre customers will have Dementia
or significant degree of confusion**

Other responses - relatives / carers: 110

Stakeholder / public surveys completed 71

Executive Summary

Key messages from the customer, family and carer consultation

Residents and customers:

- Residents at the Care Homes are most concerned about retaining Service Quality
- Some respondents are worried about any changes
- With the exception of Raynesway View residents of Care Homes feel that maintaining services is more important than who runs the Service.
- Staff are highly valued by residents
- The friendships established with other residents and staff and stability provided by the service adds to the wellbeing of individuals.

Family and Carers:

- Have more concerns that Residents and customers about the proposals, in particular:
 - Quality of service
 - Retention of staff
 - Rise in cost
 - Fall in quality of service
- Families and Carers are also worried about closure were a viable alternative not be available
- For the Day Centres and Dementia care in particular, they emphasise the need to protect specialist services
- Concerned that Capital funds were spent on the Council House and the Velodrome and not on the premises delivering services

Summary of Consultation by location

The table below summarises the consultation with residents, customers, families and carers by Care Home / Day centre.

Location	Response Rate / Key Messages
Arboretum House Dates attended: <ul style="list-style-type: none"> • 08 March 16 • 14 March 16 • 23 May 16 • 25 May 16 	Responses Total number of residents : 18 Total response rate: 66% Other responses - relatives / carers: 10 Key Messages <ul style="list-style-type: none"> • Most residents spoken to are not opposed to the prospect of a different provider for their care home • Main concern is to maintain quality • Staff are viewed as the most important aspect of the current service Families and carers raise more concerns about possible change including: <ul style="list-style-type: none"> • Fear of closure , • Quality assurance of any incoming provider • Continuity of care.
Bramblebrook House Dates attended: <ul style="list-style-type: none"> • 09 March 16 • 22 March 16 • 23 May 16 • 25 May 16 	Responses Total number of residents : 25 Total response rate: 72% Other responses - relatives / carers: 10 Key Messages <ul style="list-style-type: none"> • Around a fifth of residents are worried / against any changes to how Bramblebrook is run • Over half are OK about the prospect of a potential new provider • Maintaining standards and staffing are felt to be important Family and carers feedback included: <ul style="list-style-type: none"> • Concerns about the ability of Bramblebrook to retain the best staff • Worries about increased costs if sold • Perception that Local Authorities run things better • The Outside area of Bramblebrook requires improvement • The quality of care needs to be maintained

<p>Coleridge House</p> <p>Dates attended:</p> <ul style="list-style-type: none"> • 10 March 16 • 06 April 16 • 24 May 16 • 25 May 16 	<p>Responses Total number of residents: 29</p> <ul style="list-style-type: none"> • Total response rate: 41% • Other responses - relatives / carers: 24 <p>Key Messages</p> <ul style="list-style-type: none"> • 83% of residents are either happy or unconcerned about the proposals to explore new of running Coleridge House • Just over half felt that things at the home are currently good just as they are • Benefits to any potential changes were felt to be food and staffing <p>Family and carers feedback included:</p> <ul style="list-style-type: none"> • Constancy key for those with dementia • Privatisation may not deliver better services • Money was spent on Council House and Veladrome – why not Care Homes • Current service is excellent
<p>Merrill House</p> <p>Dates attended:</p> <ul style="list-style-type: none"> • 11 March 16 • 24 March 16 • 23 May 16 • 25 May 16 	<p>Responses Total number of residents: 20 Total response rate: 25% Other responses - relatives / carers: 8</p> <p>Key Messages</p> <ul style="list-style-type: none"> • A high proportion of Merrill House residents were more against or worried about change, 20% were against the proposals and 20% were worried about them • Most residents want things to stay the same • Things are felt to be good as they are • The staff and cleanliness are felt to be important <p>Family and carers feedback included</p> <ul style="list-style-type: none"> • Quality and cost of new provider would need to be closely monitored • Concerns raised about closure and the future of the buildings • Low number of current residents was highlighted • Current staff need to be retained

<p>Raynesway View</p> <p>Dates attended:</p> <ul style="list-style-type: none"> • 15 March 16 • 29 March 16 • 23 May 16 • 24 May 16 	<p>Responses</p> <p>Total number of residents: 22 Total response rate: 54% Other responses - relatives / carers: 8</p> <hr/> <p>Key Messages</p> <ul style="list-style-type: none"> • Just over half of Raynesway residents are worried about the prospect of a potential new provider, the highest proportion of all Care Homes • The need to maintain standards and costs were highlighted • Interestingly, most respondents did not feel it really mattered who provided the services <p>Family and carers feedback included</p> <ul style="list-style-type: none"> • Concern over what would happen if there is no interest in Raynesway • Queried how a private company would maintain property if Council could not • Council provided services are excellent • Council has wasted money which could have been spent on care homes
<p>Morleston Street Day Centre</p> <p>Dates attended:</p> <ul style="list-style-type: none"> • 15 March 16 • 21 March 16 • 19 May 16 • 23 May 16 • 24 May 16 • 26 May 16 	<p>Responses</p> <p>Total number of customers: 71 Total response rate: 36% Other responses - relatives / carers: 31</p> <hr/> <p>Key Messages</p> <ul style="list-style-type: none"> • Around half of Morleston residents were worried about the proposals • Most want standards to be maintained • The Staff are seen as the most important factor in shaping the quality of care and support • A significant proportion do not want change • A petition against closure was submitted as part of the consultation which highlighted the important role Morleston had in their customers lives and wellbeing. <p>Family and carers feedback included:</p> <ul style="list-style-type: none"> • Day rates at privately run centres are higher • Current staff are very good • Family carers also need support • Family and carers need to be involved in the selection process for any new provider • Make better use of volunteers in particular young people • Centre provides excellent value for money

<p>Inspire Day Centre</p> <p>Dates attended:</p> <ul style="list-style-type: none"> • 16 March 16 • By proxy consultation via telephone • 24 May 16 	<p>Responses Total number of customers: 19 Total response rate: 100% Other responses - relatives / caring: 7</p> <p>Key Findings Due to capacity issues consultation was done via proxy, highlighting customer needs and the role the day centre played in their lives, highlighting for most the importance of continuity of care Family and carers feedback included:</p> <ul style="list-style-type: none"> • Concerns about staff leaving • If the Council can't make a profit – how will a private company • Concerns that current services will not be maintained • Residents seen as requiring personalised care due to their complex needs
<p>Aspect Day Centre</p> <p>Dates attended:</p> <ul style="list-style-type: none"> • 18 March 16 • Also by proxy consultation via telephone • 24 May 16 	<p>Responses Total number of customers: 18 Total response rate: 500% Other responses - relatives / carers: 12</p> <p>Key Findings Like Inspire , due to capacity issues consultation was done via proxy, highlighting customer needs and the role the day centre played in their lives, highlighting for most the importance of continuity of care Family and carers feedback included:</p> <ul style="list-style-type: none"> • Concerns over transport • Want to be involved in the decision making process of who takes over • Staff are excellent • Critical of how Council spends money, Council House has been improved but not Care Homes and Day Centres • Buildings need to reflect specialist needs of clients
<p>General Responses</p>	<p>Responses were also received about the consultation in general. One petition was received that was against closure of Morleston Street Day Centre. A small number of other responses were received by email, letter and via telephone. The majority of these were specific to a home and have been included with the detailed feedback for each home in the appendices to this report.</p>

Key messages from Diversity Forum focus group

A focus group was held with members of the Council's Diversity Forums was held on 19 May 2016. The group felt the most important things to consider when making decisions on the future of our directly provided care homes and day centres were:

1. Continuity of service
2. Managing transition/ change in services
3. Getting the tender process, the contracts, contract management and quality assurance right
4. Staff training
5. Ensuring that services are able to stay specialist – that their specialisms are not diluted through any re commissioning of services.

Headline findings of the stakeholder / public survey

Care Homes

- Support for Derby City Council's proposal is evenly split (41% supporting, 44% not supporting/strongly rejecting)
- Respondents want standards to be set by Derby City Council and maintained by the private service providers
- There was concern that standards may decline as private sector organisations pursue profits
- There was mistrust in the private sector
- Respondents were concerned that costs could increase
- Having a high quality environment and keeping all Care Homes open were the top two important factors for respondents

Day Centres

- There was less support for Derby City Council's proposal (38% supporting, 51% not supporting/rejecting)
- Respondents were concerned about falling standards as private companies pursue profit
- Keeping all Day Centres open and having a high quality environment were the most important factors for respondents

Alternative Suggestions

- Some respondents suggested that the Council should save money elsewhere within the Council and that social care should be given priority
- Derby City Council should explore the opportunities of using volunteers, local community and social enterprises

Running Care Homes and Day Centres in the future

- Some respondents suggested that Derby City Council ensures its staff are well trained so they treat users with compassion and respect
- Derby City Council should develop more partnership working with voluntary organisations

Staff consultation – Key Findings

In February and March 2016, initial staff consultation meetings were well attended and generated significant engagement. A number of staff felt that as decisions had not been made at this point there was little point in engaging at this stage.

The staff consultation sessions

Location	Date	Staff numbers	Total No. of Staff at Location	Percentage of staff attending
Arboretum House	08/3/16	6	29	20.5%
Bramblebrook House	09/3/16	7	35	20%
Coleridge House	10/3/16	6	45	13%
Merrill House	11/3/16	10	39	25.5%
Raynesway View	15/3/16	18	31	58%
Morleston	21/3/16	13	19	68.5%
Aspect	23/3/16	11	22	50%
Inspire	16/3/16	16	23	69.5%
Total		87	243	36%

Comments from staff included:

- Many staff have worked for DCC for many years (34 years in one case), many have known only one, professional employer. Changing that arrangement is both concerning and worrying as staff, at this point as they have no idea about who any new provider might be.
- Staff need on-going support and updates on the process
- Concerns about their terms and conditions of employment if TUPE applied should there be a move to a new employer
- Ensuring continuity and improvement of care is important
- Ensuring that DCC find a provider with the right values and commitment
- Concerns about “selling” the homes / day services to the “highest bidder” rather than the best.
- Concerns about the on-going monitoring of service standards from DCC

Some staff attended a meeting as they had expressed an interest in leaving the Council and supporting existing customers in an alternative way. Staff have been encourage to set out these proposals in writing and that there ideas will be considered seriously during the overall process. The benefit of existing staff being part of the ongoing solution is that they already have the trust and confidence of individuals in their care, and their families.

Equalities Impact Assessment

An Equality Impact Assessment EIA was conducted on the operational aspects of the Council's proposal to seek an alternative delivery model for Council owned care homes and day centres. The EIA was drawn up over May and June 2016 by a multi-agency team including Council Officers, Health partners and diversity forum leads with formal meetings of the EIA group taking place on the 15 June to consider firstly the implications as regards Day Centres then a further meeting to consider Care Homes.

Headline findings and considerations include:

- The importance of a continuity of service for residents and customers
- The need to carefully manage and communicate any transition or change in services
- If the proposal is approved the need to ensure the subsequent tender process secures the best possible quality assured outcomes for our residents and customers
- That current and future staff are trained appropriately
- That the current services remain specialist targeted services

Overall current feelings of the EIA team are that the proposal will have "no impact" on the 10 protected characteristics (equality groups). No negative impact on our equality groups has been highlighted, and they did not identify any potential for discrimination or negative impact and that all opportunities to advance equality have been taken. If however the Council decide to approve the idea of an alternative services delivery model then as part of the Equality Action Plan a further EIA should be conducted.

A copy of the full EIA can be found in appendix three of this report.

Detailed findings

Findings from the customer and relatives / carer consultation

A series of 1:1 interviews with residents and small group discussions took place at each home between 08 March and 26 May 2016. A standard questionnaire was used for each of the interviews (see appendix two), the answers given by the respondents were coded to allow the responses to be analysed into graphs for ease of reference.

Customer consultation

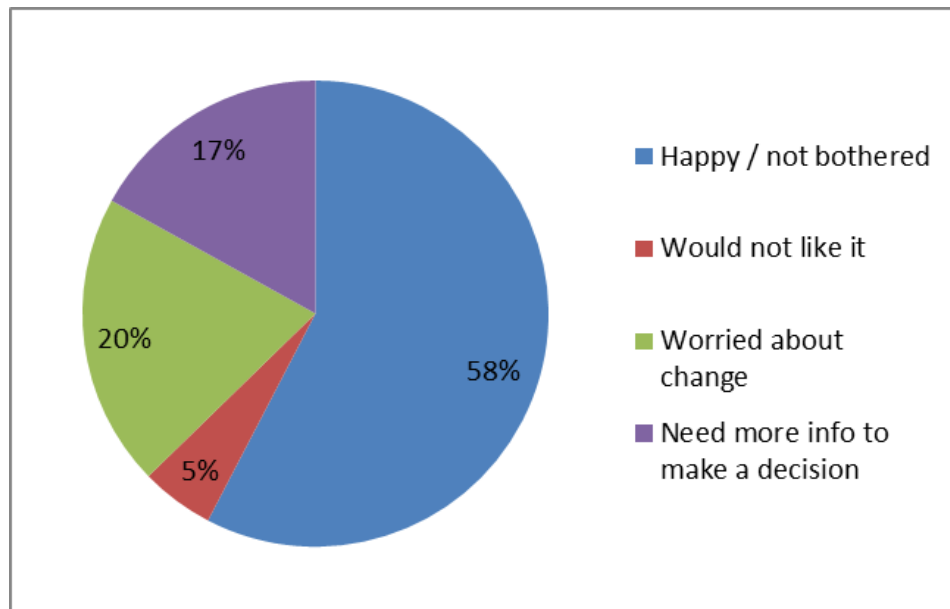
1. All Care Homes

The following is an analysis of all of the responses from individuals residing in care homes and their families & carers.

Q1: What do you think about the proposals?

58% are either happy or not concerned about the proposal to look at new ways to provide services. A significant minority (20%) are worried about the change and 5% are against any changes to the service.

What Care Home residents feel about the proposals:

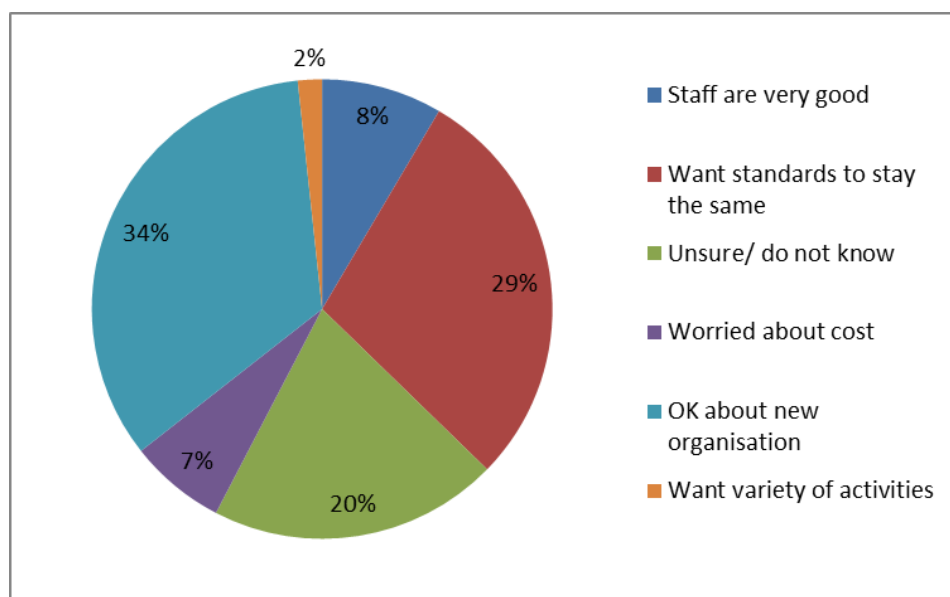


Q2: What is your view about the service being run/managed by another organisation?

As shown in the graph below, 20 respondents (34%) feel alright about a new organisation potentially taking over their care home. A small minority (4 respondents (7%)) are worried about a potential increase in costs.

29 % of respondents stated that standards should be maintained by any potential alternative provider.

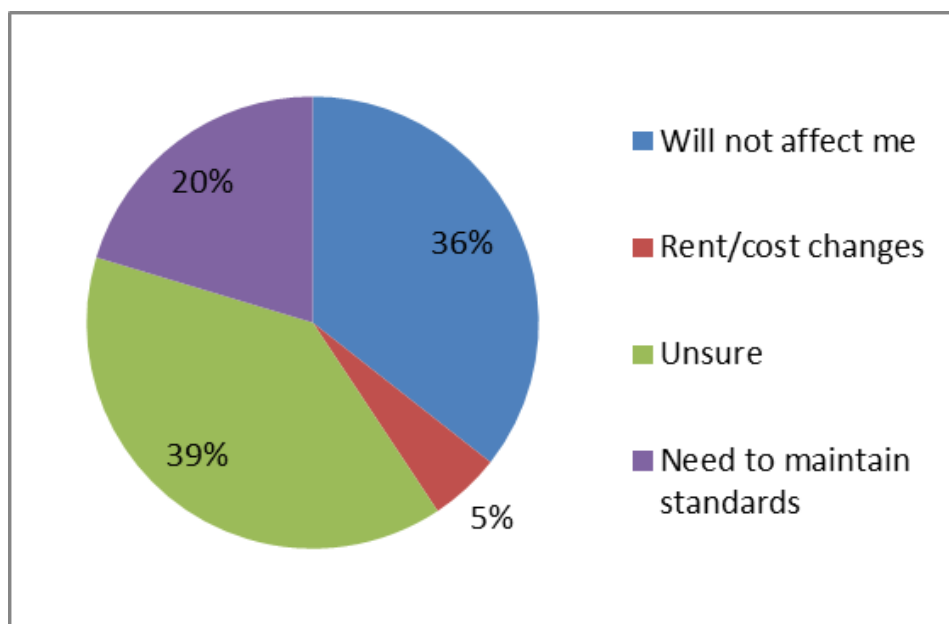
View of Care Home Residents about the service being run/managed by another organisation



Q3: How do you think these changes might affect you?

Just over a third felt that any proposed changes in how the Care Homes are managed and run would not affect them directly, a further 39% were unsure. A fifth felt it was important to maintain standards of provision (see graph overleaf).

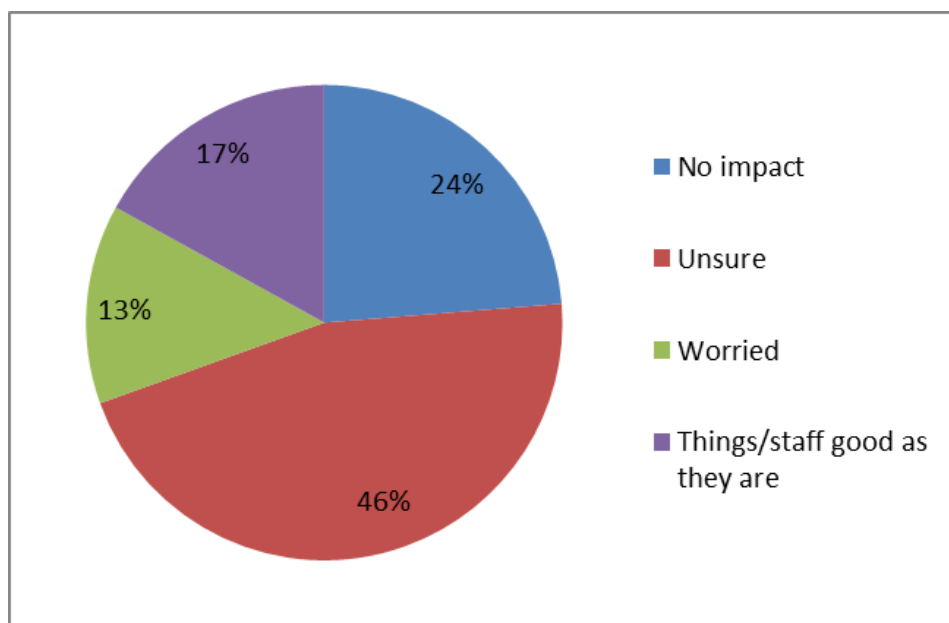
How residents feel proposed changes might impact upon them



Q4: What would be the impact on you / How would it affect you if another provider ran the service?

Just under half of respondents (10)(46%) were unsure how a different provider would impact upon themselves. A small but significant proportion were worried about any changes. Around 24% felt it would have no impact.

