

Report of: Deputy Director, Social Work & Social Care Services

Report to: Director of Adults & Health

Date: 19th September 2017

Subject: Refurbishment and Upgrade of Assets

South Leeds Independence Centre & Suffolk Court Recovery Hubs

Capital scheme number: 32811/000/000

Are specific electoral wards affected? If relevant, name(s) of ward(s): Beeston & Holbeck (SLIC) & Otley & Yeadon (Suffolk Court)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. In May 2017 Leeds City Council (LCC), formed an Alliance with Leeds Teaching Hospital NHS Trust (LTHT) and Leeds Community Healthcare NHS Trust (LCHT) in preparation to bid for the provision of a Community Beds Service commissioned on behalf of the NHS Leeds South & East Clinical Commissioning Group (CCG).
2. Following the submission of the Alliance's response to this procurement and the conclusion of the evaluation process, the Alliance have been successful in the bid to provide 72 nursing beds across two sites.
3. As part of a whole system approach to the delivery of health and social care to older people the CCGs have committed to supporting and funding 32 nursing beds at Suffolk Court and 40 nursing beds at South Leeds Independence Centre (SLIC) commencing service delivery from 1st November 2017.
4. The Community Beds Service will provide care homes with nursing as described above at SLIC and Suffolk Court. The service will focus on promoting independence by offering nursing and therapeutic interventions to support each person to fulfil their

maximum potential. This in turn should contribute to the prevention of admissions to long term residential/nursing care and/or unnecessary hospital admissions and support people to live at home longer.

5. To ensure that SLIC and Suffolk Court meet the requirements of the Community beds Service specification some refurbishment and upgrade of the assets will be required. This report provides the costings for the proposed refurbishment and upgrade to services to ensure they are fit for delivering an innovative service that serves local communities and offers a safe and quality service compliant with the Fundamental Standards of Care published by the Care Quality Commission (CQC) outcomes for Quality and Safety.

Recommendations

1. The Director of Adults & Health is asked to consider the benefits that will be achieved in respect of refurbishment and upgrade of SLIC and Suffolk Court in addition to the benefits that prospective customers and their family carers will receive.
2. The Director of Adults & Health is requested to give authority to spend in relation to this scheme of refurbishment for which provision of £0.7m is included within the capital programme and which is fully funded from within the contract price agreed with the Clinical Commissioning Group Partnership.
3. The Director of Adults and Health notes that this decision will be implemented by the Head of Service Care Delivery.

Purpose of this report

- 1.1 The purpose of this report is to provide information and costs relating to proposals for SLIC and Suffolk Court to be refurbished and upgraded.
- 1.2 It is requested that the Director of Adults & Health supports this request and authorises the expenditure required from the provision of £0.7m made within the capital programme to be met from within the contract price for these beds agreed with the CCG's.
- 1.3 To provide an overview of the benefits that this work will deliver to people and their families in addition to the benefits to the whole health and social care system across the city.

1 Background information

- 1.1 In respect of the SLIC, a full refurbishment of the asset was completed in 2012/3 when LCC and LCHT formed a partnership as part of the Leeds Health & Social Care Transformation Programme to provide Community Intermediate Care beds.
- 1.2 Whilst the work undertaken in 2012/13 brought the building up to date the interior works were undertaken to provide a medically focussed facility. The revised Community Bed Strategy requires a recovery facility with a much more homely feel. Thus the work required is focussed on interior works and furnishings.
- 1.3 Suffolk Court has had some minor works undertaken over the past few years and although it has a very homely feel some areas are in need of refurbishment and upgrade to ensure that the facility is fit for purpose for its future use.
- 1.4 Both services require investment to meet health; safety and infection control standards in addition to making the environments homely and fit for meeting the requirements of supporting the Community Beds Service.
- 1.5 Both building bases are currently fully accessible and in the future will have facilities where assessments can be undertaken to identify areas of development in addition to aids and adaptations. The services will also provide space for the nursing and therapy staff who will support the nursing bed service 24 hours a day.
- 1.6 Both services will be registered with the Care Quality Commission as registered care homes with nursing and will have a registered manager on site. The service is committed to working within a recovery framework that builds on the personal strengths and resilience of the individual and supports them to return home as quickly and safely as possible.

2 Main issues

Design proposals and full scheme description

3.1 SLIC and Suffolk Court Recovery Hubs will offer:

- the opportunity to recover from a spell in hospital
- the opportunity to avoid an admission to hospital
- to maximise people's independence and sustain it – through re-ablement, rehabilitation, an opportunity to recover, confidence-building and supportive self-management

3.2 In order to deliver the Community Beds Service the building bases will require refurbishing in order to offer an appropriate environment.

3.3 The internal refurbishment and decoration will take into account the needs of older people including being mindful of the research undertaken regarding being dementia friendly. This will include consideration of colours, textures, signage, flooring and lighting

3.4 The proposed works will improve the overall look and lifespan of the buildings and benefit the customers who access these services.

