

Cabinet Meeting on Wednesday 14 December 2022

Adult Learning Disability Provider Services



Cllr Julia Jessel, Cabinet Member for Health and Care said,

“Staffordshire County Council is committed to helping those who need support and as circumstances change, we are flexible enough to move with them and carry on investing in the right care and improved facilities.

“We have listened to those who use the service and their families, and this investment will meet the needs of users in updated, modern surroundings in communities across the county.”

Report Summary:

Over the last few years, the Council has been modernising and improving our in-house adult learning disability services. This includes new leadership and staff arrangements, rationalisation and redevelopment of estates, and introduction of digital systems.

This report includes an update on progress, including revised recommendations for the residential replacement care service at Douglas Road in Newcastle under Lyme, the Greenfields House residential care service in Leek, and the Hawthorn House residential care service in Lichfield.

Longer term the Council should assess the need for building based care facilities for adults and children countywide and consider opportunities to use the Council’s land and property portfolio for developments to meet these needs.

Recommendations

I recommend that Cabinet:

- a. Retains the Douglas Road residential replacement care service at its current location in Newcastle under Lyme, and delegates authority to the

Director for Health and Care for approval and procurement of refurbishment and redevelopment works, subject to a business case.

- b. Endorse the continued provision of the residential care service at Greenfields House in Leek with refurbishment of the premises.
- c. Assesses the need for building based care facilities for adults and children countywide and considers opportunities to use the Council's land and property portfolio for developments to meet these needs.
- d. Note the progress and revised plan to refurbish Hawthorn House for residential care in Lichfield.
- e. Note the progress regarding the ongoing development of Specialist Day Opportunities services and their buildings.

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Adult Learning Disability Provider Services

Recommendations of the Cabinet Member for Health and Care

I recommend that Cabinet:

- a. Retains the Douglas Road residential replacement care service at its current location in Newcastle under Lyme, and delegates authority to the Director for Health and Care for approval and procurement of refurbishment and redevelopment works, subject to a business case.
- b. Endorse the continued provision of the residential care service at Greenfields House in Leek with refurbishment of the premises.
- c. Assesses the need for building based care facilities for adults and children countywide and considers opportunities to use the Council's land and property portfolio for developments to meet these needs.
- d. Note the progress and revised plan to refurbish Hawthorn House for residential care in Lichfield.
- e. Note the progress regarding the ongoing development of Specialist Day Opportunities services and their buildings.

Local Member Interest: N/A

Report of the Director for Health and Care

Reasons for Recommendations:

1. Over the last few years, the Council has been modernising and improving our in-house adult learning disability services. This includes new leadership and staff arrangements, rationalisation and redevelopment of estates, and introduction of digital systems. This report includes an update on progress.

Residential Replacement Care in Newcastle-under-Lyme

2. Cabinet previously approved in principle the relocation of this service from Douglas Road to Wilmott Drive alongside the Specialist Day Opportunities Service. This has not been possible because the Care Quality Commission (CQC) have indicated that:

- a. They would not register a learning disabilities residential replacement care service operating out of the same premises as a day opportunities service; and
 - b. Even if the day opportunities service were moved, they would be unlikely to register a residential replacement care service with more than six beds. This would be a reduction in capacity from the current 13 registered beds and would mean that the Council would be unable to meet people's needs.
3. Relocation to Wilmot Drive is therefore not possible. An alternative option has been developed to refurbish and redevelop the existing Douglas Road site. This would improve the quality of the environment, strengthen infection prevention and control, and increase the number of ground floor bedrooms allowing more guests with complex needs to be accommodated.
4. The capital investment required is in the order of £2m and has already been approved in principle by Cabinet from the Contain Outbreak Management Fund on 19 October 2022. The recommendation is to delegate authority to the Director for Health and Care for approval and procurement of refurbishment and redevelopment works, subject to a business case which demonstrates that they would allow savings commensurate with the level of investment.

Residential Care at Greenfield House

5. Cabinet previously approved commissioning of a Supported Living service from the independent market to replace the residential care service currently provided by the Council at Greenfields House in Leek. The service was tendered in December 2020, but this was unsuccessful due to a low number of respondents and no bids meeting the minimum quality criteria.
6. The service has been retained as residential care, which is appropriate for residents given their increasing age and complexity of needs. However, Greenfields house does not meet CQC best practice guidance: the location is adjacent to two educational facilities, rather than in a residential area; and the residents have to share bathrooms and communal areas.
7. Alternative buildings have been explored but options are limited due to high land prices in the area and rising construction costs. Buxton Road has been considered however the CQC have indicated they would not register a learning disabilities residential care service operating on the same site as a day opportunities service.