Perceived impact of a new provider

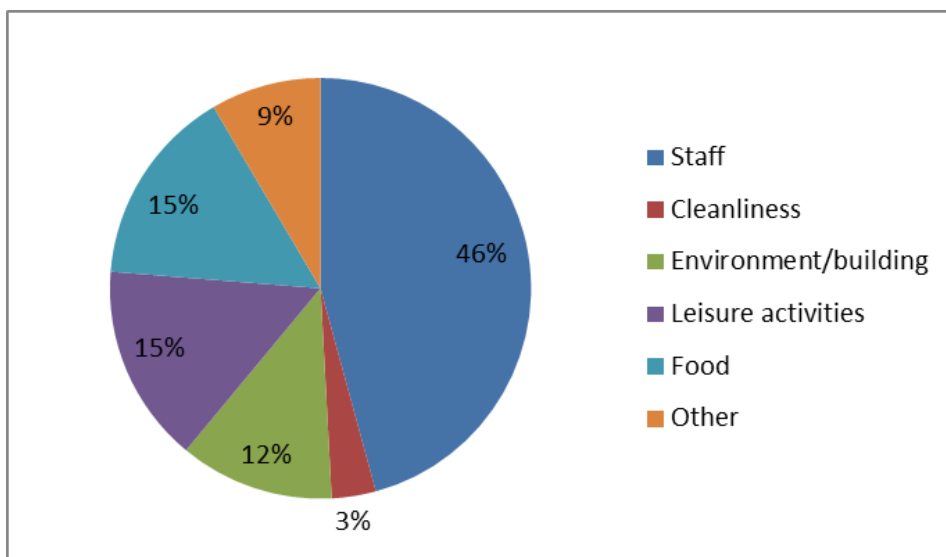


Q5: What are the most important things to you about the care and support you receive where you are?

Classification: OFFICIAL

The staff are seen as the most important factor which impacts on the quality of care and support and was cited by 46% of responses. Other issues mentioned included food (15%), Leisure Activities (15%) and the environment / building (12%) as shown in the figure below

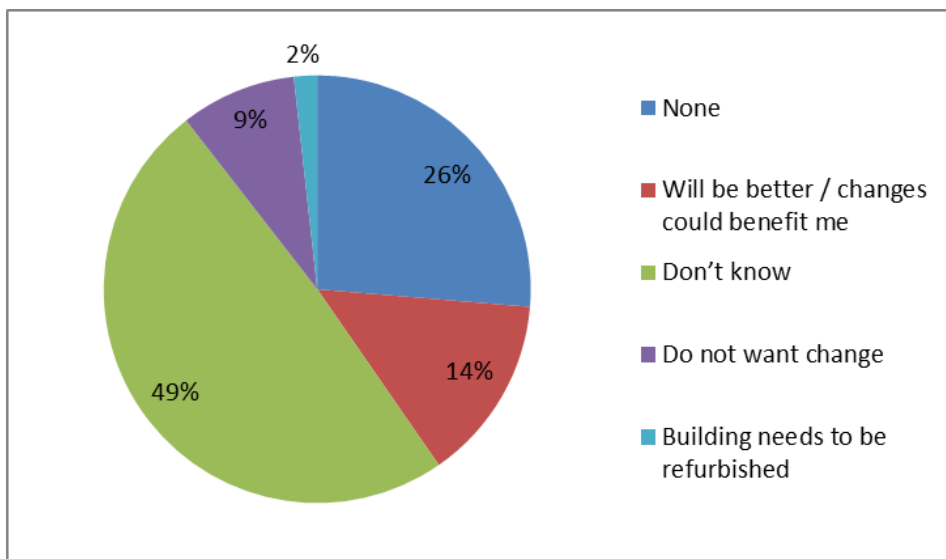
Most important things to you about the care and support received



Q6: Do you think there might be any benefits of any change?

Most respondents could not think of any benefits to them personally of a new provider running their care home (72%); 8% did not want change and 14% felt it could make things better but did not identify a particular issue.

Benefits of any change

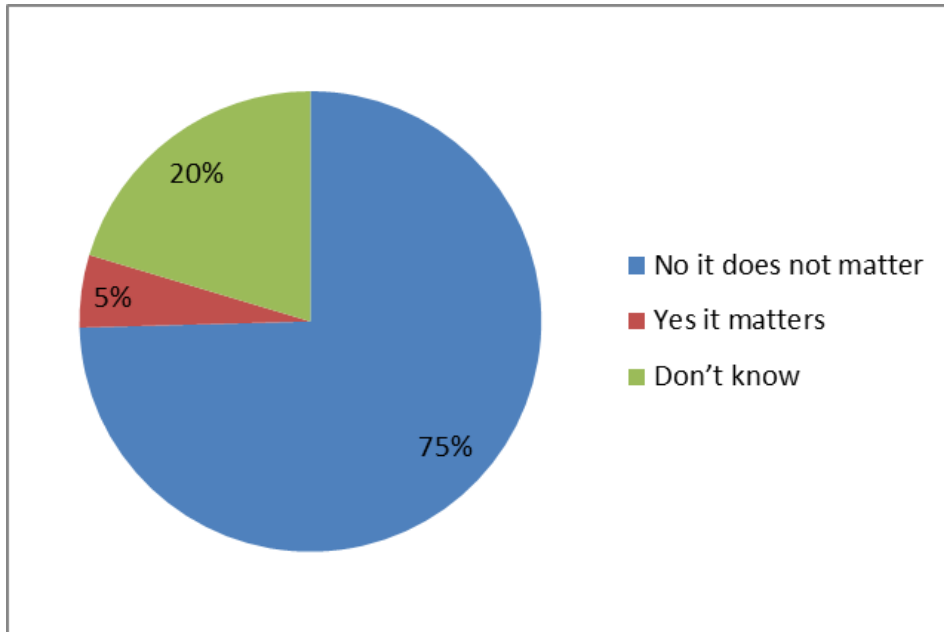


Q7: If the care / support you get stays the same, does it matter to you who the provider is?

Interestingly, if the quality of services are maintained three quarters of respondents feel that it does not matter who provides the service (see the graph below) .

If the care / support stays the same, does it matter who the provider is

Classification: OFFICIAL



2. Arboretum House

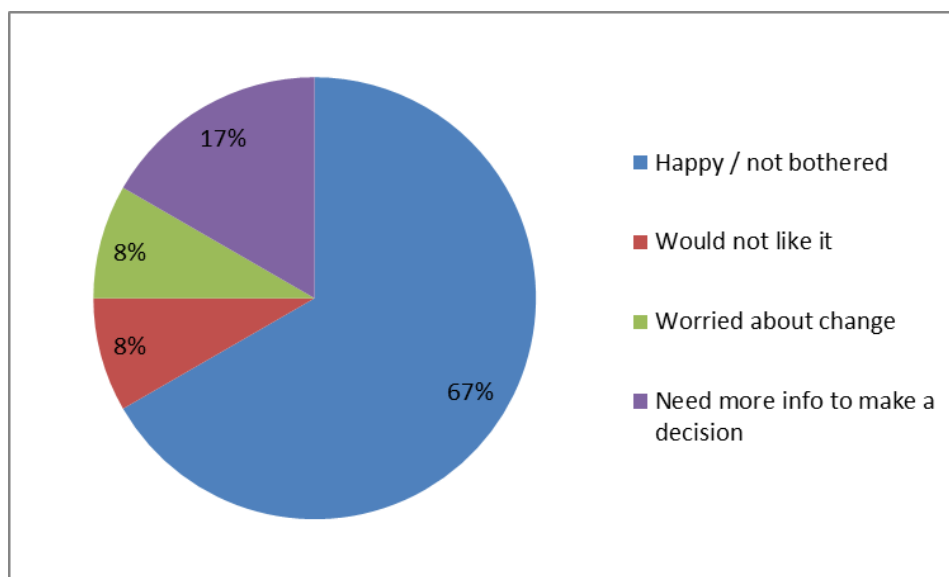
Customer consultation

A series of 1:1 and small group meetings were held with residents at Arboretum House. Each meeting asked the same questions to ensure comparisons could be made. The responses to each question were coded to help identify key themes.

Q1: What do you think about the proposals?

Most respondents, 67% when asked what they felt about the proposals said they were either happy or not worried about the proposed changes.

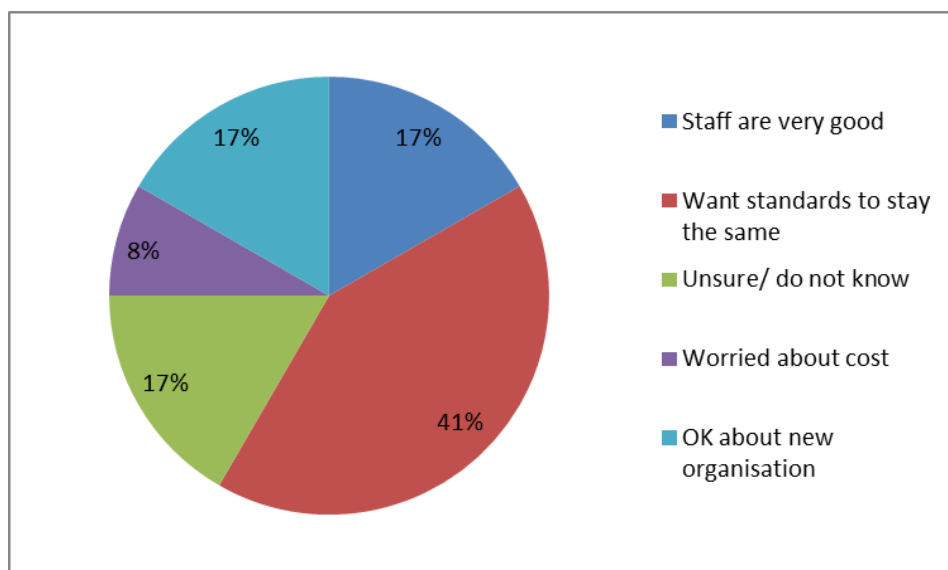
What Arboretum residents feel about the proposals



Q2:What is your view about the service being run/managed by another organisation?

More respondents at Arboretum want standards to remain the same irrespective of who provides the service. 1 Participant was worried about increasing costs.

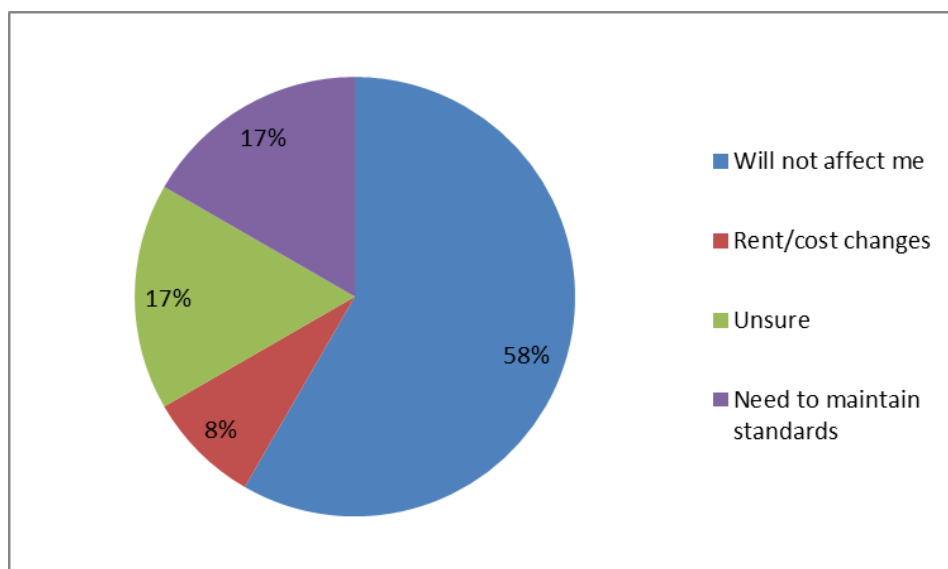
View of Arboretum residents concerning the care home being run by an alternative provider



Q3: How do you think these changes might affect you?

Most (7 respondents (58%)) do not feel that the proposal to look at alternative providers for Arboretum will affect them. 1 respondent was concerned about costs.

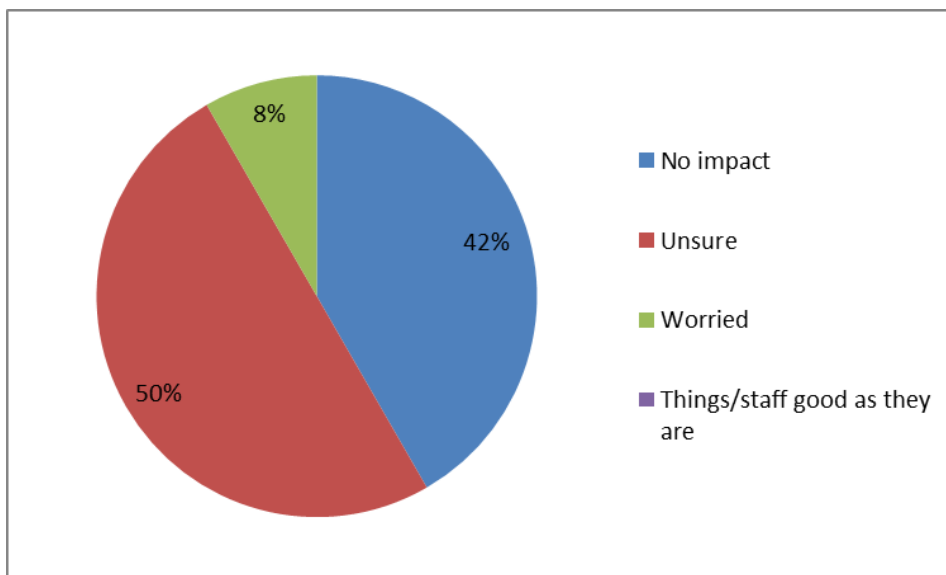
Perception of impact on individual



Q4: What would be the impact on you / How would it affect you if another provider ran the service?

Whilst one resident said that they were worried about the impact of a new provider running Arboretum House. 5 respondents (42%) felt it would have no impact on them and 6 (50%) were unsure about how a new provider would impact on them.

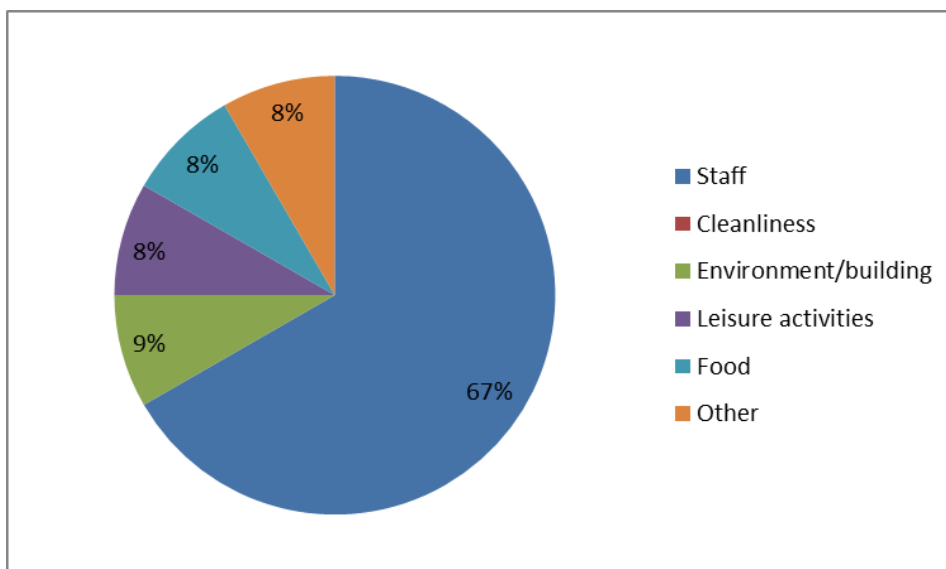
Impact of a new provider on the individual



Q5: What are the most important things to you about the care and support you receive where you are?

Arboretum residents overwhelmingly felt that the staff were the most important thing about the care and support they receive.

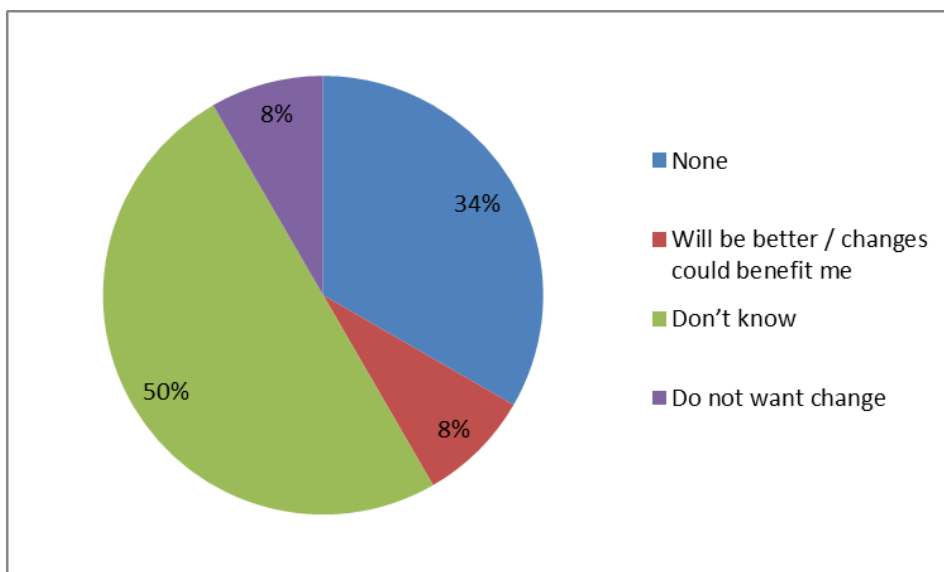
Most important things about care and support



Q6: Do you think there might be any benefits of any change?

4 residents (34%) felt there would be no benefit to changing provider of services. 6 residents (50%) were unsure and 1 resident did not want change.

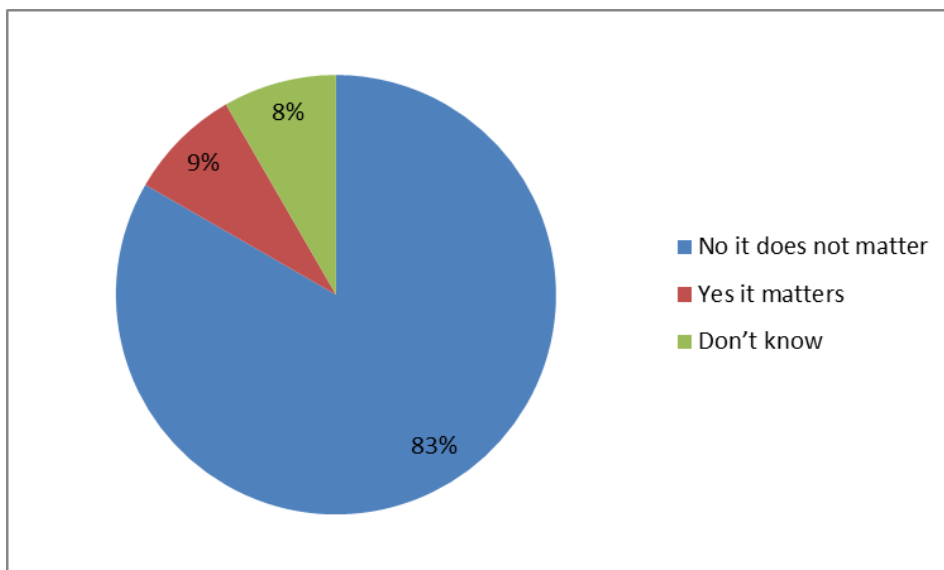
Benefits of change



Q7: If the care / support you get stays the same, does it matter to you who the provider is?

As long as the standard of care remains the same, most respondents felt that it did not matter who owned and ran Arboretum House.

Whether it matters who provides the service if quality is maintained



Q8: We are open to alternative ideas for providing services – do you have any suggestions?

Whilst most residents did not offer an alternative suggestion for running homes, some spoke about merging into fewer care homes.

- *Would need time to think about it*

- *Amalgamate Homes into fewer establishments, retain staff but relocate to fuller homes, ones that have had works done and need less repairs.*

Q9: Anything else you would like to add?

When asked if they had anything to add, most respondents did not have further comments.

- *The staff are great, things to stay the same, staff keep the same uniform. I love chinese food*
- *No nothing at all. Take each day as it comes*
- *Would need to think about this. Not given it a lot of thought. Arboretum is ok for my needs, I don't need much. Things are adequate here*
- *No*
- *I live day by day*
- *I like Arboretum very much Very inconsiderate how I came to live here. Arboretum is nice, clean, good food, activities. Staff always have time for the residents. You always try to do the best you can.*
- *Happy in general*
- *Nothing to add. No complaints at the moment*

Family and Carers

Wordle summarising Family and carer responses



Family and carers of residents at Arboretum were met to discuss their thoughts about the future of the care home the following details the themes which were raised. Direct quotes illustrating the points raised from the meeting are presented in italics.

