

Public Document Pack



Helen Barrington

Director of Legal and Democratic
Services
County Hall
Matlock
Derbyshire
DE4 3AG

Extension

Alec.Dubberley@derbyshire.gov.uk
Direct Dial 01629 539035
Ask for Alec Dubberley, Head of
Democratic and Registration
Services

PUBLIC

To: Members of Cabinet

Tuesday, 26 April 2022

Dear Councillor,

Please attend a meeting of the **Cabinet** to be held at **2.00 pm** on **Thursday, 5 May 2022** in Committee Room 1, County Hall, Matlock, DE4 3AG, the agenda for which is set out below.

Yours faithfully

A handwritten signature in black ink that reads 'Helen E. Barrington'.

Helen Barrington
Director of Legal and Democratic Services

AGENDA

PART I - NON-EXEMPT ITEMS

1. To receive apologies for absence
2. To receive declarations of interest (if any)
3. To consider Minority Group Leader questions (if any)

Minority Group Leaders in attendance at the meeting are able to ask questions on agenda items. Any questions should be provided in writing no later than 12 noon on the day before the meeting.

4. Cabinet minutes (Pages 1 - 8)

To confirm the non-exempt minutes of the meeting of Cabinet held on 7 April 2022.

5. Modern Ways of Working (Pages 9 - 42)

6. Outcome of the Consultation on the Future of Direct Care Homes for Older People (Pages 43 - 170)

7. Forward Plan (Pages 171 - 184)

8. Exclusion of the Public

To move “That under Regulation 4 (2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 would be disclosed to them.”

PART II - EXEMPT ITEMS

9. Exempt Minutes (Pages 185 - 186)

To confirm, as a correct record the exempt minutes of the Cabinet meeting held on 7 April 2022.

10. CaterPlus Direct Award (Pages 187 - 194)

11. Domestic Abuse - Support in Accommodation (Pages 195 - 204)

12. Procurement of Skips for Household Waste Recycling Centres (Capital Programme) (Pages 205 - 210)

13. Urgent Decision taken by the Executive Director – Place for the Creation of a new reserve to support the FHM Development Control Interface (Pages 211 - 222)

14. Urgent Decision taken by the Executive Director – Place for the Approval of Invitation to Tenders for the Study Assistance with the Analysis of Short Term Bus Network Requirements for Derbyshire (Pages 223 - 230)

PUBLIC

MINUTES of a meeting of **CABINET** held on Thursday, 7 April 2022 at Members' Room, County Hall, Matlock.

PRESENT

Councillor B Lewis (in the Chair)

Councillors K S Athwal, A Dale, C Hart, N Hoy, J Patten and C Renwick.

Officers present: Helen Barrington (Director - Legal and Democratic Services), Andrea Bond (Business Services Manager - Democratic Services), Carol Cammiss (Executive Director - Children's Services), Peter Handford (Interim Executive Director - Corporate Services and Transformation), Paul Stone (Interim Director of Finance), Chris Henning (Executive Director - Place), Simon Stevens (Director Of Adult Social Care and Health) and Dean Wallace (Director - Public Health).

81/22 APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillors T King and S Spencer.

82/22 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

None received.

83/22 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

None received.

84/22 CABINET MINUTES

RESOLVED:

To approve as a correct record, the minutes of the meeting held on 10 March 2022.

85/22 LEVELLING UP WHITE PAPER AND COUNTY DEALS

Councillor B Lewis introduced a report, which had been circulated in advance of the meeting that provided an update on proposals set out in the Government's recent Levelling Up White Paper and which outlined the latest position in respect of securing a County Deal for Derbyshire and Derby.

RESOLVED to:

- 1) Note the proposals set out in the Government's recent Levelling Up White Paper as outlined in the report and the implications of proposals for Derbyshire and Derby;
- 2) Approve progressing work to secure a County Deal for Derbyshire and Derby including the immediate next steps through negotiations with Central Government;
- 3) Note the process for funding of the programme team; and
- 4) Receive a further report setting out key actions to support the levelling up agenda alongside an update on progress on the development of a County Deal for Derbyshire and Derby in due course.

86/22 PERFORMANCE AND BUDGET MONITORING/FORECAST OUTTURN 2021 22 AS AT QUARTER 3

Councillor B Lewis presented a report which had been circulated in advance of the meeting, providing Cabinet with an update of Council Plan Performance and the Revenue Budget/forecast outturn for 2021-22, as at 31st December 2021, Quarter 3.