3.5 Approval is sought for the lists of works for the SLIC and Suffolk Court detailed below and to authorise the expenditure required to deliver these works. The total value of the works for each service is:

Service	Value of work
SLIC	£350k
Suffolk Court	£350k
Total	£700k

Programme of works

Suffolk Court

Work/goods required	Estimated cost
Decoration of all areas of the building Paintwork and wallpapering	120k
Build works to make a reception area	15k
Upgrade of communal toilet facilities	50k
Replacement of kitchenette/training kitchen	20k
Replacement flooring in most areas	70k
Curtains and blinds	20k
Furniture Bedroom furniture packs/general seating	55k
Total	350k

SLIC

Work/goods required	Estimated cost
Decoration of all areas of the building Paintwork and wallpapering	120k
Removal of nurses stations and reconfigure some rooms	65k
Replacement of kitchenette/training kitchen	10k
Replacement flooring in most areas	70k
Curtains and blinds	30k
Furniture Bedroom furniture packs/furniture for communal areas	55k
Total	350k

4. Corporate considerations

4.3 Consultation and engagement

- 4.3.1 Some consultation with staff and Trade Union colleagues has been undertaken as part of the procurement of the Community Beds Service.
- 4.3.2 A comprehensive communication plan is now in place to share the confirmed outcome of the Community Beds Service with all stakeholders.
- 4.3.3 Being successful in the bid for 72 beds across the 2 services will also mean that the 7 permanent customers at Suffolk Court can remain in the comfort of their own home with the same familiar staff supporting them

4.4 Equality and diversity / cohesion and integration

- 4.4.1 An Equality, Diversity, Cohesion and Integration Impact Assessment has been completed as part of the Better Lives Phase 3 Review. This is attached for information at Appendix 1

4.5 Council policies and the best council plan

- 4.5.1 The review of the directly provided care home and day care services for older people has been undertaken as part of the Adults & Health Better Lives Programme. This strategy focuses on the Council's capacity to help support the growing number of older people with their care and support needs.
- 4.5.2 Implementing the Better Lives Programme is key to delivering the Council's 'Best Council Plan' 2015-2020 and the Health & Wellbeing agenda.
- 4.5.3 There is also recognition of the changing expectations and aspirations of people as they grow older.

4.5.4 Adopting the Strengths Based approach that is central to Adults & Health’s ethos and implementing the Community Beds Service - Recovery Hubs will support the current pressure on the whole health and social care system.

4.6 Resources and value for money

4.6.1 The Council has been successful as part of the Alliance to provide a Community Beds Service with nursing at SLIC and Suffolk Court which will be funded at £1k per bed per week for a period of 5 years plus possible extension of a further 2 years.

4.6.2 This proposal supports the need to spend money wisely and make the best use of existing resources.

4.6.3 In line with the Council’s commitment to modernise services to better meet people’s needs and expectations together with the demographic and financial challenges as set out in the *Better Lives Strategy*, there has been a strategic shift in relation to the delivery of the in-house older people services.

4.6.4 These proposals are also in line with the Service Specification for the Community Beds Service for the city which offer an excellent experience for people by supporting them to achieve their independence and potential so that they can return to their own home as soon as possible.

4.6.5 The refurbishment of these properties could also increase the future market value of these buildings.

Capital funding and cash flow

Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2016 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	700.0			700.0			
FURN & EQPT (5)	0.0						
TOTALS	700.0	0.0	0.0	700.0	0.0	0.0	0.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2016 £000's	FORECAST				
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's
NHS Leeds South East (CCG)	700.0			700.0			
Total Funding	700.0	0.0	0.0	700.0	0.0	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Revenue effects

The cost of borrowing over 5 years is estimated at £764k (5 years repayments at £153k based on 3% interest on 700k borrowing) and is covered by the income from the CCG’s. All other costs of running these new services are covered within the contract price agreed with the CCG’s for the delivery of these services.

4.7 Legal implications, access to information and call-in

It is a requirement of the Council Constitution that advance notice of Key Decisions will be given in the List of Forthcoming Key Decisions. Paragraph Rule 2.6 of the Decision Making Procedure Rules details 'Special Urgency' procedures the decision is of such urgency that it cannot be deferred. The Chair of Scrutiny Board (Adults and Health) has agreed that the decisions required to give effect to the readiness to perform a contract on behalf of the Leeds CCGs are of: Special Urgency: and that they can be taken forthwith. The signed agreement is attached as Appendix 2 to this report. It should be noted that this decision has also been declared as exempt from call in on same basis.

4.8 Risk management

- 4.8.1 Not implementing these proposals could impact on the city wide Service Specification for Community Care Beds.
- 4.8.2 The Council's funding from the CCG could be at risk if the services are not operational at the beginning of the contract in November 2017.
- 4.8.3 Reputational damage could be a potential risk if the service is not delivered within the timescales.
- 4.8.4 Risks in implementing the proposals made in this report relate to timely and effective communication with all stakeholders.

5. Recommendations

- 5.1 The Director of Adults & Health is asked to consider the benefits that will be achieved in respect of refurbishment and upgrade of SLIC and Suffolk Court in addition to the benefits that prospective customers and their family carers will receive.
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