Concerns about staffing

Concerns were raised around the continuity of care and in particular maintaining the current staffing:

- *Worried about losing the expertise on the staff team – especially with Dementia residents. The Derby Telegraph reported bullying in the Homes*
- *A change in manager or staff would be disruptive to the residents. Staff familiarity is the most important thing; teamwork and continuity.*
- *Would like the quality of care, cleanliness and prices to remain the same. It is a struggle to get here to visit and so it*
- *It's comforting to know relative is happy living here.*

Need to maintain quality of care

If there is a change in provider, participants were concerned about the quality of care and the need for the City Council to ensure a reputable provider is found and quality is regularly monitored

- *Main worry is who will take over. We don't want to be rail-roaded. It needs to be a credible company and not just profit makers*
- *Just because somewhere is privately owned, doesn't mean it will be better.*
- *The new provider(s) need compassion and care; the service [here] seems manager top-heavy.*
- *The worry is that the new provider will promise the earth and then will fail to deliver, resulting in a gradual decline in quality*

Concerns about increased costs

Some participants raised concerns that were an alternative provider take over running the homes costs would increase:

- *Top-ups – What happens if there is no money for the family to meet the new cost?*
- *To enable the residents to stay, will this mean more/higher cost?*

Concerns around closure

There were two participants who were particularly worried that a new provider would close the homes subsequent to purchasing them.

- *What happens to the residents if a new provider takes over and then closes in future?*

Improvements for future

Some ideas and suggestions for the future were highlighted by the participants, such as having Extra Care as an option on site and having an increased leisure offer.

- *An Extra Care facility sounds nice but the routine element is positive. Staff here are able to notice subtle changes in resident's behaviour to highlight illness etc. We wouldn't want to lose that. We just want continuity of care, wherever that is; location is a factor too.*
- *Everyone is just sat watching TV – is that enough quality of life?*

Staff

The key issues raised by staff were:

Concern about disruption to staff and residents

Staff raised concerns about the uncertainty of which the proposals were causing, which was potentially distressing to staff and customers

- *Proposals are disruptive to staff and the elderly residents as it is an uncertain future*
- *There is a fear for the residents; especially those with no family*

The need to protect staff pensions and conditions

Staff felt it important that their terms and conditions are protected.

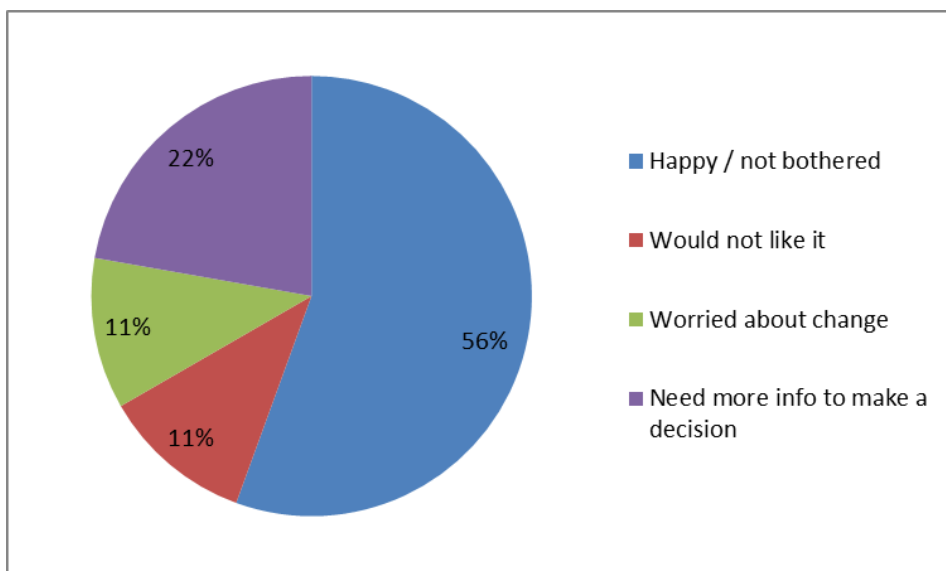
- *For older employees the Pension is an important factor. Can we draw the Council pension on TUPE if the place is closed?*

3. Bramblebrook House

Q1: What do you think about the proposals?

Just over half of the Bramblebrook House residents surveyed were unconcerned about the proposals. Around a fifth of residents were either worried about the proposals or did not like the proposals.

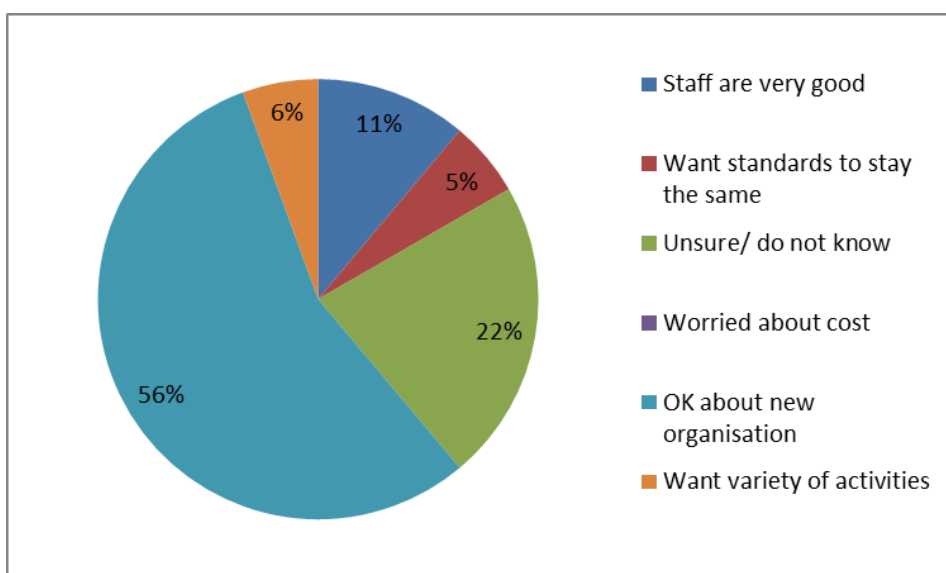
What Bramblebrook residents feel about the proposals



Q2: What is your view about the service being run/managed by another organisation?

Over half of the respondents feel it will be ok for the Bramblebrook to be run by an alternative organisation and around a fifth are unsure.

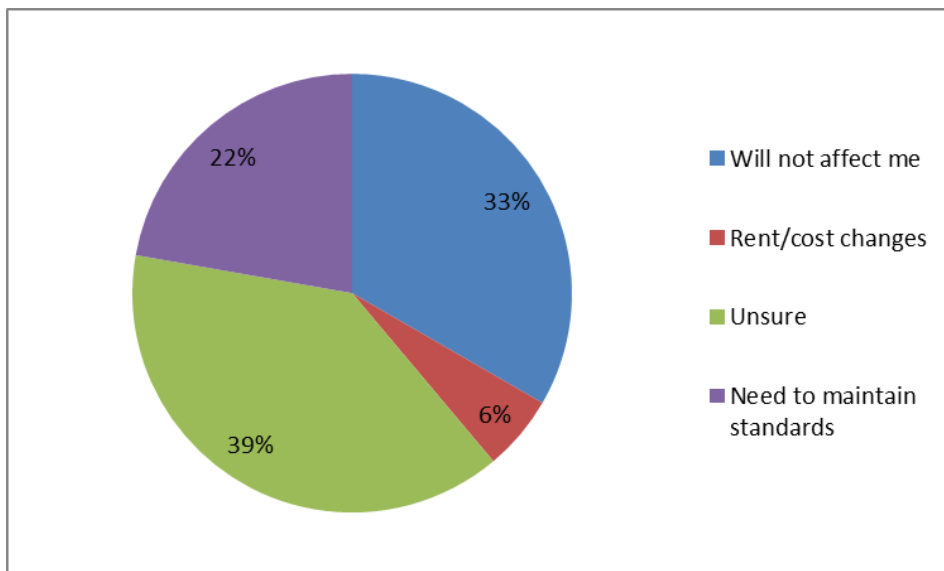
View of Bramblebrook residents concerning the care home being run by an alternative provider



Q3: How do you think these changes might affect you?

The largest proportion of respondents (39%) are unsure how any changes at Bramblebrook would be directly impact upon them, 33% felt it would have no impact and 22% mentioned the need to maintain standards.

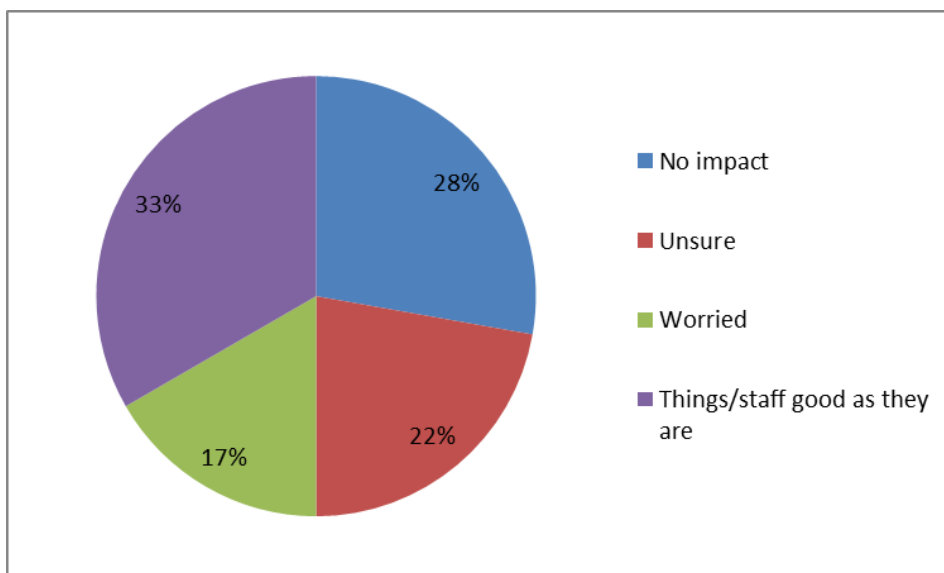
Perception of impact on individual



Q4: What would be the impact on you / How would it affect you if another provider ran the service?

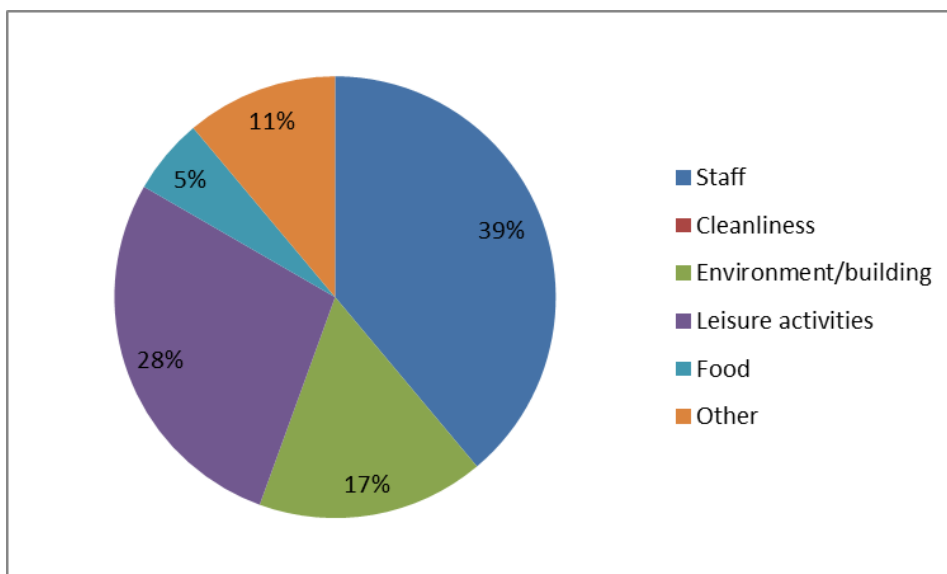
When asked what they felt the impact of a new provider would be on them personally, 33% felt that if things are as good as they are, 17% are worried and 28% felt it would have no impact.

Impact of a new provider on the individual



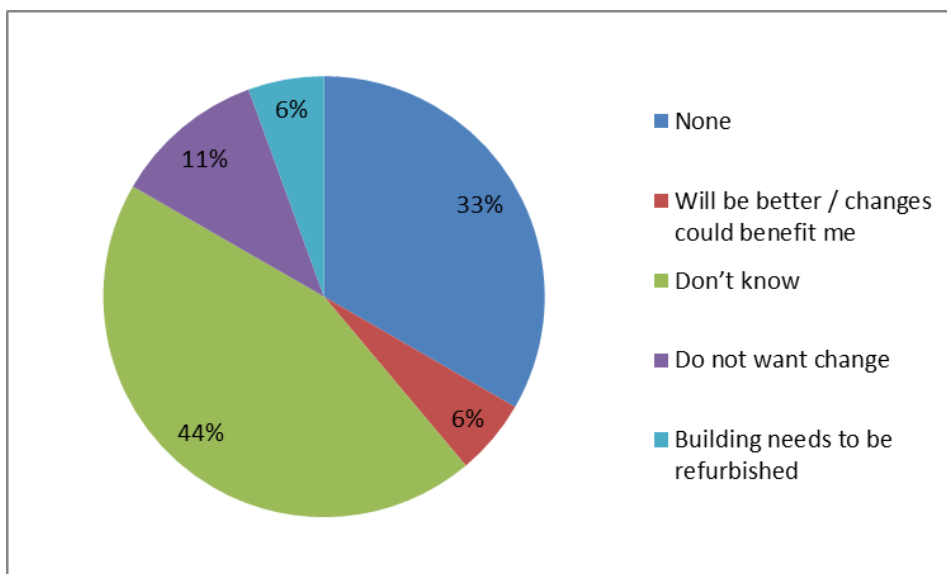
Q5: What are the most important things to you about the care and support you receive where you are?

Most important things about care and support



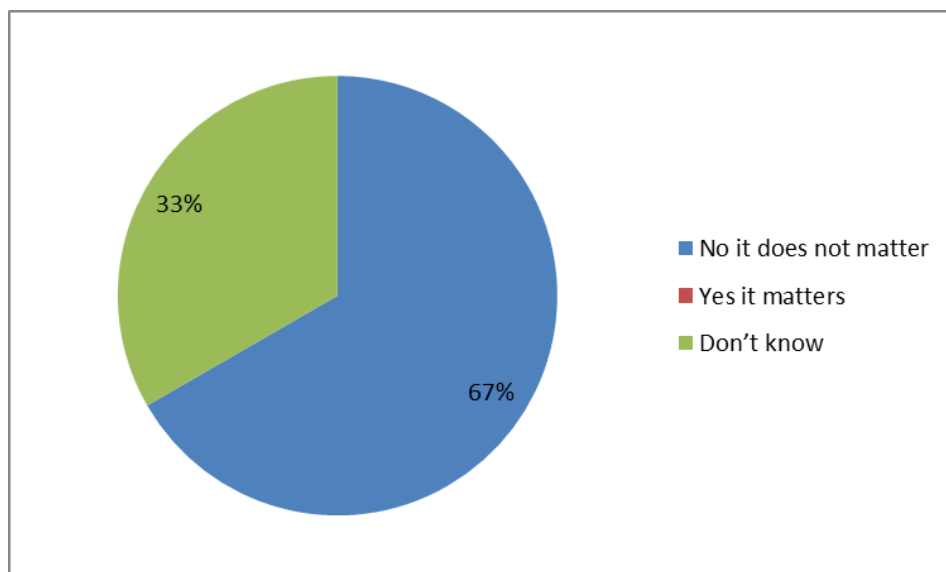
Q6: Do you think there might be any benefits of any change?

Benefits of change



Q7: If the care / support you get stays the same, does it matter to you who the provider is?

Whether it matters who provides the service if quality is maintained



Q8: We are open to alternative ideas for providing services – do you have any suggestions?

One response was received which did not relate to an alternative suggestion

Q9. Any other comments?

- *Staff sometimes ignore us*
- *I like the activities and want to stay here.*
- *I do not like the agency staff. Would like the same carers who know what they are doing*
- *I am quite happy here*
- *Food is fine, a good amount "not sure if the men get enough" (joke). Toilets are seen to as needed. I have a clean bed and a bath every week. It's important we speak up for those that can't*
- *Like trips to Alton Towers*
- *Different carers - better consistency. Buildings need space for wheelchairs.*
- *Happy with Bramblebrook*
- *Changes need to suit everyone; I like variety of life; seeing different faces is important*
- *No. I'm glad I was spoken to*
- *I'm fairly happy with the care at Bramblebrook*
- *No. I'm happy here and want to stay. I like my room*

Maintaining current staff important

The quality of staff were mentioned by participants, in particular the Manager

- *Carol is a good manager and she tries her best to entertain the residents*

Improvements to Bramblebrook suggested

Some improvements to Bramblebrook were identified, particularly the outside area:

- *The building is nice but the outside needs improvement. Relative is settled but moving would not be out of the question. She like living around people and the social routine.*
- *People would like the standards to improve to the same level as Warwick and Perth House. There could be more day activities and entertainment*
- *The Outside areas and road leading to Bramblebrook need maintenance / improvement.*
- *Why not use the 1st floor for residential and ground floor*

Staff

When met as part of the consultation staff at Bramblebrook raised issues about:

Pensions and the continuity of employment

Staff were concerned about their conditions of service and pensions should a new provider take over Bramblebrook

- *Worried about Pensions*
- *What stops the new provider waiting for a period of time and then firing the staff?*

Changes were concerning to staff

The uncertainty over the future of Bramblebrook is seen as being stressful to staff

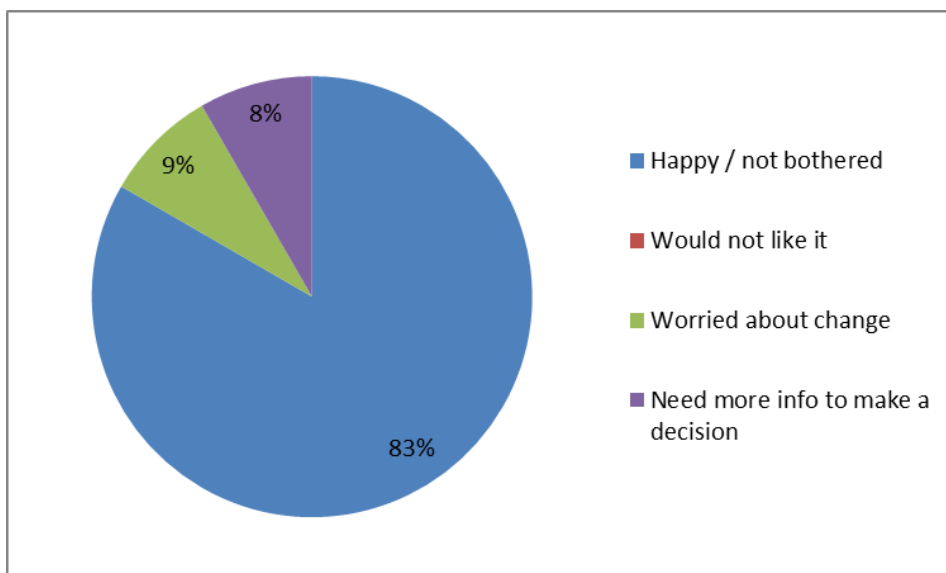
- *Staff find it scary but we are resigned to the changes. People are concerned about outside commitments being affected*

4. Coleridge House

Q1: What do you think about the proposals?

8% of the residents spoken to were happy about the proposal to look at other ways for Coleridge House to be run. A few, 9%, were worried about the change and 83% would like more information to inform their opinion.

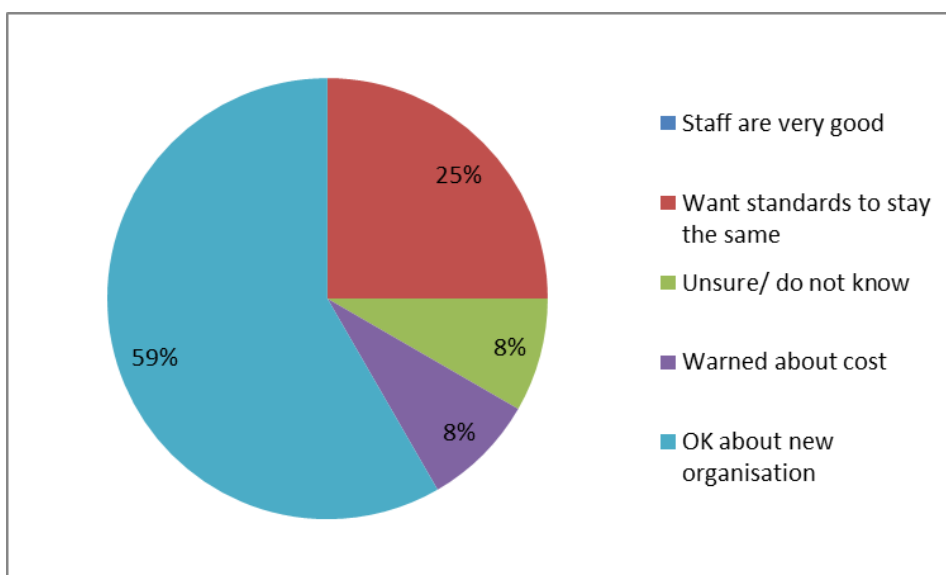
What Coleridge residents feel about the proposals:



Q2: What is your view about the service being run/managed by another organisation?