RESOLVED to:

- 1) Note the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2021-22 as at 31 December 2021, Quarter 3;
- 2) Consider whether there are any further actions that should be undertaken to improve performance where it has not met the desired level;
- 3) Note the position on General and Earmarked Reserves;
- 4) Approve a contribution of £0.480m from the Finance & ICT services budget to an earmarked reserve to support the funding gap on the data centre to cloud transition programme;
- 5) Approve a contribution of £0.040m from the Finance & ICT services budget to an earmarked reserve to support the training requirements for the ICT Schools Traded Services function;
- 6) Approve a contribution of £0.050m from the Finance & ICT services

budget to an earmarked reserve to support the modernisation of the ICT Traded Services function;

- 7) Approve any earmarked reserves to be established, at the discretion of the Director of Finance & ICT, that are required to support the Council's response to the Covid-19 pandemic, and that any funding received to support Covid-19 impacts, which has not been utilised by 31 March 2022, be contributed to these reserves, to allow this funding to be used for relevant expenditure after that date;
- 8) Approve that an earmarked reserve be established and to contribute to this reserve £2.313m from the Risk Management budget for use towards the cost of any back-pay arising on a future pay award; and
- 9) Approve one-off virements of £0.435m from the Debt Charges budget to the Corporate Services and Transformation portfolio in each of the five years 2021-22 to 2025-26, to fund the move of the current storage and computer infrastructure to the cloud;
- 10) Approve a sum of £0.200m to be drawn down from the General Reserve to meet the costs of the Queen's Platinum Jubilee events and activities.

87/22 CAPITAL BUDGET MONITORING AND FORECAST AS AT Q3 2021-22

Councillor B Lewis introduced a report, which had been circulated in advance of the meeting, that informed on the latest Capital Budget monitoring position as at 31st December 2021.

RESOLVED

To note the current position on the monitoring of Capital schemes.

88/22 ESTABLISHMENT OF A FEASIBILITY RESERVE

Councillor B Lewis introduced a report, that had been circulated prior to the meeting, which recommended the approval of the establishment of a Feasibility Reserve, which would enable assessment and viability work to be undertaken on a number of Corporate, Investment and Regeneration initiatives that the Council was currently considering for delivery.

RESOLVED to:

- 1) Approve the establishment of a Feasibility Reserve of £2m which

will be funded from the General Reserve; and

- 2) Delegate responsibility for the allocation of resources up to the value of £0.100m from the reserve to the Interim Executive Director/Executive Director – Corporate Services and Transformation in consultation with the Managing Director and Interim Director of Finance and ICT/Director of Finance & ICT, with amounts in excess of this to be approved by the Deputy Leader and Cabinet Member for Corporate Services and Budget.

89/22 LEVELLING-UP

Councillor A Dale presented a report, which had been circulated in advance of the meeting, which sought approval of the council's levelling up strategy that focused on securing more young people within the county who were confident readers and supported schools in their approaches to building the essential life skills, emotional health, and resilience in young people.

During the meeting, Councillor Dale clarified information contained in Appendix 2 of the report which should be amended to distinguish that the £1million funding referred to was the County Council's money and not part of the £70million allocated by Central Government. The £1million Levelling Up fund for Young People would be invested in support of Derbyshire children and their future education.

RESOLVED to:

- 1) Approve the council's levelling strategy to support young people within the county to become more confident readers and to support schools in their approaches to building the essential life skills and resilience in young people by approving Children services to work with early years providers and schools in the development of phonics and reading programmes in their efforts to develop confident readers;
- 2) Support the development of the programmes via the council's Sports and Outdoor Residential Education Services to develop and operate programmes to improve the essential life skills and emotional health in young people;
- 3) Approve the plan detailed in Appendix 2 to the report, subject to clarifying that £1 million of funding was from the Council's budget rather than central government;
- 4) Approve the request for £1million funding from the General Reserve

being held in an earmarked education levelling up reserve to fund the programmes across financial years 2022/23, 2023/24 and 2024/25 and to delegate the allocation of the funding to the Executive Director of Children's Services and the council's Director of Finance; and

- 5) Note the wider strategies which the council is leading or promoting to aid levelling up for the county's young people specially with regards to strategies such as the Holiday and Food Funding, careers work and the work of the Derbyshire Adult Community Education Service.

90/22 AMENDMENT TO THE CABINET PROCEDURE RULES

Councillor B Lewis presented a report that had been circulated in advance of the meeting, which sought agreement to amend the Cabinet Procedure Rules to include provision for questions from the Minority Group Leaders and refer the matter to the Governance, Ethics and Standards Committee and Council for approval and inclusion in the Constitution.

RESOLVED to:

- 1) Agree to amend the Cabinet Procedure Rules to include provision for questions from Minority Group Leaders as set out in the report; and
- 2) Refer the amendment to the Cabinet Procedure Rules to the Governance, Ethics and Standards Committee and full Council for approval and inclusion in the Constitution.

