

ISSUES IDENTIFIED FROM THE CONSULTATION PROCESS

The main issues to emerge verbally from the consultation meetings with staff were:-

Issue:	Response:
The proposal to close Sherd Lodge had come too soon after they had been re-located from Farley with the expectation that Sherd would close within 5 years. It is only just over two years since they were relocated.	No reassurance was given that Sherd Lodge would remain open for 5 years. Closure of Sherd had been deferred at the time of the Farley EPH closure for consideration at any time within the next five year period
The cost of repairs, given by Capital Asset Management, needed more detailed analysis	A detailed breakdown of these costs was undertaken and provided.
The proposal is too soon following the refurbishment of the home	Had these refurbishments not been undertaken, Sherd Lodge would have had its Registration cancelled by CSCI as it fell short of National Minimum Standards for care homes for older people and would have had to close sooner. Much of the old furniture and fittings were unfit and dangerous. In addition, the residents of Sherd deserved a quality of life and accommodation that the up-grade in the environment had provided. Also, much of the equipment could be re-used elsewhere, e.g. the rehab equipment and the lift.

The main issues to emerge verbally from the consultation meetings with residents and their families were broadly similar but also included:-

Issue:	Response:
The money spent on refurbishment of Sherd Lodge would be wasted. It was pointed out	See above
Residents and their families had been lulled into a 'false sense of security' by these refurbishments as it appeared the home would remain open for much longer.	It was pointed out and acknowledged that there was an understanding that Sherd Lodge had only been reprieved from earlier closure on a short-term basis
The quality of care given by the staff group was outstanding and	The contribution of staff at Sherd Lodge to the delivery of high quality care was recognised

experiences elsewhere in residential homes could not compare with the care given by the staff at Sherd Lodge	as outstanding. The efforts made to secure jobs within other LBC facilities was explained in the light of retaining skilled and experienced carers.
Families were concerned that 'friendship groups' would be broken up	Assurances were given that if these groups were identified every effort would be made to identify homes which could accommodate these groups together
Concern was expressed at the timing of the proposed closure in December	<p>The proposal to relocate residents, should the decision be taken to close Sherd Lodge, had been made so that the residents could settle in their new home in time for Christmas. There was no more risk to them being re-located at this time of year than there was in them going out, say to a hospital appointment or family visit and any emotional upset would be the same whatever time of year they moved.</p> <p>The point was also made that if families identified a Care Home with a vacancy, which they were happy to move their relative into they would have to decide whether to accept the place or risk there being no vacancy at a later date</p>

During the 1:1 meetings with staff the following issues / options were raised: -

Issue:	Response:
The Care Team Leaders (CTL) highlighted the lower CTL ratios at other LBC homes. They felt these ratios would benefit from increase, in line with Sherd, and then some of the CTLs would have the opportunity for alternative employment.	Other EPH managers have been recommended to put forward a business case to increase the numbers of CTLs within their service. This issue has been raised previously and Managers have indicated that they do struggle with the number of allocated CTL posts but have insufficient budget to create an addition post at this grade. Options are being explored in this area.
A number of training requests were made, mainly for IT training	Staff have been booked onto appropriate courses
A request was made by the home's part-time administrator to undertake an NVQ Level 4 Business and Administration course.	As she was not required to work at this level and the cost was £1844 per candidate it was felt this was not a reasonable training request and was declined

A number of staff have been successfully offered alternative positions within ASC	Support Worker Job Descriptions at Bramingham have been reviewed to a lower grade of L3 so that these can be offered across ASC. If Care Assistants at other establishments are successful this will free up other L2 Care Assistant positions that can be utilised by staff at Sherd Lodge.
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The written response received from one of the Care Team raised the following points: -

Issue:	Response:
Whilst recognising the strategic direction of providing more care to enable older people to remain in their own homes there would always be a need for residential care homes when older people were no longer able to cope at home	This is acknowledged. However, 100 units of superb quality extra-care sheltered housing have been opened or about to come on stream and 2 new residential care homes are in the process of being built in the town. There is already an over-provision of places in the independent sector with vacancies in many homes
Sherd Lodge could become competitive if the NHS took over the facility as a full Rehabilitation Centre	This option had already been explored and the NHS were unable to commit to this on the ground that most of the rooms were too small and the costs of altering them would be prohibitive
The number of permanent residents at the home could have been increased if respite /rehab residents had been allowed to stay	Given the indication that Sherd Lodge would close within 5 years it would have been irresponsible to admit more residents on a permanent basis only to have them disrupted in the long term
Querying the estimates of required maintenance work	Figures have been provided to indicate urgent and long term maintenance requirements
Belief that once all LA homes have been closed the private sector will have a monopoly on the provision of residential care and will push up their prices	Rates of payments by LAs for residential care in the independent sector are set annually by the local authority and therefore are only able to be increased for privately funded clients
Understanding that not all posts have been frozen for Sherd Lodge staff to apply and.	This is not true. One post had been recruited to in December but the candidate was unable to take up the appointment until May
Some posts offered were for fewer hours than staff worked at Sherd Lodge	Efforts have been made to combine posts if this is possible and enquiries made to redeploy staff into posts at higher hours, standing the costs until vacancies arise and the hours of the vacant post could be

	adjusted downwards. It is estimated this would cost approximately £23,000
Staff should be offered redundancy if this was their preference	Efforts are being made to redeploy as many staff as possible in line with Council Policy and Procedures.