Over half of the residents (59%) interviewed said they do not mind the proposals about the future running of Coleridge House. One respondent was warned about cost and three (25%) wanted standards to remain the same.

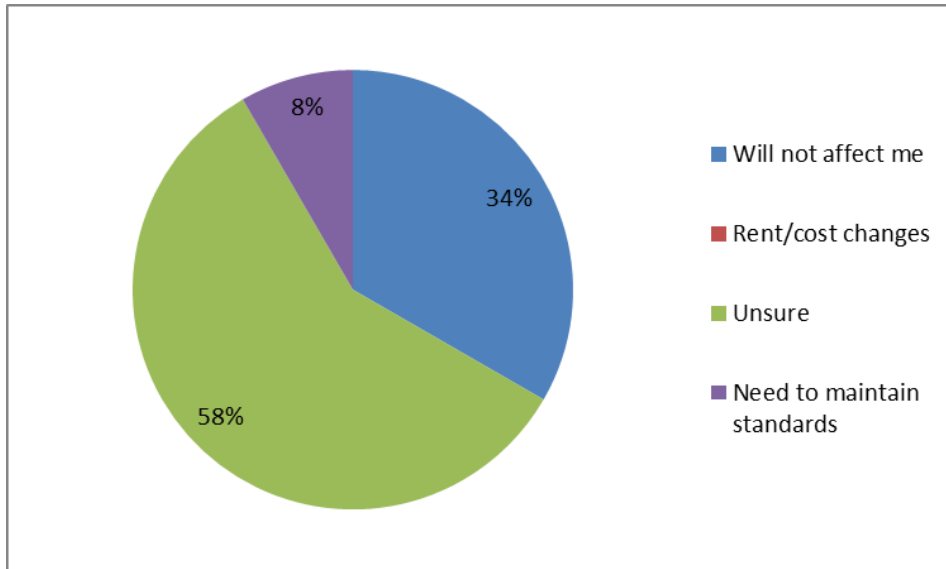
View of Coleridge residents concerning the care home being run by an alternative provider



Q3: How do you think these changes might affect you?

Over half (58%) of residents surveyed were unsure how the proposals for running Coleridge House would affect them. 4 respondents (34%) felt it would not affect them.

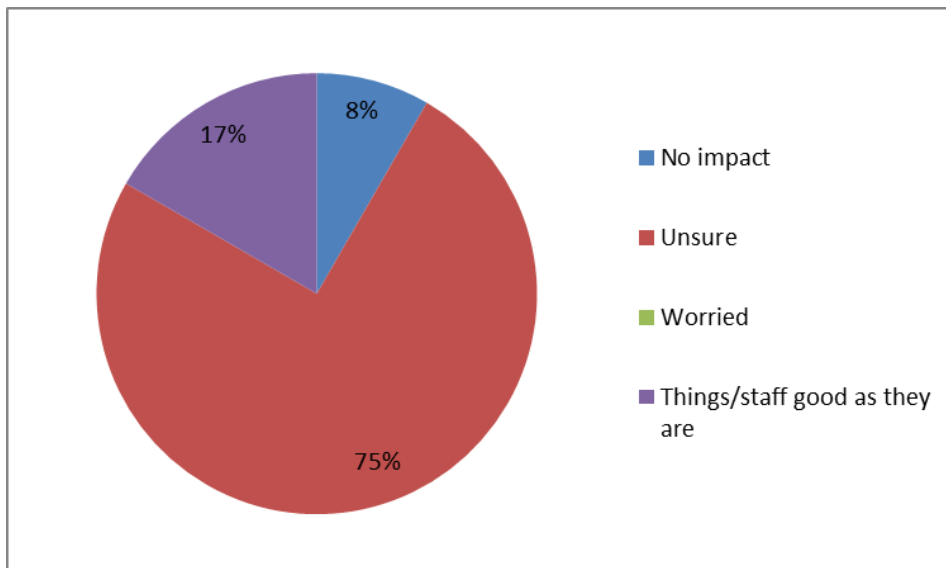
Perception of impact on individual



Q4: What would be the impact on you / How would it affect you if another provider ran the service?

Residents were less sure about the impact of a different provider running Coleridge House. 9 (75%) respondents were unsure of the impact. Only one respondent felt it would have no impact.

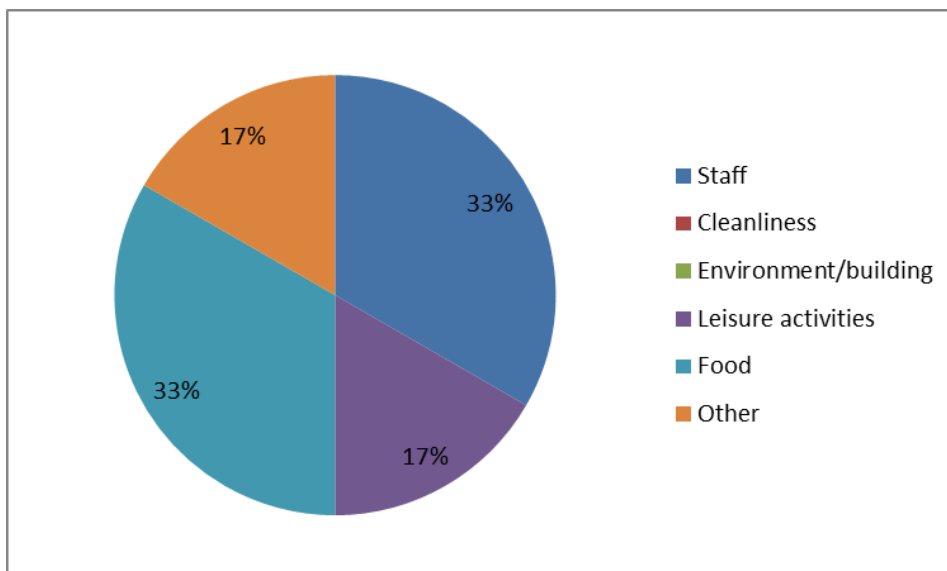
Impact of a new provider on the individual



Q5: What are the most important things to you about the care and support you receive where you are?

Food (4 respondents, 33%) and staff (4 respondents, 33%) were felt to be the most important things about the care and support at Coleridge House. Leisure activities were also felt to be important with 17% of respondents commenting.

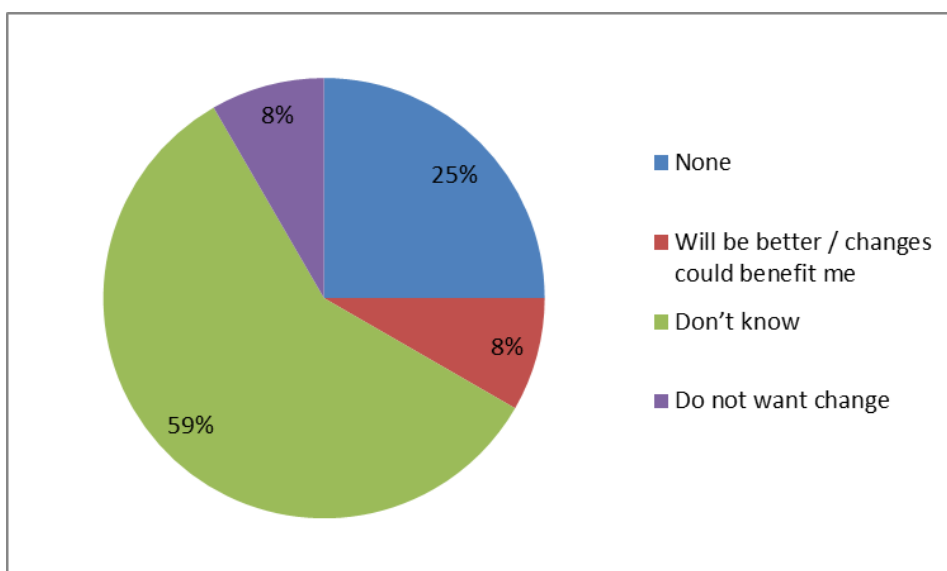
Most important things about care and support



Q6: Do you think there might be any benefits of any change?

Over half of the residents (59%) did not know if there would be any benefit of any changes to how Coleridge is run. One respondent (8%) does not want change. One felt (8%) things could be better and three respondents (25%) felt there would be no personal benefit.

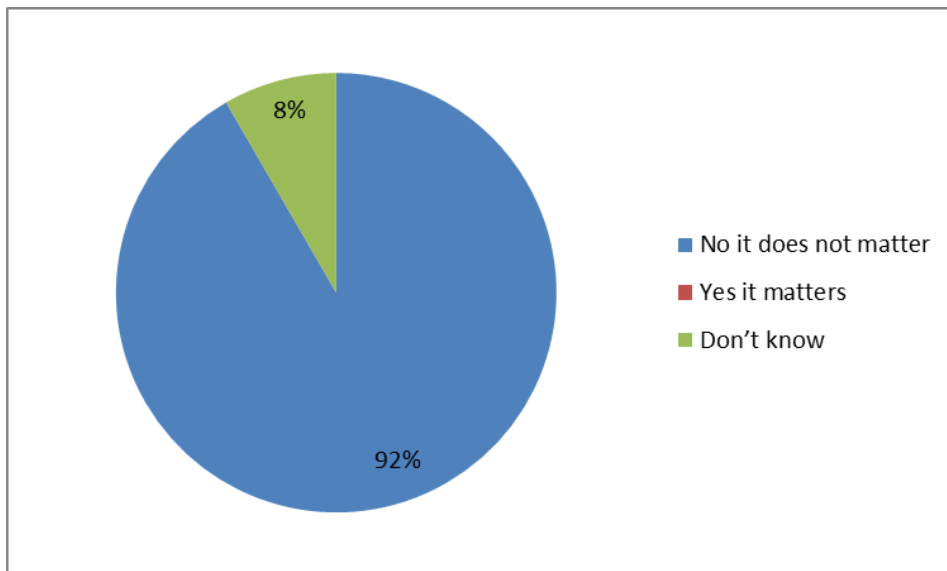
Benefits of change



Q7: If the care / support you get stays the same, does it matter to you who the provider is?

Interestingly, as long as standards are maintained, residents felt it does not matter who provides the services.

Whether it matters who provides the service if quality is maintained



Q8: We are open to alternative ideas for providing services – do you have any suggestions?

None of the residents spoken to identified any suggestions for alternative ways for funding services.

Q9: Anything else you would like to add?

When asked if they had anything else to add, two respondents felt they had not been at Coleridge House long enough to comment. A further 2 respondents mentioned Leisure activities, one saying they like the activities held, another mentioning they would like more activities.

Family and carers

Wordle summarising Family and carer responses



Family and carers of residents at Coleridge House were met with to discuss their thoughts about the future of the care home. The following details the themes which were raised. Direct quotes illustrating the points raised from the meeting are presented in italics

Security Concerns

Some issues around the need for security and concerns about the impact of a new provider was raised.

- *Chestnut View (secure unit downstairs) – more resources needed*

Staffing is important

Several of the families and carers of residents at Coleridge House mentioned the quality of the staff

- *Feel the staff are like family, secure unit is extremely important!!*
- *Staff are excellent, like a family member*

Concerns about privatisation

There were concerns raised about the potential negative impact of privatisation.

- *Someone must be held to account for decision to tender to 'whoever'.*
- *Top ups – fees increase regularly*
- *People want to be felt like they are important and not just a bunch of money.*
- *Obvious that Coleridge isn't 'all about profit'*

Political, rather than financial, rationale for change

The family of carers spoke about the rationale for change of ways in which Coleridge House runs being politically, rather than financially, motivated.

- *Frustrated Council/Government 'go after' the vulnerable – example of Warwick House going to consultation and not being closed.*
- *Feel that it is political dogma to 'attack' the vulnerable*
- *Criticisms of Council spend – Velodrome, Council House*
- *People trust individuals; Council/Government is a corrupt system.*

Staff

When met as part of the consultation staff at Coleridge House raised issues about:

The quality of potentially incoming providers

Staff at Coleridge raised concerns about any potential incoming providers, particularly around the quality of services and how this will be monitored going forward.

- *How do we know the company will be of quality?*
- *How long are staff protected for? 12 months guaranteed?*
- *Worked with other providers that aren't as good*
- *Council's power is through contract; who supports this after it changes over?*

Concerns about how the Council is spending its money

Staff raised concerns about if finances are tight, why is money being spent elsewhere and on additional fire protection.

- *Fire doors – why keep replacing them and wasting money?*
- *Council House refurb cost – Assembly rooms insurance*

Timescales and being involved in decision making

Staff feel that they need to be fully 'plugged in' to the proposed changes and involved in the decision-making process.

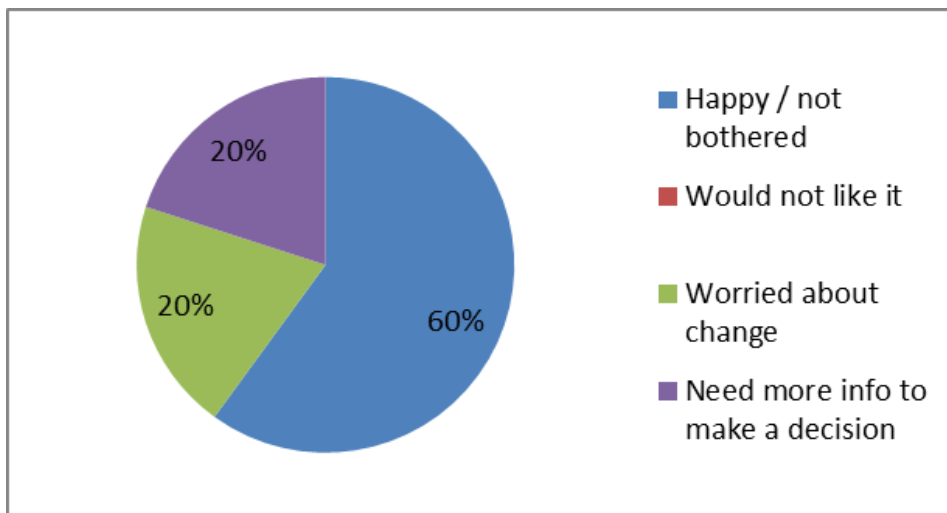
- *When will this all have happened?*
- *Do all our comments matter?*

5. Merrill House

Q1: What do you think about the proposals?

60% of Merrill House residents who responded are happy about the proposal to look at other ways to manage Merrill House, a fifth are worried about the change and a further fifth would like more information to help them make a decision

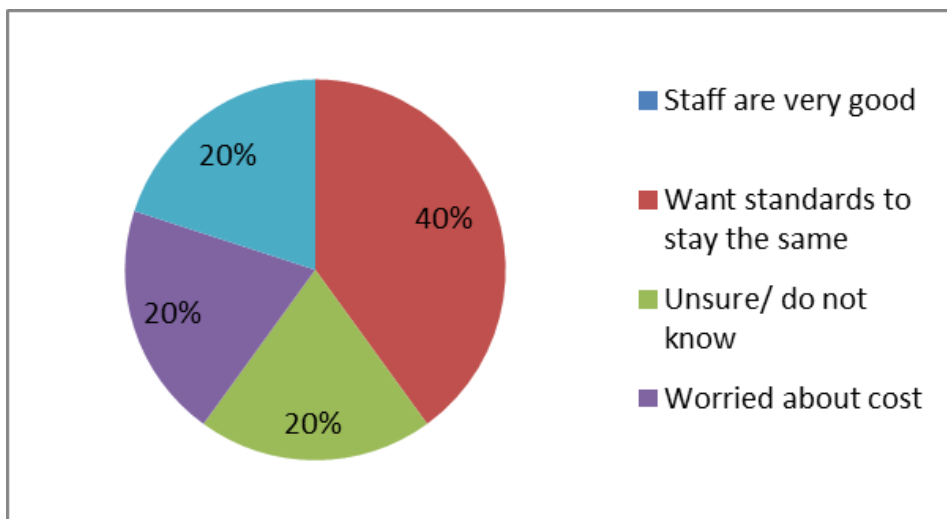
What Merrill residents feel about the proposals



Q2: What is your view about the service being run/managed by another organisation?

Residents want standards to remain the same. Raising costs following any changes worries some of the residents (see graph below)

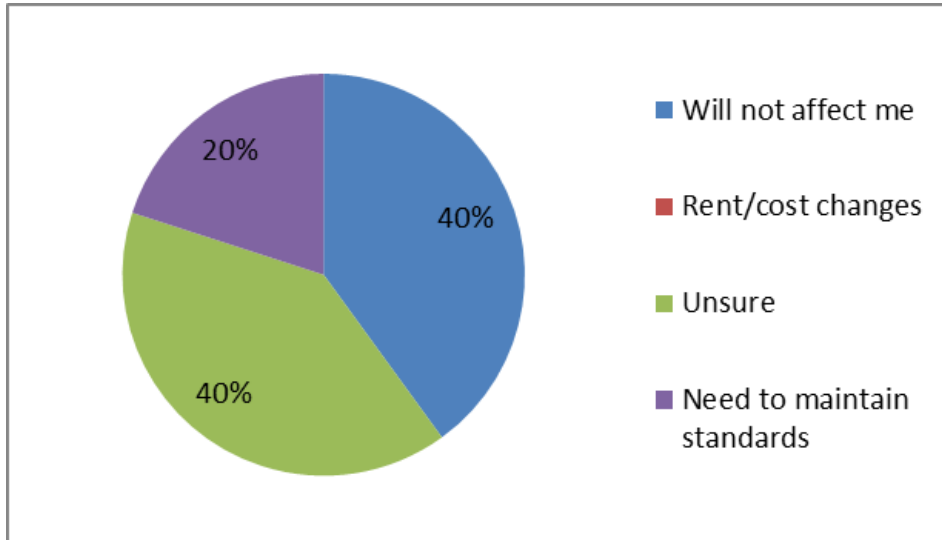
View of Merrill residents concerning the care home being run by an alternative provider



Q3: How do you think these changes might affect you?

40% of respondents feel the proposals would not affect them with a further 40% unsure, a fifth feel that standards need to be maintained

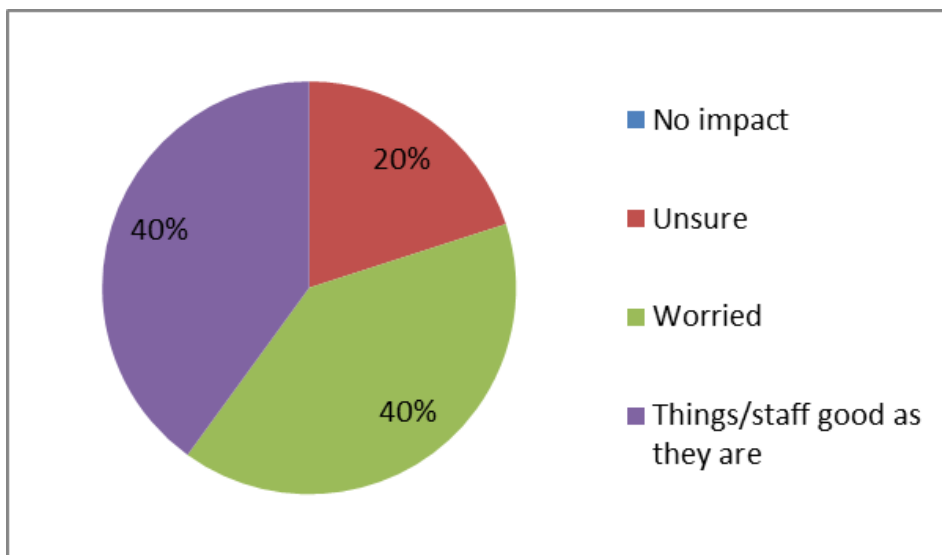
Perception of impact on individual



Q4: What would be the impact on you / How would it affect you if another provider ran the service?

40% are worried about how a new provider may impact upon themselves, a further 40% feel things are good as they are a fifth are unsure.