8. The proposal is to continue providing the service at Greenfields House for the medium term and for a limited refurbishment to improve the quality of the environment and especially to strengthen infection prevention and control. The capital investment required is in the order of £200k and has already been approved in principle by Cabinet from the Contain Outbreak Management Fund on 19 October 2022.
9. This would allow the Council to assess the need for building based care facilities for adults and children countywide and consider opportunities to use the Council's land and property portfolio for developments to meet these needs.

Residential Care at Hawthorn House

10. Cabinet previously approved the extension and refurbishment of Hawthorn House to accommodate up to 15 residents. At that time the decision was to redevelop the lower building and dispose of the upper building.
11. A more detailed assessment of the site has now been undertaken, and the business case has been reviewed to ensure that the development remains cost effective given rising construction costs.
12. This has concluded that it would be less disruptive to residents and more cost effective to redevelop the upper building and dispose of the lower building. The net present value remains positive at £9.275m over 30 years compared to the previous estimate of £9.339m. This assumes higher construction costs of £6.3m and increased capital receipts of £1.3m. Revenue savings are estimated to be £0.9m over the 5-year MTFS period. Once the £0.7m cost of change has been met, annual revenue savings are expected to rise to just under £0.6m pa. The investment in the building is expected to be paid back within 15 years of it being operational. The capital cost can be met from the Health and Care capital reserve. The aim is to complete works by October 2025 with residents accommodated in the lower house during redevelopment.

Supported Living at Horninglow Bungalows

13. Cabinet previously approved commissioning of Supported Living from the independent market to take over the in-house service at Horninglow Bungalows. The service was tendered in December 2020, but this was unsuccessful due to a low number of respondents and no bids meeting the minimum quality criteria. The intention is now to include the Horninglow Bungalows service in the countywide procurement of Supported Living as approved by Cabinet on 19 October 2022.

Specialist Day Opportunities

14. Cabinet previously delegated authority to implement changes to staffing and accommodation for Specialist Day Opportunities to the Cabinet Member for Health, Care and Wellbeing, in consultation with the Director for Health and Care.
15. Changes completed and pending include:
 - a. The services previously at Tamworth and Boney Hay buildings have now been relocated to the new Rivers building in Lichfield, which offers a much-improved environment for care of people with complex needs.
 - b. A need for refurbishment of building on Buxton Road, Leek has been identified to improve the quality of the environment for the service and especially to strengthen infection prevention and control. The capital investment required is in the order of £150k and has already been approved in principle by Cabinet from the Contain Outbreak Management Fund on 19 October 2022.
 - c. The Cabinet Member is currently consulting on a proposal to relocate the Newcastle- under-Lyme service to a refurbished building in the local area.
 - d. Other services continue to explore opportunities to optimise quality and value for money, considering local need and the use and availability of buildings.

Legal Implications

16. All adult learning disability services will continue to meet the assessed eligible needs of clients under the Care Act 2014.
17. Planning approval will be secured for redevelopment of Hawthorn House through the Town and Country Planning process.

Resource and Value for Money Implications

18. The capital investment required for the recommendations has already been approved in principle by Cabinet from the Contain Outbreak Management Fund on 19 October 2022 or identified in Health and Care reserves.
19. There are no revenue implications from the recommendations. Adult learning disability services will continue to explore opportunities to improve value for money.

Climate change implications

20. The Council has a mission to Make Staffordshire Sustainable and has made a commitment to achieve net zero carbon emissions by 2050. Adult Learning Disability Provider Services properties are within the Council's current carbon footprint and will also contribute to our future carbon footprint.
21. Refurbishment and redevelopment of the properties will use environmentally sustainable techniques and materials as far as possible and will aim to reduce carbon emissions from the buildings.

List of Background Documents/Appendices:

- Appendix 1 – Hawthorn House proposed phasing plan issued by Entrust
Appendix 2 - Community Impact Assessment for Douglas Road
Appendix 3 – Community Impact Assessment for Greenfield House
Appendix 4 – Community Impact Assessment for Hawthorn House

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