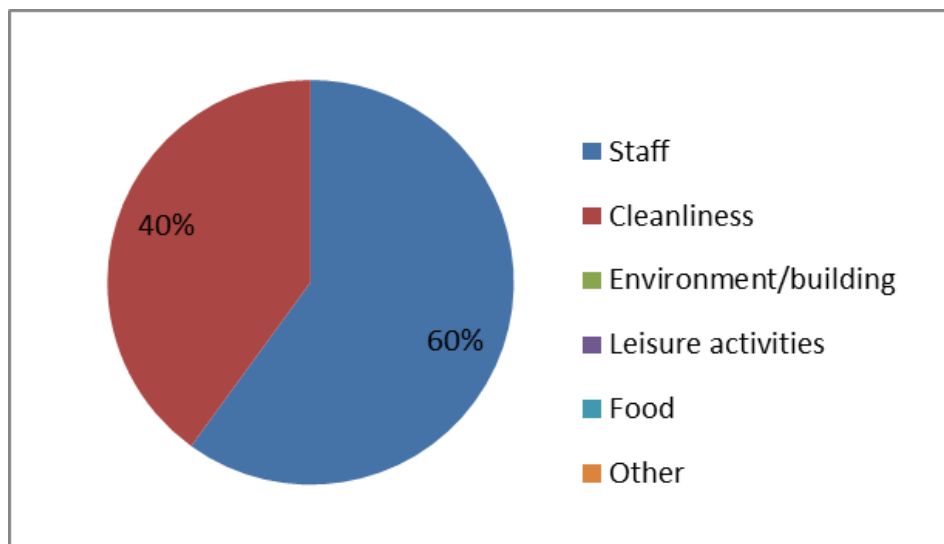
Impact of a new provider on the individual



Q5: What are the most important things to you about the care and support you receive where you are?

Staff and cleanliness are seen as major factors impacting on the wellbeing of Merrill House residents

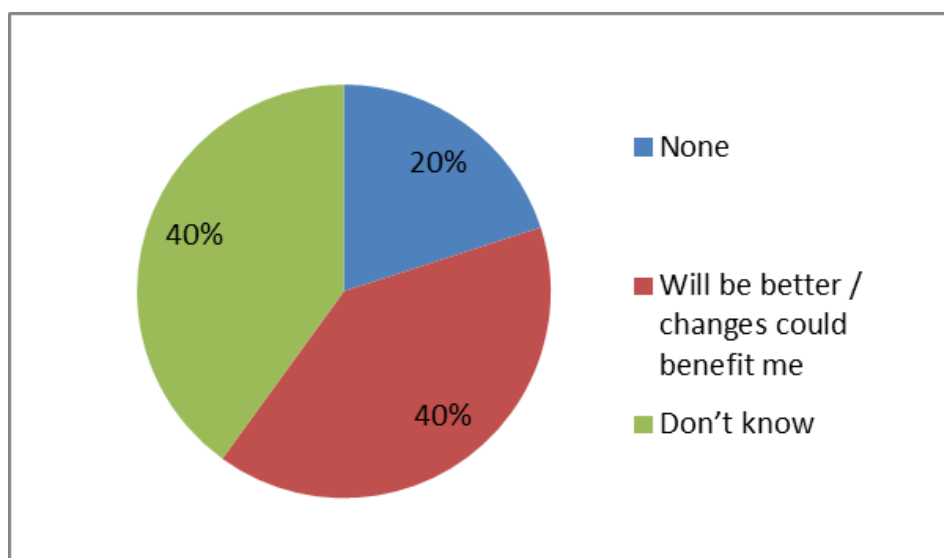
Most important things about care and support



Q6: Do you think there might be any benefits of any change?

Interestingly 40% of respondents thought that the proposals could benefit them.

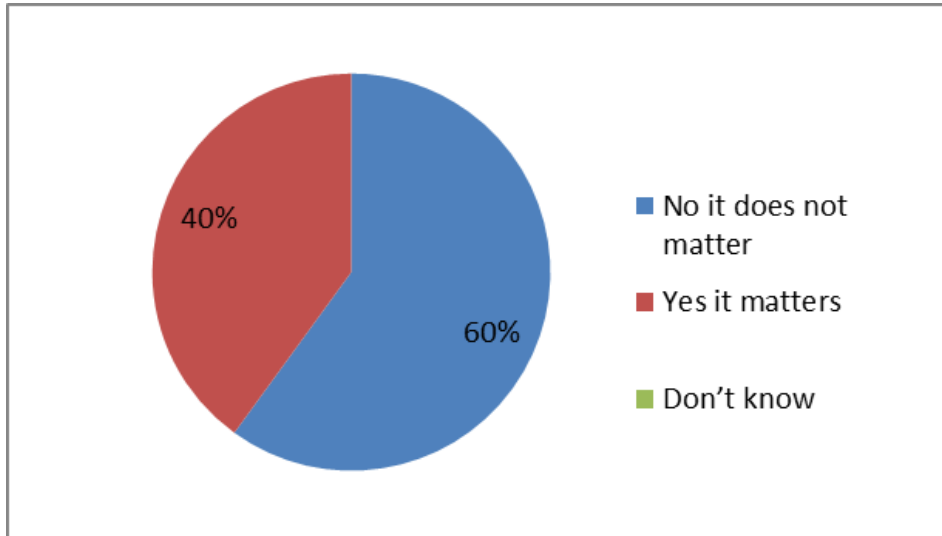
Benefits of change



Q7: If the care / support you get stays the same, does it matter to you who the provider is?

If quality were maintained 60% of Merrill House respondents thought it would not matter who provided the service. 40% however, felt it did matter.

Whether it matters who provides the service if quality is maintained



Q8: We are open to alternative ideas for providing services – do you have any suggestions?

- None

Q9: Anything else you would like to add?

- *No complaints - feels that most other residents would agree*
- *Very good service at Merrill. Nervous of change*
- *The food is excellent. It's important to have good staff - I don't like change.*
- *Merrill House is like a hotel in the summer (positive). The outside areas need some work, as does the Visitor's room - like a dumping ground.*
- *On the whole, it isn't bad here*

Family and carers

Wordle summarising the responses by Family and Carers



Family and carers of residents at Merrill House were met with to discuss their thoughts about the future of the care home. The following details the themes which were raised. Direct quotes illustrating the points raised from the meeting are presented in italics

Concerns about buildings / building work

The family and carers of Merrill House residents spoken to raised the issue that work was being undertaken already to improve Merrill House and were concerned should a private company take over, this effort would be wasted:

- *Lots of contractors seem to be around, why fix up to spend – due to fire prevention/survey – waste of money for the Council?*
- *Are the fire prevention updates due to a change in policy? Has the building been unsafe?*
- *New owner would just start knocking building about anyway*

Want further consultation / involvement in decision making

A desire to be involved in any decision-making regarding the future of Merrill House was raised:

- *Do family/residents have a say on who the provider will be?*
- *Further stage consultations to keep family up to date and in control of what's needed in the tender.*
- *Individualise feedback to Merrill House families.*

Worries about new providers such as cost, knocking down the building

Some specific concerns about a new provider running Merrill House were raised; such as ensuring quality, financial robustness and ensuring the Care home continues to operate:

- *How do the Council control the provider, once running the homes?*
- *What happens if the provider goes bankrupt?*
- *Assurance that buildings won't be knocked down and re-built – not a popular option*

Prefer Council running the home

As a matter of principle, some family and carers felt it was best for the Care homes to remain in Local Authority ownership:

- *Family and residents would prefer Council to run, if any way possible*

Concern about lack of residents

A decline in the number of residents at Merrill House was mentioned:

- *So few residents in Merrill House, feels a lack of atmosphere etc.*
- *Address the lack of residents with staff and families – reasons of low numbers, matter of urgency.*

Staff

When met as part of the consultation staff at Merrill House raised general concerns about closure, profit motivations of private providers and maintaining the rights on employees:

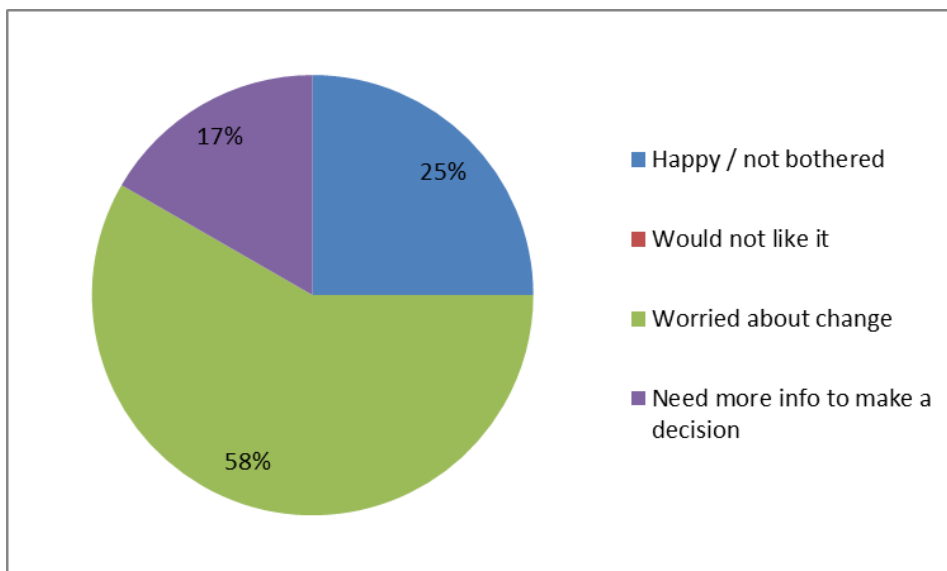
- *What if wages go down?*
- *Are the Homes going to kept updated in the meantime and kept nice?*
- *Won't the new provider want to make a profit?*

6. Raynesway View

Q1: What do you think about the proposals?

Over half of the Raynesway customers are worried (58%) about the proposals

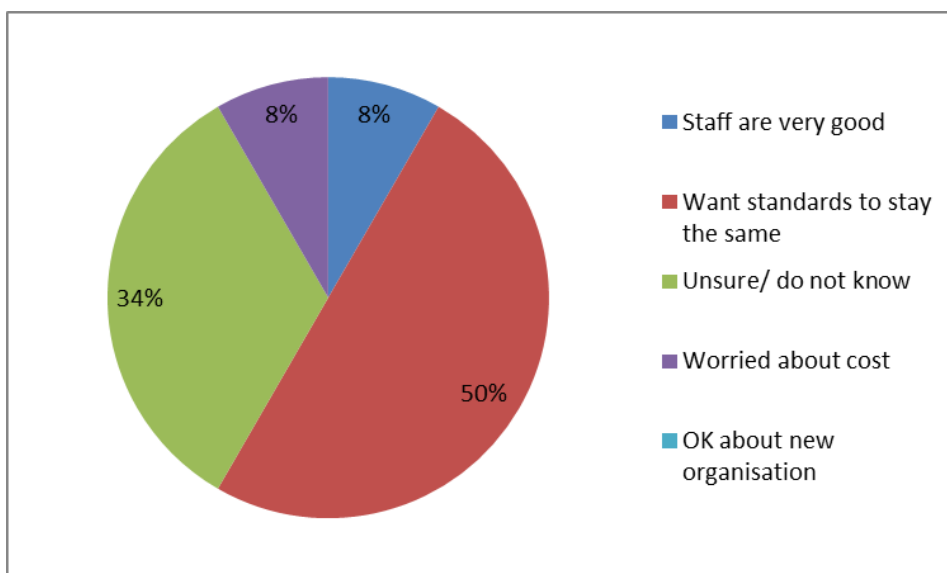
What Raynesway residents feel about the proposals



Q2: What is your view about the service being run/managed by another organisation?

Half of the Raynesway View residents spoken to want standards to remain the same. 34% of the respondents are unsure about the change.

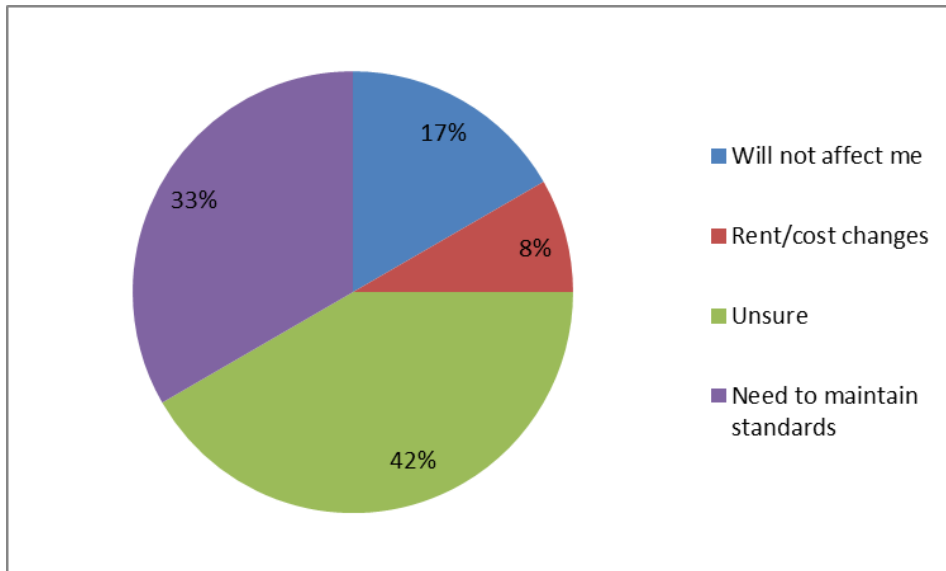
View of Raynesway residents concerning the care home being run by an alternative provider



Q3: How do you think these changes might affect you?

42% are unsure how the proposals will impact on them. 33% feel that standards need to be maintained.

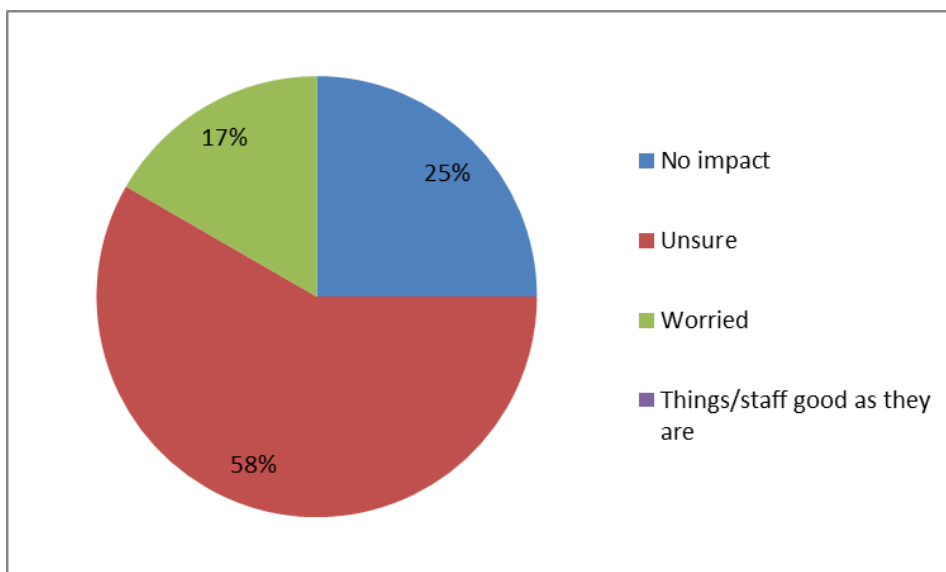
Perception of impact on individual



Q4: What would be the impact on you / How would it affect you if another provider ran the service?

Most of the Raynesway respondents were unsure what impact a new provider would have on them personally.

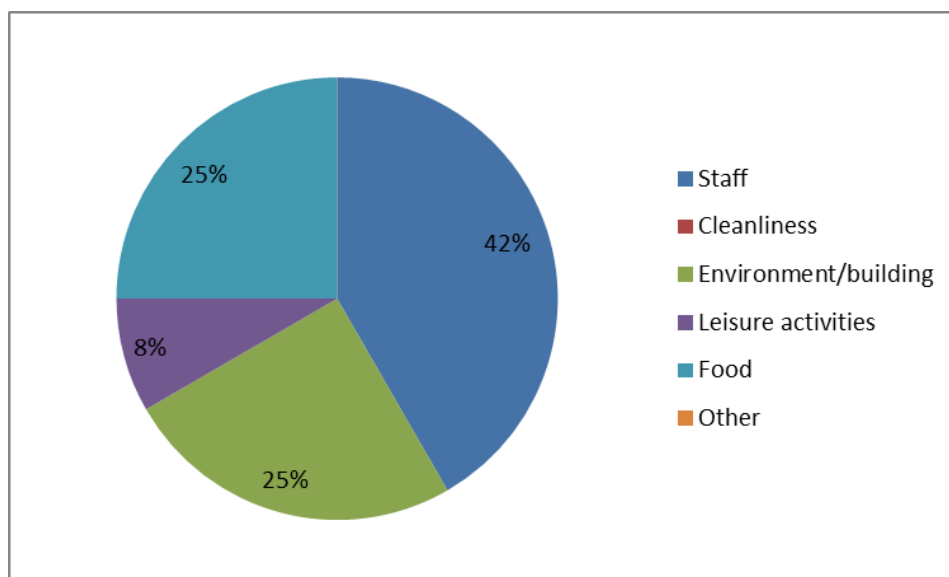
Impact of a new provider on the individual



Q5: What are the most important things to you about the care and support you receive where you are?

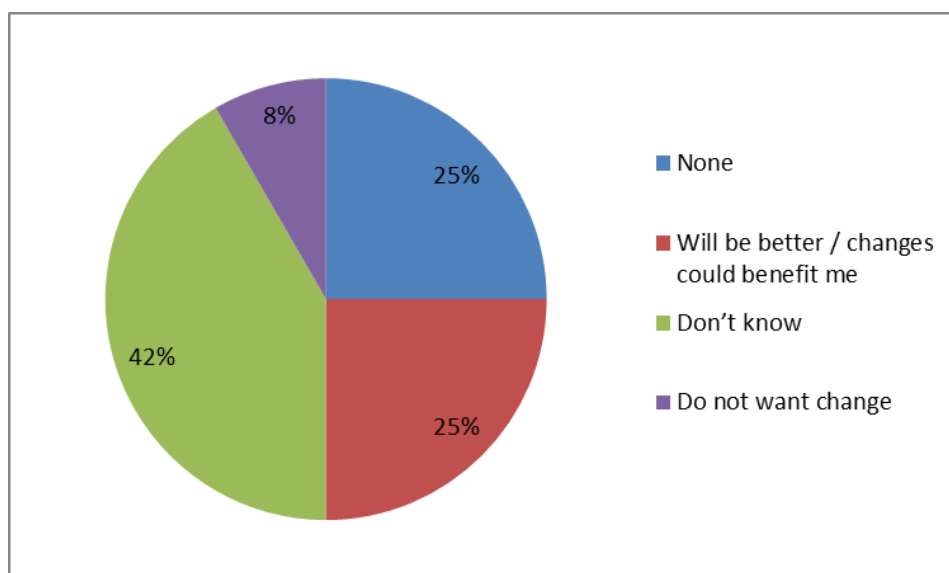
The staff, environment and food are seen by the Raynesway customers as being important quality factors.

Most important things about care and support



Q6: Do you think there might be any benefits of any change?

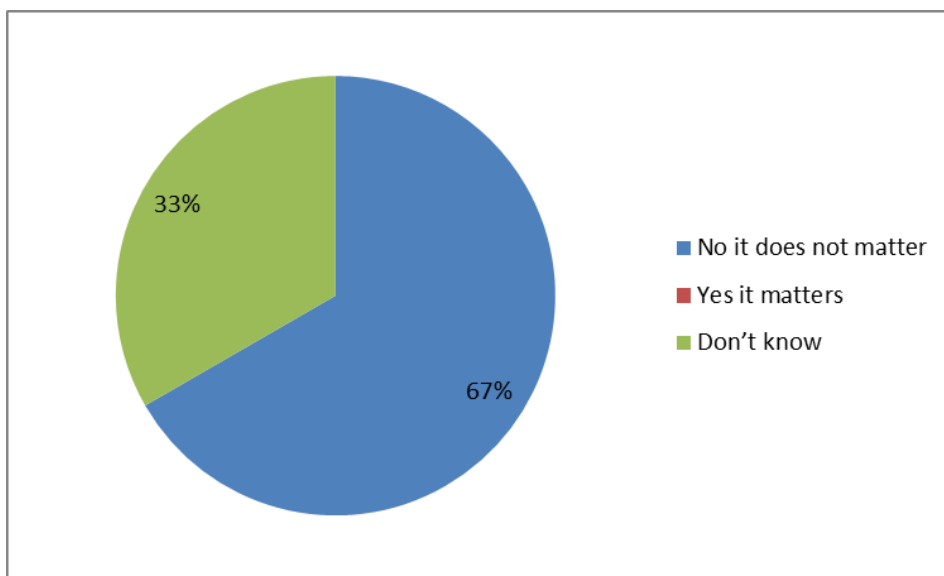
Benefits of change



Q7: If the care / support you get stays the same, does it matter to you who the provider is?

67% of respondents felt that if the quality of service was maintained, it did not matter who provided the services at Raynesway View.

Whether it matters who provides the service if quality is maintained



Q8. We are open to ideas for providing services – do you have any suggestions?

One comment was received regarding alternative proposals for running the homes

- *Leave rents as they are and invest in the homes*

Q9: Anything else you would like to add?

Several comments were made by Raynesway View residents which included:

- *Staff give us a choice of meals every day, I love chicken pie. Staff always try to get everyone involved but as lots of the residents have dementia and aren't 'with it' they find it harder to take part.*
- *I'm mostly happy*
- *Will the money change? It's important that it doesn't.*
- *How would you resolve having too many providers and potentially splitting up the homes?*
- *I live here, I have a nice clean bed to sleep in, nice and quiet, no complaints, I don't want anything altered to what I'm used to, moves along smoothly, not one iota of bother.*
- *Leave everything as it is because it runs smoothly. Don't want new company to come in and raise the rents*
- *If they arranged more outings, there wouldn't be many people but some could go. Meal times and cups of tea are important*

- *Raynesway View is like 2 homes; upstairs and downstairs. It's a big effort for me to go downstairs as I can't walk very well and can't have my wheelchair downstairs. Downstairs has more activities. No one comes to see how I'm getting on, but they just say hello in passing.*
- *I like it here. I'm happy- ish.*

Family and Carers

Wordle summarising the views of Families and Friends



Family and carers of residents at Raynesway View were met with to discuss their thoughts about the future of the care home. The following details the themes which were raised. Direct quotes illustrating the points raised from the meeting are presented in italics

Raynesway highly regarded by families and carers

The Raynesway View residents family and carers felt the service provided to loved ones was of a good quality:

- *I'd certainly stay here and I wouldn't put [mum] anywhere that I wouldn't live*
- *Visitors and guests all add to the atmosphere ad contribution to feel like a good home.*
- *Happy with the entertainments A fantastic place.*
- *The food is excellent, family can stay and eat too; other homes locally have not seemed as good as Raynesway.*

Concerned new provider just interested in profit

The profit-making ethos of a private sector provider was of concern:

- *Worried that a new provider just wants the cash profit*
- *If fees go up too high, business will fail as staff leave as they cannot afford the beds etc.*
- *People question private sector as it is money driven*
- *Concern about standards dropping under provider and staff cuts*

Want to be involved in decision making

Once again involvement in the decision-making process on any potential new provider would be welcomed:

- *Families want to be kept informed at each stage*

Concerns about closure

The future of Raynesway View concerned some of the family and friends, with potential closure being mentioned:

- *Feel that the Council will close the home if no provider is found. Family feel that they won't get first choice of providers, the Council will choose.*
- *What stops people demolishing the home*

Alternative suggestions

- *What about merging care etc with Nottingham? Would it work?*

Staff

Staff at Raynesway view at their consultation meeting raised the following issues:

Concerns around TUPE and the quality of any incoming provider

- *Some staff shared their experience / knowledge of local private homes – poor provision / high turnover of staff*
- *would fees still remain means tested? – How would DCC manage an increase; what would the impact be upon families / customers*
- *what control would DCC have in retaining the current usage of the home? Were the incoming provider to want a nursing home then this would have implications for staff who are not nurse trained.*
- *Concerns about how an incoming provider would manage to maintain staffing levels / fees if DCC's costs were significantly higher ; do we have budgets for the home that tell us unit costs? How could the homes sustain themselves as on-going businesses if we are not clear about baseline costs?*

The robustness of the future commissioning of the service was questioned

- *How do we know whether we will be presented as an attractive business option for any provider? – What will be the ask in terms of money / offer of assets (building / land etc)*

Gaining extra funding by raising Council Tax or fees was raised

- *2% surcharge – why can't DCC spend these funds on the care homes and day services. How can staff find out what this 2% surcharge will actually go on?*
- *why can't DCC charge more to get the works done and avoid looking for alternative provider?*

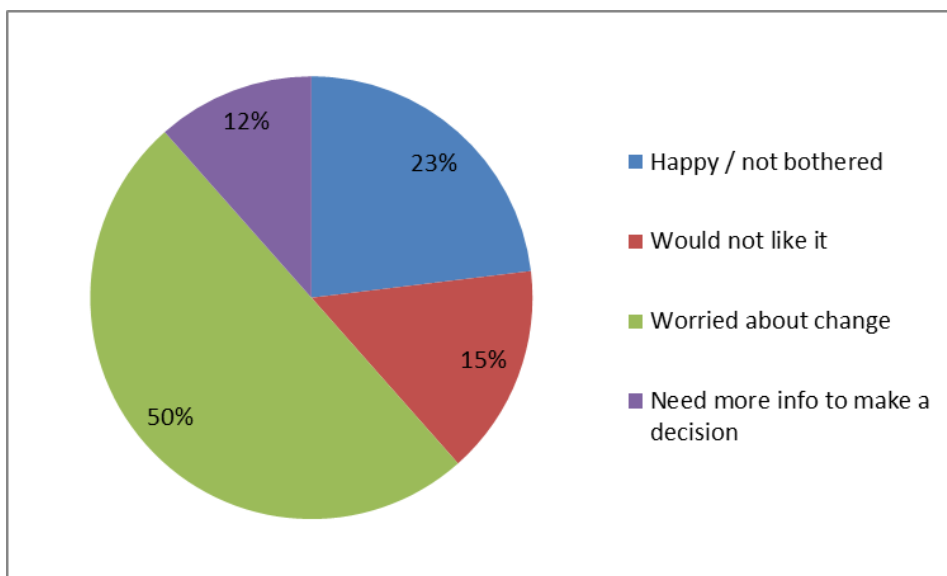
Day Services

Morleston

Q1: What do you think about the proposals?

Just under a quarter of respondents are happy about the proposals, however, half are worried about the proposed changes and 15% would not like any changes.

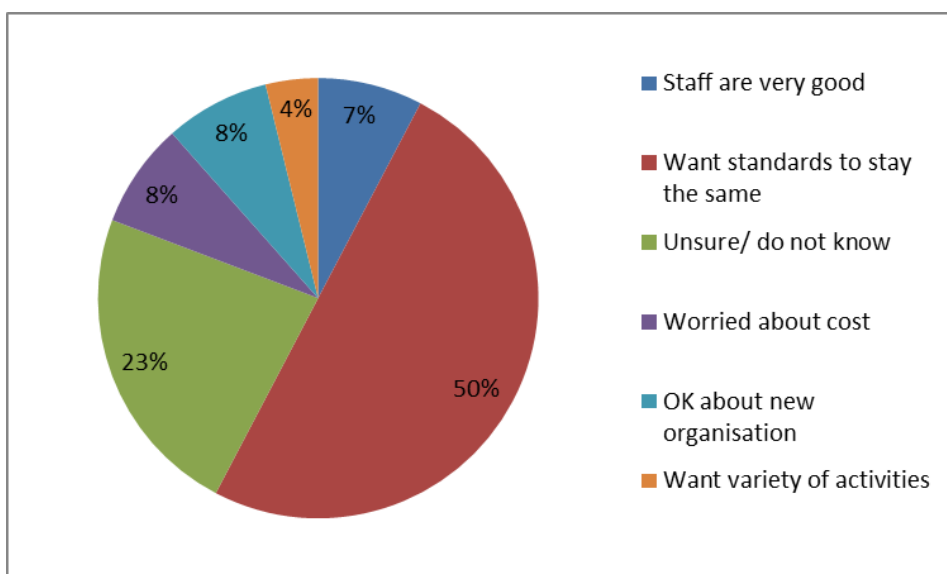
What Morleston customers feel about the proposals



Q2: What is your view about the service being run/managed by another organisation?

Maintaining the quality of services was seen as important by 50% of respondents

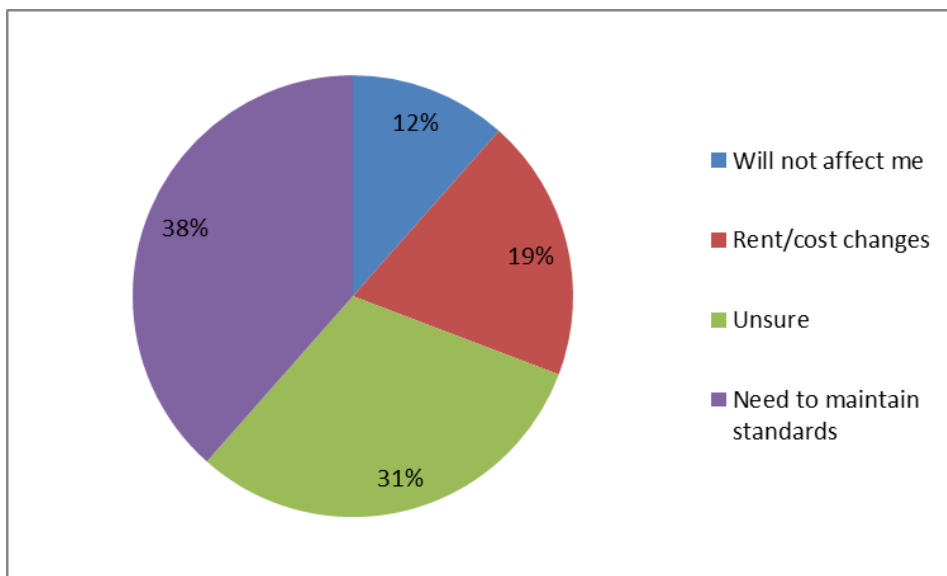
View of Morleston customers concerning the care home being run by an alternative provider



Q3: How do you think these changes might affect you?

Maintaining standards was felt to be important, with 38% respondents stating this; 31% of respondents were unsure how the proposals would impact upon them a significant minority. 19% of respondents were concerned about costs rising with any potential new provider

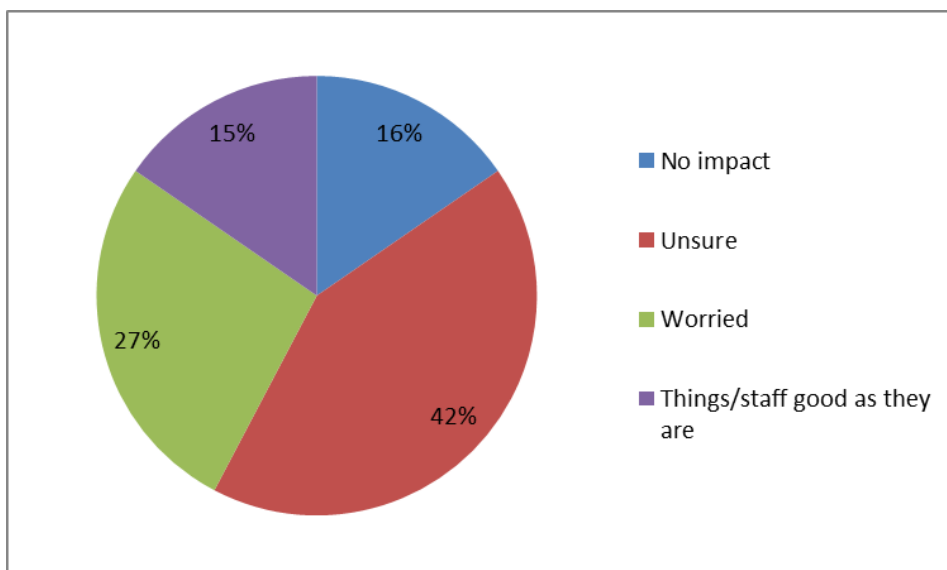
Perception of impact on individual



Q4: What would be the impact on you / How would it affect you if another provider ran the service?

42% (11 people) of respondents were unsure how a new provider would impact upon them personally. 27% of respondents are worried about the impact from a new provider.

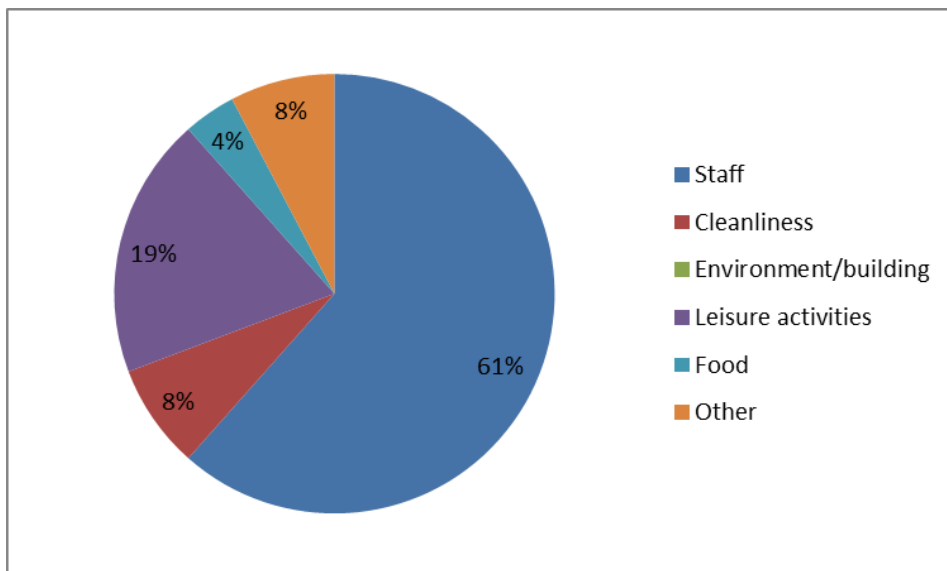
Impact of a new provider on the individual



Q5: What are the most important things to you about the care and support you receive where you are?

The staff are seen as the most important factor regarding their care and support this was mentioned by 16 respondents (62%) Leisure activities were mentioned by 5 respondents (19%).

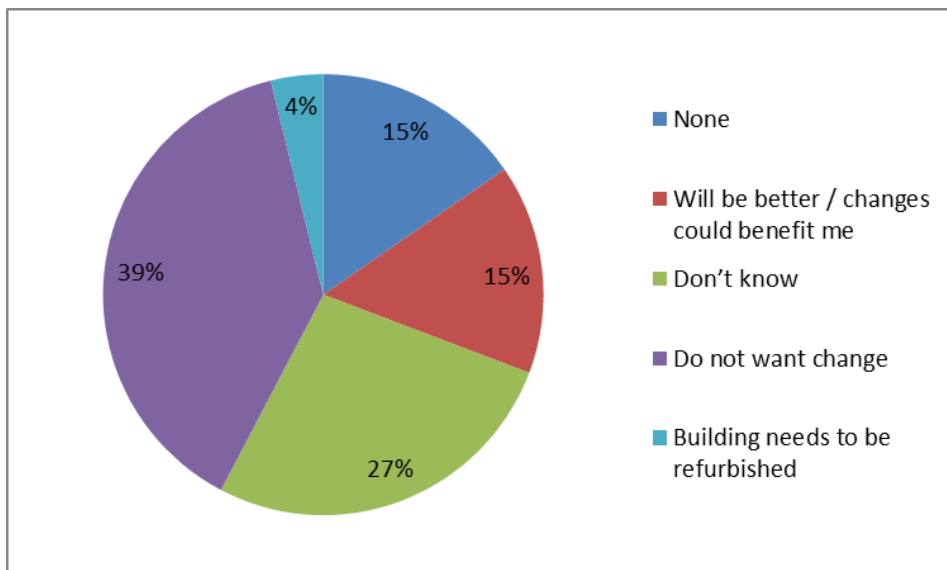
Most important things about care and support



Q6: Do you think there might be any benefits of any change?

When asked what the benefits of any change would be, most respondents 10 replies 39% said they did not want any change to how Morleston is run. 7 respondents (27%) did not know what benefits could be gained and only 4 respondents (15%) felt that things would be better.

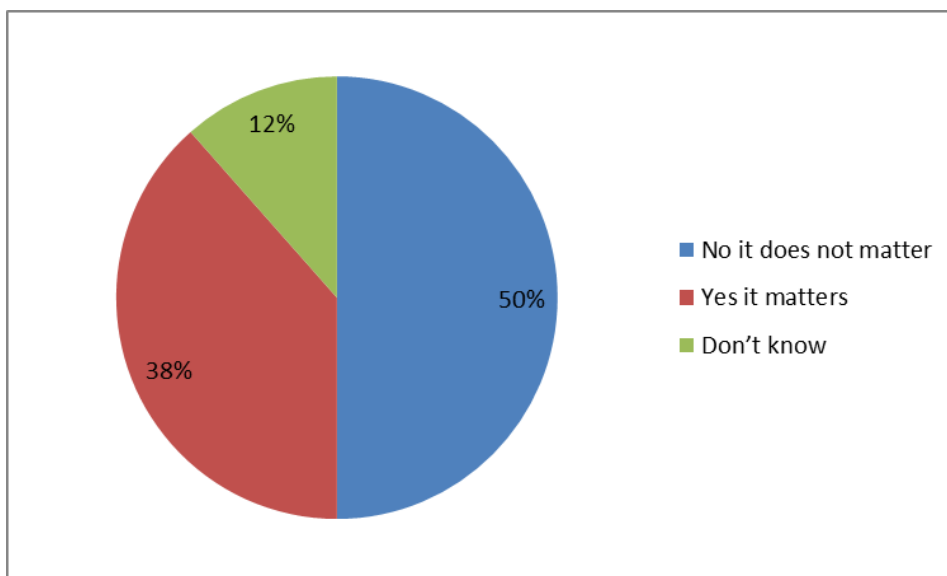
Benefits of change



Q7: If the care / support you get stays the same, does it matter to you who the provider is?

Respondents were split in their opinion whether if standards remained the same it mattered who runs Morleston. 10 respondents (38%) felt that it mattered, compared to 13 respondents (50%) felt it did not matter

Whether it matters who provides the service if quality is maintained



Q8. We are open to ideas for providing services – do you have any suggestions?

- None
- *Could choose which staff worked there*
- *Keep it as it is, I prefer that*
- *Concerned about who might come in, do not know who would run the centre - would prefer the council to run it.*
- *The council do a good job*
- *Approach Rolls Royce for funding / sponsorship*

Q9: Anything else you would like to add?

- *There should be investment in this kind of place*
- *It is a dangerous world! The centre is a relief from this world. It is an escape - a safe place. Something to look forward to.*
- *What if no one takes it on? Do not want it to close. This place is a complete lifeline. Very social and I appreciate interacting with others. It's like family here, the staff could not do more for her.*
- *If I could come for 3 days instead of 2, I would.*
- *Do we get a copy of the report? Could managers come and discuss the report before it goes to cabinet*
- *I love coming here*

- *I find the centre very friendly; quite settled with staff and comfortable with the familiar, sensitive personal care I receive – it would be a worry if the staff changed as I am comfortable with them. Would the staff be supported / protected by any change?*
- *No. Just keep us updated please*
- *Look forward to them coming, would like a Morleston pet cat or dog and a shop.*
- *Good to mix with people and the community*
- *More people coming would increase the money coming in.*
- *I don't leave the house, apart from coming to Morleston*
- *Makes a tremendous difference to our relatives and gives them respite*
- *Everyone here seems well looked after*
- *I don't want it to go into private hands. I am making good progress here. I access services here – chiropody / opticians. A carer or PA wouldn't work for me. I want to come to a place where there are other people; it's important for me to get out of my home. I get practical and psychological help here*
- *Attitude to guests is key. Marvellous here.*
- *Dementia is demeaning for a once clever person. Impact also on the rest of the community that attend Morleston.*
- *Seen lots of changes, and couldn't function without the centre. It is a family and you shouldn't split up a family. There are good in-house services here*
- *Love it. Want it to stay the same - please leave it as it is.*

Family and carers

Wordle summarising the responses from Family and Carers



Family and carers of customers at Morleston were met with to discuss their thoughts about the future of the care home. The following details the themes which were raised. Direct quotes illustrating the points raised from the meeting are presented in italics

Service is highly regarded

A number of powerful personal statements about the impact of Morleston to their loved ones lives were mentioned at the meetings and in the petition. These included:

- *It helps me to undertake volunteering activities myself.*
- *My family is able to remain together*
- *It has quite literally saved my life*

Involved in decision making

Family and carers demonstrated a strong desire to be involved in the decision-making should there be any proposals for change:

- *Happy to be involved in the consultation. If business is going one way i.e. privatisation then we just have to [go along]*
- *Families feel exhausted and 'dragged down' by the situation*

Alternative proposals

Some alternative proposals were identified by the family and carers with raising the Council Tax and looking for a new venue mentioned:

- *What about a tax increase to cover the Adult Social Care costs?*
- *Is moving the Day Centre to a better building an option? This will maintain the community feel.*
- *Will we have a say in who takes over?*
- *Morleston should advertise the work they do with Young people too.*
- *Wouldn't mind another building as long as the staff and friends come too.*

Council wasted money

Some respondents raised issues around the Council's finances:

- *Cynical that decisions around money are not person centred*

Support for carers

Morleston is seen to play a vital role in supporting carers:

- *Emergency respite is difficult to get and the wait is too long*
- *You feel like you're alone as a carer – there is the social element with the other carers that use Morleston*
- *Respite is extremely important for the carer and the stimulation is very important for the customer*

Concerns about Inspire being moved to Arboretum House

The move of the Inspire service to Arboretum House was raised:

- *People feel let down by the Council attitude towards spending i.e. Arboretum refurb, and then it became Inspire.*
- *Ill-conceived to have a LD facility in a care home – 'unacceptable'*
- *Money has not been given to the audience that it was intended for.*

Staff

When met as part of the consultation staff at Morleston raised issues about:

How will changes impact on future strategies for Dementia?

Specialist dementia support is seen as being important by staff

- *By 2020, the UK is supposed to be leading on Dementia treatment. Where does this fit in with that ethos?*
- *Inspire was planned to be a Dementia unit but was changed to be a LD facility;*

Concerns were raised regarding the quality of the commissioning process for any potential provider

The need to ensure that any potential incoming provider is of high quality was stated by staff

- *Will it be any old organisation? What about funding? Monitoring? Level of control?*
- *Can staff show their opposition at the showcase provider event? What if a new provider comes in and can't meet the catering requirements?*

The quality of the consultation was also questioned

Staff were concerned that the consultation was not an integral part of the decision making process

- *The consultation feels chaotic, and out of sync. Letters not being sent to some individuals, is it Legal? (Individual) had conflict with PW and felt he did not answer what they felt was a legitimate question and questioned PW's lack of presence at certain scheduled group meetings*
- *Is the wording just a case of 'smoke and mirrors'? we are cynical/suspicious of the consultation*

Staff were concerned about retaining employment rights

- *How long will Terms & Conditions be protected for?*

Other potential solutions for delivering services were identified

Staff identified some suggestion for the future of Morleston

- *Community Cooperative ventures were discussed and explained as an option for Morleston Day Centre to consider*
- *Longer term facilities like Arboretum, Inspire and Morleston can be used in more cooperative ways.*
- *Morleston could re-brand itself as a centre of excellence*
- *The marketing for Morleston is poor. The Council promote social inclusion, but seem unaware of Morleston Day Centre as an option*

Aspect

Due to the capacity issues of the customers who use Aspect, consultation had to be taken by proxy. The following highlights the key issues raised:

- Many customers had used Aspect for a long while
- Aspect customers have complex needs which require specialist staff input
- Security and stability are important as is continuity of care
- Behaviour issues are managed in a 'safe' environment

Family and Carers

Wordle summarising the responses from Family and Carers



Family and carers of customers at Aspect were met with to discuss their thoughts about the future of the care home. The following details the themes which were raised. Direct quotes illustrating the points raised from the meeting are presented in italics

Transport concerns

Ensuring that transport to Aspect could be incorporated in any proposals were raised by family and carers:

- *Transport for Aspect?*
- *Why did Transport want to leave the deal?*
- *How can Nottingham City afford transport and DCC cannot?*

Concerns about privatisation such as costs

Potential privatisation was not supported with concerns about costs being raised:

- *Will the level of care/service stay the same?*

- *Totally against privatisation – I will contact my MP!!*

Feel not being listened to

The desire to be fully informed of, and involved in, any future decision-making was strongly made:

- *Justify the changes!? What's the advantage for the clients if the care and the clients are happy?*
- *Aspect is different to older people's care, we thought it would be protected.*
- *Day centres are different*
- *We are sick of having to fight for services! And also not being listened to*
- *There is no time to consider what is being proposed*
- *Feel that meeting is just a tick box exercise*

Alternative proposals

Different views on the future of Aspect were raised, from stating the Local Authority is doing a good job, to identifying best practice from elsewhere:

- *If Local Authority are doing a good job, how can this be done better elsewhere? – having empathy for the clients is essential.*
- *Some families have visited a special Autism building which was excellent but it would need strong input from Autism specialists and to be kept up to standard.*

Staff

When met as part of the consultation staff at Aspect raised issues concerning:

What happens if there are no bidders?

Concern was raised around what would happen if no bidders came forward to run Aspect.

- *Is there a cut-off point for bidders to register their interest? What if there are no bidders by mid-2017?*

Concern around quality versus costs for potential new providers

Quality was seen to be very important to preserve if an alternative provider is found. Careful tendering will be required

- *Some businesses do not appreciate that some services 'cost what they cost' and will seek the best value for money / cheapest way of achieving delivery.*
- *Who will add the detail to the tender document?*

Need for customers to be supported through change

The vulnerable nature of Aspect customer was noted and the need to handle any potential changes in a sensitive and calming manner was raised

- *The emotional health of the Aspect customer hangs on a thread every day.*

- *Customers have joined Aspect as they have challenged other traditional day services; no one else in Derby City is willing to work in such a challenging way with customers with such complex behaviours and needs.*

Alternative approaches to service were mentioned by some staff

A suggestion that breaking Aspect down into smaller units was received

- *The Aspect building is actually too big for some customers who would benefit from being in a smaller group of 4 or 5 people. People are more likely to be in a group of compatible customers this way; although the staff understand that the running costs of multiple smaller locations may be the barrier to this.*

Inspire

Due to the capacity issues of the customers who use Inspire, consultation had to be taken by proxy. The following highlights the key issues raised:

- Customers enjoy going to Inspire and like the activities offered
- Friendships have grown between people, who enjoy meeting at Inspire
- Specialist staff understand the needs of those who attend Inspire
- Inspire provides important respite for carers and families.
- Attendees at Inspire are encouraged to participate in activities, Rebound in particular, is enjoyed.
- Music is seen as an important activity at Inspire
- Inspire offers continuity and consistency

Family and Carers

Wordle summarising the responses from Family and Carers



Family and carers of customers at Inspire were met with to discuss their thoughts about the future of the care home. The following details the themes which were raised. Direct quotes illustrating the points raised from the meeting are presented in italics

Concerns about private providers

Privatisation and its potential impact on Inspire was raised as a real concern:

- *How can someone run at a profit and the Council cannot?*
- *What if the new provider takes it on and changes staff and contracts?*
- *What if Council cannot find a provider?*
- *What happens if it goes wrong down the line?*
- *What happens if the company go bankrupt*
- *How do people/companies profit?*
- *Will DCC run Inspire if a provider is found?*
- *What if 2 different providers wanted Inspire and Arboretum House?*

Staff are viewed as very important

Staff at Inspire are very highly regarded by family and carers:

- *Main concern is the staff leaving*
- *Strong relationships between the staff and customers – staff are key!!*
- *Customers need personalised care – staff that know the customers*
- *Staff at Inspire are absolutely key – superb service*

Transport concerns

Like Aspect, concerns about transport to and from Inspire were raised:

- *Assistants for transport is also important*
- *Sense of vulnerability with all the different parts that have to knit together*

Wanting to be listened to and involved in decision-making

Being involved in the ongoing decision-making process was clearly stated:

- *Would like to be listened to ‘this time around’*
- *Feel the council don’t understand*

Concerns about Council wasting money elsewhere

Some family and carers raised concern about the Council spending priorities:

- *Frustration of Council waste of money – Velodrome, Council House*

Like the building being the ‘hub’ of the service

Maintaining a physical ‘hub’ for activities was seen as being important:

- *Family like the building based approach – what about the cold weather months?*
- *Keep it at Inspire, at the very least as a hub/base for activities*

Staff

Key issues raised by the staff of inspire at their consultation event included:

What if there were no bidders

Staff were concerned that no prospective bidders would come forward for Inspire and that this could lead to closure

- *What if no Providers take up the preferred offer?*
- *Possibility of closure?*

Staff and customers worried about change

Staff and customers are unsettled by the potential of change

- *The whole issue is worrying; and without any answers, it’s a bit of a problem.*
- *Will this consultation be able to make a difference?*

Worries about if care levels be maintained

The importance of specialist care and the need to ensure services were suitable for the complex needs of customers at Inspire was raised

- *We (Inspire) are specialist; it’s hard to see how it will translate into a ‘profit-making’ organisation.*
- *Inspire offers respite, some people have no support other than Inspire, but they are trusted over and above other providers.*
- *Care levels will be affected if staff are not respected by new Terms & Conditions.*
- *How do we best showcase ourselves (staff) to be the most important part of Inspire?*

Current building is good what is a different buyer was found for the rest of Arboretum

- *How would it work if 2 providers wanted Arboretum House and Inspire, respectively, to remain in the shared building?*

Concerns about terms and conditions for staff were also raised

Protecting the terms and condition of staff was felt important

- *Will the Council Wage scale transfer into the new provider?*
- *Can and will the staff Length of service and LGPS be honoured / continued?*

Findings from the Diversity Forum focus group

Introduction

A focus group was held with members of the Derby City Council Diversity Forum to explore the perspectives of the wider diverse communities in the City. The forum members were asked if they wished to participate in a workshop and five representatives volunteered. The workshop, which was held on 19 May 2016, had an introduction on the context of the consultation by Christine Collingwood, Acting Head of Commissioning and the focus group session was facilitated by Kelly Smith, Consultation Officer.

Feedback on proposal to look for an organisation to take over and run the Care Homes and Day Centres

The group generally supported the idea of the care homes and day centres being provided by an organisation external to the council, seeing it as a viable solution to the issues with the building costs but also seeing it as an opportunity to make positive change.

There was however a number of initial concerns raised that they felt would need to be considered throughout the decision making and any tendering and future contract management:

- Derby City Council (DCC) need to make sure that these buildings are worth investing in – that it wouldn't be more efficient in the long term to invest in new buildings.
- There were concerns about losing control of the cost of care and pushing any additional costs (related to having an independent sector provider) on to service users.
- There were concerns about the potential profit to be made and the attractiveness of this to private sector companies as opposed to a social enterprise or third sector organisation. It was the preference of the group that a co-operative or social enterprise took over the running of the care homes and day centres to eliminate any cuts to care/ staff that could be made in order to make them profitable businesses.
- The group did have fears about the future of these services

Care Home Specific concerns and comments:

Type of provider:

- They felt that real consideration needed to be given to the types of organisations who could provide these services.
- We should give all different types of organisations the opportunity to tender – including the opportunity where appropriate for smaller organisations to join together.
- A discussion took place around giving organisations the opportunity to grow from small, independently provided committed services into organisations that could provide these bigger services.
- The tender process needs to be robust to ensure we get the right providers for these services – quality needs to be weighted highly against cost effectiveness.

Options for how the service is provided in the future:

- The group were pleased that the council were keeping its options open in terms of how these services could be provided and a discussion took place around what some of these options were.
- They highlighted that if it were an option to lease the buildings to providers instead of selling them off this would open up the number of potential providers who could bid in the tender.

Day Centre specific concerns and comments:

- The group felt that any re commissioning of these services must be treated differently to that of care homes because of the specialisms of the services.
- It was felt that a single provider for the day centres would not be appropriate because it was unlikely that a single provider would have the specialist knowledge to meet the needs of these client groups.
- There are also particular concerns about the continuity of the day centres throughout any transition phase. It was pointed out that for individuals with autism in particular, that any change to services would have to be carefully managed to ensure that there was no negative impact on them. Members of the group were clear about how serious the consequences could be if this service change is not managed well.
- Whilst the group shared these concerns they also agreed that they had confidence in the Council to consider all these issues throughout tender, transition and contract management of any new providers.

The most important factors we need to consider when looking at the future of our directly provided care homes and day centres

- 1. Managing the transition and minimising disruption:** The group felt that this was the most important factor that needs to be considered – particularly for the day centre services. They acknowledged that any change to service provision would involve an element of disruption but that any new providers must be able to prove that they can manage this disruption effectively. They need to manage the expectations of customers, families, carers and staff. The impact that any service change may have on carers needs to be considered at every stage.
- 2. Staff retention and conditions:** Any potential service provider must be able to manage the TUPE process effectively. If private providers come in, there are concerns about staff terms and conditions – this would need to be managed through the contracts we have in place.
- 3. Staff training:** The group discussed that their experience of staff training amongst private providers was bad and this was a concern. The importance of good staff training needs to be emphasised in the tender and in any contracts we develop. Volunteers need to be trained and the new provider needs to employ staff with at least the same level of training, qualification and expertise as they have now.
- 4. Environment:** There needs to be an emphasis on environment and design in the tender to ensure the buildings are used in the most effective way. The environment must be appropriate to the needs of the individuals that the service is for.

5. **Working together with customers, families and carers:** The group felt it was important that Derby City Council and any new providers work with customers, families and carers at every stage of this process.
6. **Maintaining and improving quality:** Robust assessments and good support planning should remain core to any service and will need to be quality assured.

Alternative suggestions and other things to consider

Care homes:

A discussion took place about how important it is to get the financial assessments right and ensure that those who can afford to pay for their own care do (within the rules set out in the Care Act).

Day centres:

- It would be good for non-building based services to also be featured in the service to the tender. Although the group understood and encouraged the building based element they felt that outreach or satellite service should also be explored and that this would encourage interest from a wider range of service providers. Innovation (in terms of this) should be rewarded in the tender process.
- Can we not have day centres based in the new extra care facilities currently being built? Basing day centres within extra care housing blocks would be a really good model in terms of making effective use of buildings and placing the day centre services at the heart of communities.
- The group felt that we should use these buildings more wisely. Can we make better use of the day centre buildings under the new providers? Have different services using the buildings more when they are not being used by the day centre services? For example at weekends.

Other comments:

- Some concerns were raised about the use of direct payments and ensuring that people are not forced into taking direct payments if they do not feel this is suitable for them.
- Transport: If transport was coordinated better, savings could be made. The current transport (between hospital appointments/ day sessions etc.) runs more like a taxi service but if it were run more like a bus service, taking several individuals at a time, this would be more efficient.
- Risk assessment: Any provider tendering must prove that they have risk assessed any potential reduction in services during transition and have contingency plans in place.
- Examples of effective community/ satellite working within the NHS were given as a model that new providers could work towards.

Enventure Survey

The survey was hosted online and was promoted by the Council via posters and leaflets at libraries and GP offices. In addition to the online survey, paper copies of the questionnaire were also distributed to Council venues across the city. Paper copies were also sent to the 50+ Forum to try and elicit comment from potential future users of services. These were provided with pre-paid envelopes for respondents to return their completed questionnaires back to Enventure Research.

The survey was live from 23 March 2016 to 6 June 2016. In this time, 71 responses were received. A total of 40 responses (56%) were received online and 31 (44%) responses were received in paper format.

Proposal for an organisation to take over the running

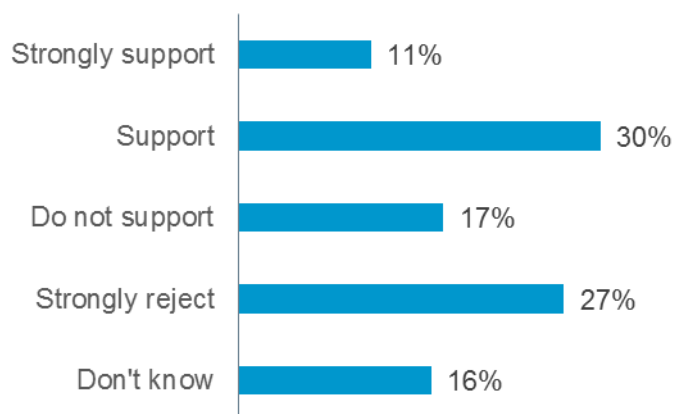
Care Homes

Respondents were asked to what extent they supported the proposal for an organisation to take over and run five of the seven Care Homes. As shown in the graph below, two in five respondents (41%) said they either supported or strongly supported the proposal. However, over two in five (44%) did not support the proposal. This was made up of 17% not supporting the proposal and 27% strongly rejecting it. One in six (16%) said don't know.

There were no significant differences between the types of respondent in terms of the capacity in which they were responding.

To what extent do you support the proposal for an organisation to take over and run five Care Homes?

Base: All respondents (71)



Respondents were then asked why they had responded in that way. Of those who answered this question, the most common response was that Standards need to be set by the Council and maintained by private providers. This was said by almost a quarter (23%) of respondents and is shown in the graph overleaf. A further one in five (19%) were concerned about falling standards as private sector organisations pursue profit.

Of those who supported or strongly supported the proposal, the main comments were centred around efficiency and ensuring that the Care Home service remained open and provided continuity of care.

Why did you give this response?

Base: Respondents providing a response (57)

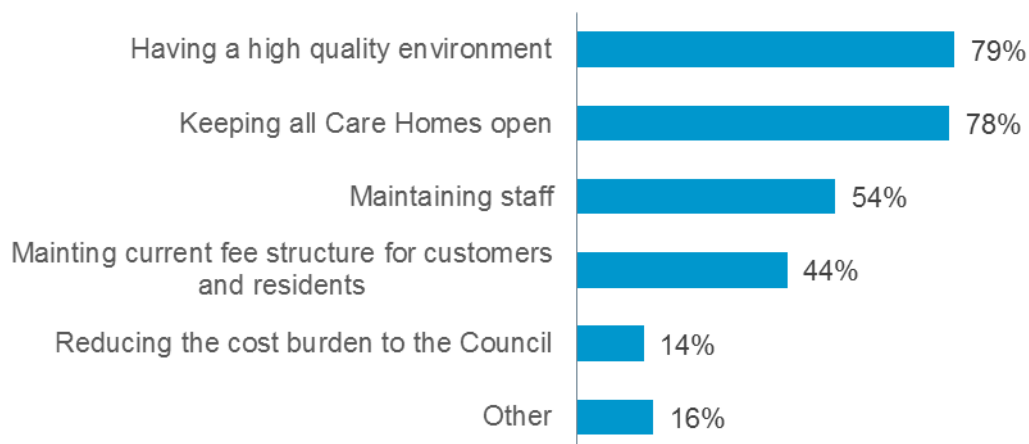
Response	Number of responses	Percentage of responses
Standards need to be set by the Council and maintained by private providers	13	23%
Concern about falling standards as private sector organisations pursue profit	11	19%
Concern about rising costs for service users	8	14%
Lack of trust in private sector organisations / happy with the way the Council runs things	7	12%
The Council should save money elsewhere instead / stop making cuts	5	9%
There isn't enough information to make a clear decision	5	9%
Social care is the Council's responsibility / privatisation of the social care sector is wrong	4	7%
A private organisation will run the service more efficiently	3	5%
The proposal will ensure continuity of care for users	3	5%
The proposal will ensure that Care Homes remain open	3	5%
Concern that existing staff will lose their jobs / inexperienced staff will be employed	3	5%
Concern about disruption to service users – continuity is needed	2	4%
The proposal would save the Council time / money	1	2%
The proposal will not save the Council money – costs more to control a private organisation	1	2%
Other	8	14%

Future of directly provided Care Homes

Respondents were asked what they thought were the three most important factors that Derby City Council needed to consider when looking at the future of directly provided Care Homes. The most popular responses were having a high quality environment (79%) and keeping all Care Homes open (78%). This is shown in Figure 3. Over half (54%) of respondents mentioned maintaining staff and 44% mentioned the importance of maintaining the current fee structure for customers and residents. Only 14% were concerned about reducing the cost burden to the Council.

What do you think are the most important factors we need to consider when looking at the future of our directly provided Care Homes?

Base: All respondents (71) - Up to three responses chosen



The most common other responses, as shown in the table below, was that Derby City Council must ensure that high quality care is available for all who need it and provide person-centred care, which was mentioned by eight respondents.

Other responses

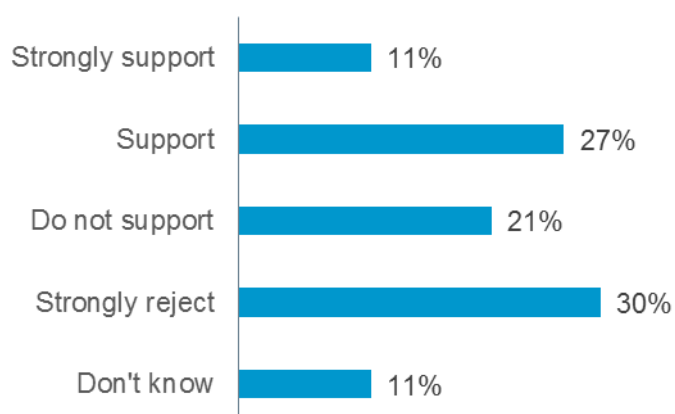
Other response	Number of responses
Ensure high quality care is available for all who need it / person-centred care	8
Improve efficiency / provide cost-effective care	3
Ensure staff are well trained	1
Other	2

Day Centres

Respondents were asked to what extent they supported the proposal for an organisation to take over and run all three Day Centres. As shown in the figure below, almost two in five (38%) said they either support or strongly support the proposal. However, half (51%) said they did not support it or strongly rejected it. Three in ten (30%) said they strongly rejected the proposal. There were no significant differences between the types of respondent in terms of the capacity in which they were responding.

To what extent do you support the proposal for an organisation to take over and run all three Day Centres?

Base: All respondents (71)



Respondents were subsequently asked why they had responded this way. As shown in the table below, concern about falling standards and maintaining the Day Centre services were the most common reasons, which were similar to the main concerns expressed about the Care Homes. Interestingly, there is also some mistrust around private sector organisations and the preference for services to be run by the Council.

Why did you give this response?

Base: Respondents providing a response (54)

Response	Number of responses	Percentage of responses
Concern about falling standards as private sector organisations pursue profit	10	19%
The Day Centre service is important and needs to be maintained for users	9	17%
Lack of trust in private sector organisations / happy with the way the Council runs things	8	15%
Standards need to be set by the Council and maintained by private providers	6	11%
Concern that existing staff will lose their jobs / inexperienced staff will be employed	5	9%
Social care is the Council's responsibility / privatisation of the social	5	9%

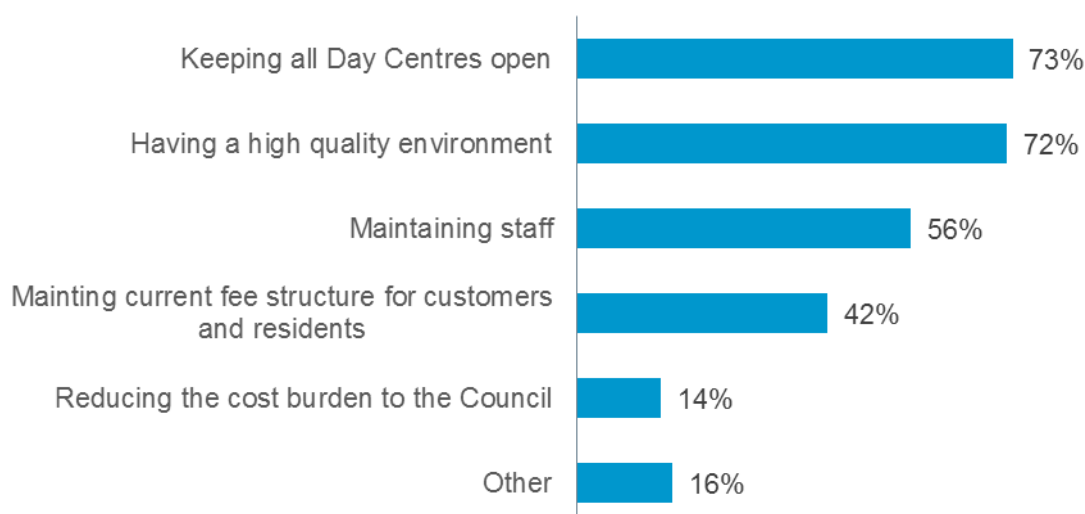
care sector is wrong		
Concern about disruption to service users – continuity is needed	4	7%
The Council should save money elsewhere instead / stop making cuts	4	7%
The Day Centres offer specialised services – expertise is needed to support users	3	6%
Concern about rising costs for service users	2	4%
There isn't enough information to make a clear decision	2	4%
The proposal will not save the Council money – costs more to control a private organisation	1	2%
Other	13	24%

Respondents were asked what they thought were the three most important factors that Derby City Council needed to consider when looking at the future of directly provided Day Centres. Similar to the responses given for the Care Homes, the most popular responses were keeping all Day Centres open (73%) and having a high quality environment (72%). This is shown in the graph below. Almost three in five (56%), slightly more than for Day Centres, mentioned maintaining staff and 42% mentioned the importance of maintaining the current fee structure for customers and residents. Again, only 14% were concerned about reducing the cost burden to the Council.

The most common other responses, as shown in the table, was that Derby City Council must ensure that high quality care is available for all who need it and provide person-centred care, which was mentioned by four respondents.

What do you think are the most important factors we need to consider when looking at the future of our directly provided Day Centres?

Base: All respondents (71) - Up to three responses chosen



Other responses

Ensure high quality care for is available for all who need it / person-centred care	4
Employ staff who can best support users' needs	1
Not just about saving money	2
Other	5

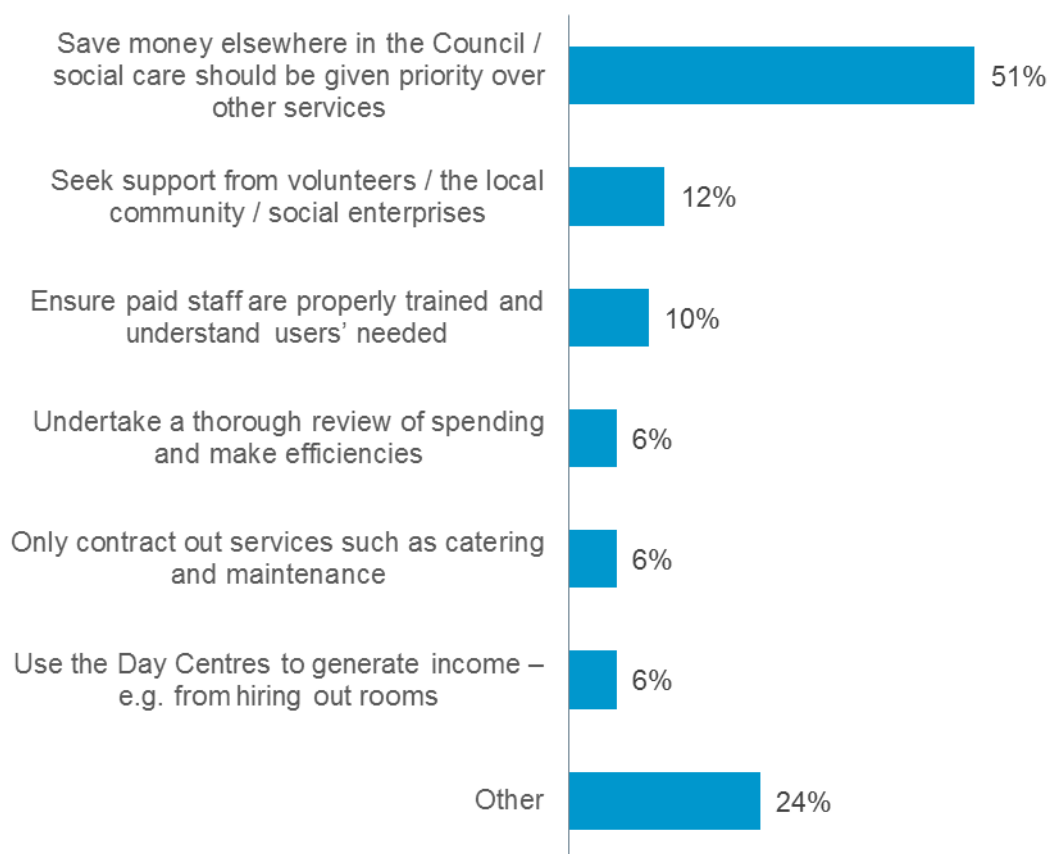
Alternative suggestions

Ensuring the Care Homes and Day Centres are high quality environments for their users and residents

Given the need for Derby City Council to make savings of £45 million by 2019, respondents were asked if they had any suggestions on how the Council can ensure the Care Homes and Day Centres are high quality environments for their users and residents. The most common response, provided by half (51%) of respondents was that the Council should save money elsewhere and give social care priority over other services. One in eight (12%) suggested that the Council should seek support from volunteers, the local community and social enterprises to help run Care Homes and Day Centres. These results are shown below.

Alternative suggestions to ensuring the Care Homes and Day Centres are high quality environments for their users and residents

Base: Respondents providing a response (49)

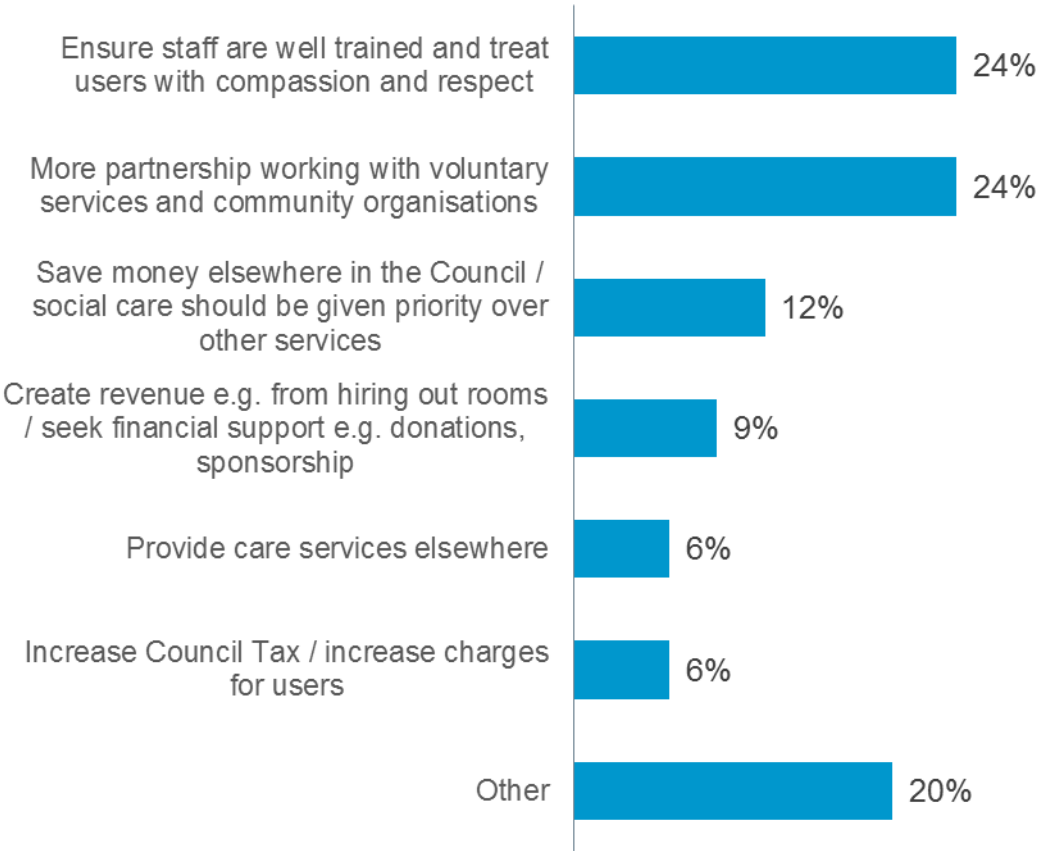


How the Care Homes or Day Centres could be run in the future

Respondents provided a range of suggestions on how the Care Homes or Day Centres could be run in the future. The two most common responses were centred around ensuring staff were well trained and treat users with compassion and respect (24%) and encouraging more partnership working with voluntary services and community organisations (24%). A small number of respondents, 9%, said that the Council should aim to make money from hiring out rooms or seeking external financial support and sponsorship. These responses are shown below.

Alternative suggestions to how the Care Homes or Day Centres could be run in the future?

Base: Respondents providing a response (34)

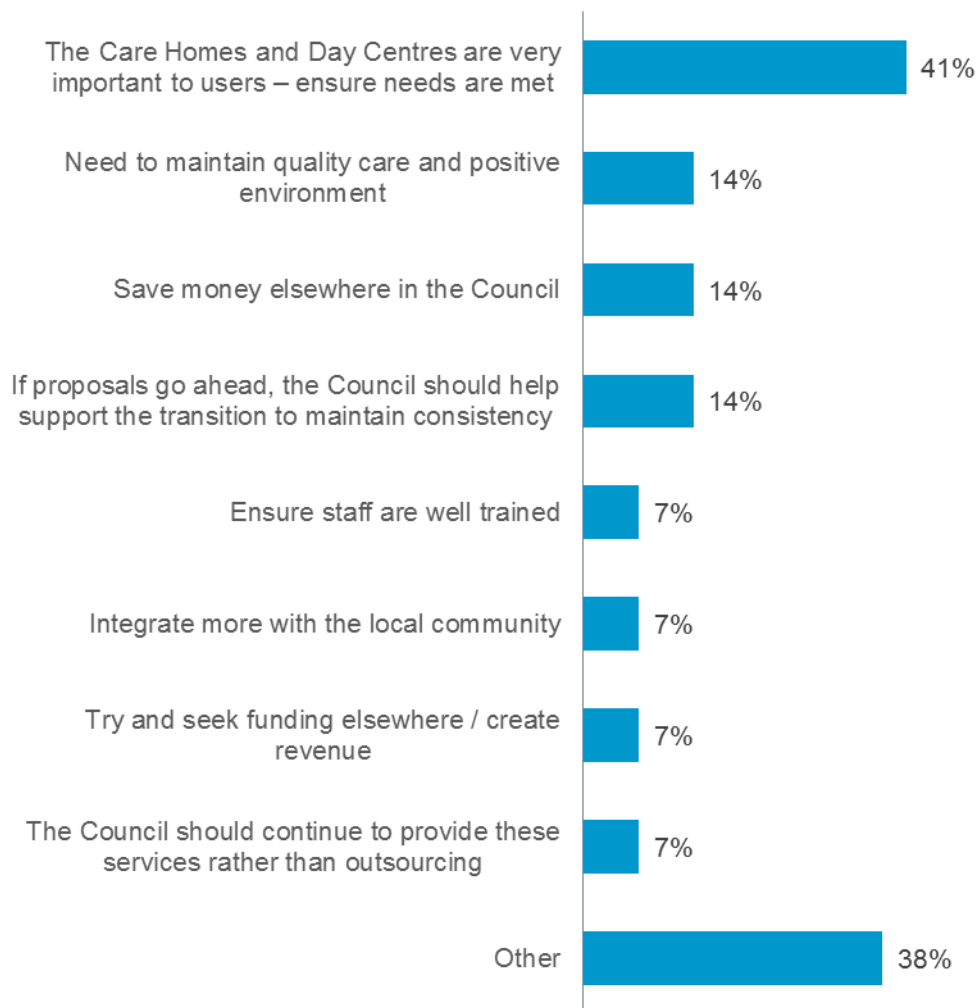


Other considerations

Respondents were finally asked if there were any other points that they wished for Derby City Council to consider. As shown in the graph overleaf, two in five (41%) respondents said that the Care Homes and Day Centres are very important to users and that the Council needs to ensure their needs are met. Other points for consideration included maintaining quality care and a positive environment (14%), saving money elsewhere in the Council (14%) and if the proposals go ahead, to ensure consistency in services are maintained during the transition period (14%).

Any other considerations for Derby City Council?

Base: Respondents providing a response (29)



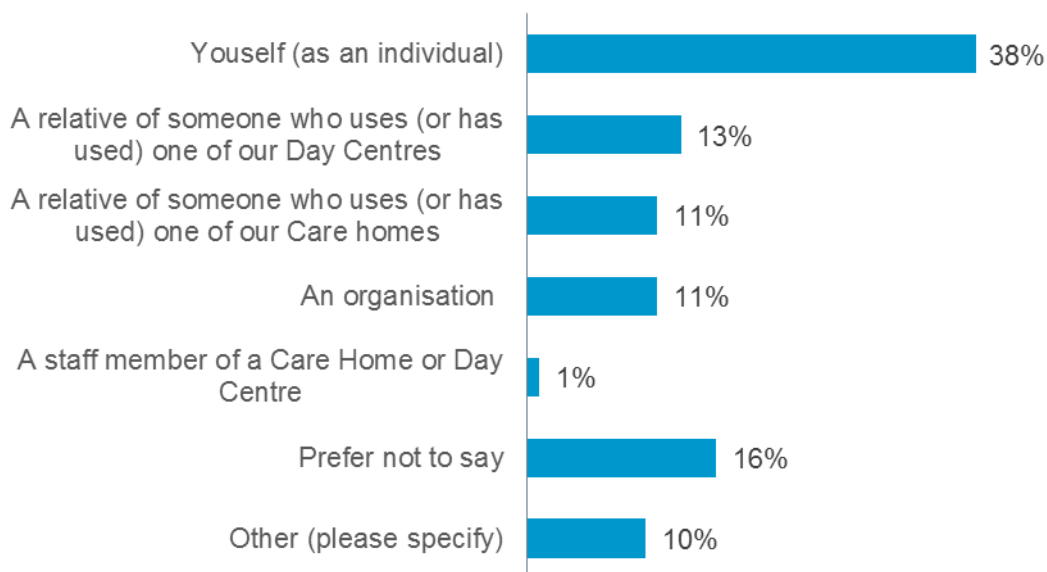
Respondent Profile

A total of 71 respondents took part in the online and paper survey.

When asked the capacity in which they were responding, the most common response was as an individual (38%). A quarter (24%) of respondents classed themselves as a relative of someone which uses or has used a Day Centre or Care Home (13% and 11% respectively). This is shown in the following graphs which show the respondent profile by gender, age, disability, working status and ethnicity.

In what capacity are you mostly involved with Derby's Care Homes or Day Centres service?

Base: All respondents (71)



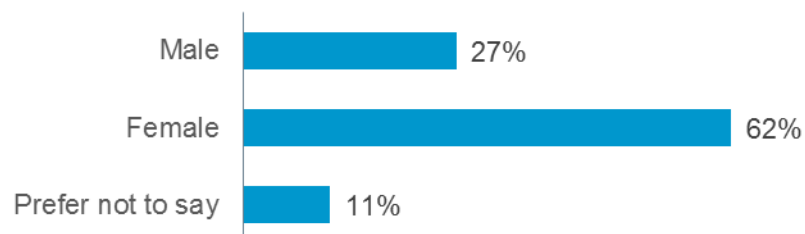
In what capacity are you mostly involved with Derby's Care Homes or Day Centres service – Other

Base: Respondents providing a response (10)

Capacity type	Responses
Local resident / non-user	4
Previous carer	1
NHS worker	3
Community organisation	2

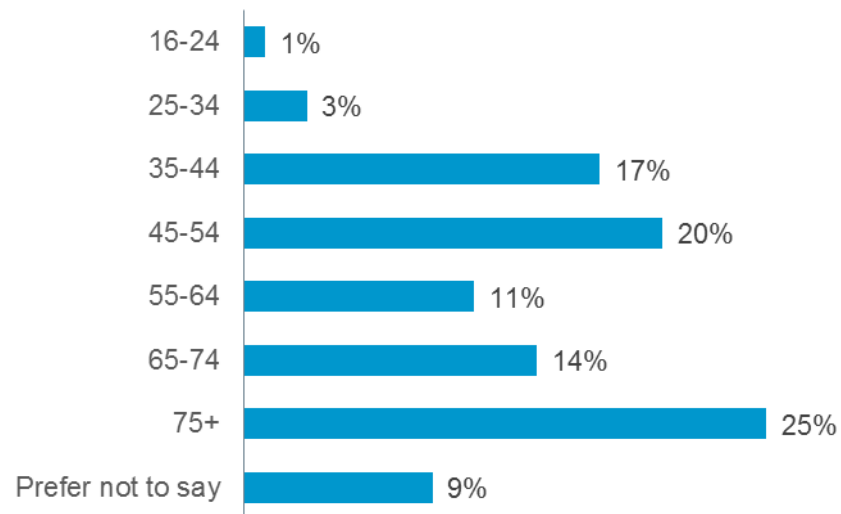
Gender

Base: All respondents (71)



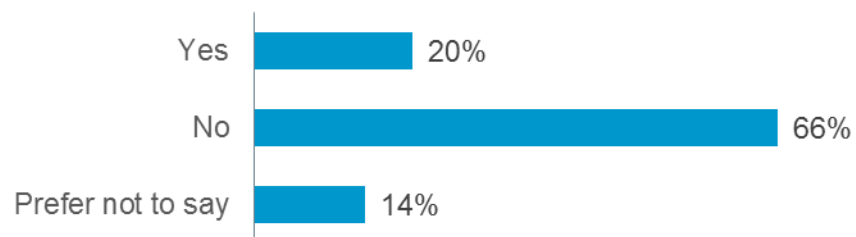
Age

Base: All respondents (71)



Disability

Base: All respondents (71)



Working status

Base: All respondents (71)

Employee in full-time job...	37%
Wholly retired from work	37%
Employee in part-time job...	14%
Prefer not to say	6%
Self-employed: full or part time	3%
Unemployed and available...	1%
Looking after the home	1%
Other	1%
On government supported...	0%
Full-time education at...	0%
Unemployed and not...	0%

Ethnicity

Base: All respondents (71)