91/22 ASH DIEBACK DISEASE

Councillor C Renwick presented a report, which had been circulated prior to the meeting that, gave an update on progress made with the agreed actions to manage the spread of ash dieback disease in Derbyshire and requested that the Cabinet noted the completion of the Ash Dieback Action Plan (ADAP) along with the associated resource implications.

RESOLVED to:

- 1) Approve the adoption of the Council's Ash Dieback Action Plan and the implementation of its recommendations and actions;
- 2) Note the staffing and other resource requirements as detailed in the plan to effectively manage ash dieback disease going forward;

- 3) Note the funding need estimated to deal with this County-wide issue; and
- 4) Approve the carry forward of any underspend into an earmarked reserve for use to offset the Plan's costs in future years.

92/22 VISION DERBYSHIRE CLIMATE CHANGE STRATEGY (2022-2025)

Councillor B Lewis introduced a report that had been circulated prior to the meeting, which provided an update in respect of the development of the Vision Derbyshire Climate Change Strategy (2022-2025) and sought approval for the adoption of the strategy by the Council.

RESOLVED:

To approve the adoption, delivery and publication of the Vision Derbyshire Climate Change Strategy (2022-2025).

93/22 EXCLUSION OF THE PUBLIC

RESOLVED:

That under Regulation 4(2)(b) of the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012, the public be excluded from the meeting for the following items of business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 would be disclosed to them.

94/22 CABINET MINUTES

RESOLVED:

To approve as a correct record, the exempt minutes of the meeting held on 10 March 2022 subject to the following amendments:

- Minute Reference 78/22, Urgent Decision Taken by the Executive Director – Place for the Highway Drainage Cleansing Contract should reference Councillor K Athwal and not Councillor C Renwick; and
- Minute Reference 79/22, Urgent Decision taken by the Executive Director – Place on Continuity Services Contract for Waste Disposal Services should reference Councillor C Renwick and not Councillor K Athwal.

95/22 CORPORATE PROPERTY JOINT VENTURES FESS & CHARGES 2022

Councillor B Lewis introduced a report, which had been circulated in advance of the meeting, that sought approval of the new payments by the Council for the financial year 2022-23, in respect of the joint venture contracts with Concertus (Derbyshire) Limited and Vertas (Derbyshire) Limited.

RESOLVED:

To approve the recommendation in the not for publication report.

96/22 SHAREHOLDER FACILITY AGREEMENT TO JOINT VENTURE COMPANIES

Councillor B Lewis introduced a report, which had been circulated in advance of the meeting, that sought approval for the provision of a loan facility as shareholder to the joint venture companies Concertus Derbyshire Limited and Vertas Derbyshire Limited.

RESOLVED:

To approve the recommendations in the not for publication report.

97/22 URGENT DECISION TAKEN BY THE EXECUTIVE DIRECTOR – PLACE TO EXTEND THE ADULT SOCIAL CARE & HEALTH TRANSPORT CONTRACTS

Councillor K Athwal introduced a report, which had been circulated in advance of the meeting, informing Cabinet of an urgent decision taken by the Executive Director for Place in relation to the extension of the Adult Social Care and Health Transport Contracts.

RESOLVED:

To note the information in the not for publication report.

The meeting finished at 3.01 pm

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL (DCC)

CABINET

5 May 2022

Report of the Executive Director, Corporate Services and Transformation

Modern Ways of Working (MWoW): Phase 2 - Outline Business Case
(Corporate Services & Budget)

1. Divisions Affected

1.1 Countywide

2. Key Decision

2.1 This report is seeking approval to take forward Phase 2 of the Modern Ways of Working (MWoW) programme. It sets out the benefits and lessons learnt from Phase 1, the benefits to be realised from Phase 2 and the resources required to implement Phase 2.

3. Purpose

3.1 Following the implementation of Phase 1, MWoW now needs to develop and implement Phase 2. A further key outcome from Phase 2 will be to consider the continuation of the programme onto all other parts of the Council's buildings, therefore it will be necessary to prepare a Full Business Case for future phases of the Programme which will be brought back to Cabinet for consideration at a future date.

The implementation of Phase 2 will require one-off funding to recruit staff needed to deliver the culture change needed, enable further investment into ICT infrastructure across the Council's wider estate and review the future of County Hall. This funding is additional to that previously agreed for Phase 1. The funding

required just for Phase 2 is £710k for equipment and consultancy and, £430k for staff.

4. Information and Analysis

4.1 ***Business Need & Strategic Benefits***

As an Enterprising Council we want to provide the best value for money to enable the people and places in Derbyshire to thrive. We need think and do things differently, make the most of new opportunities and not shirk bold decisions. DCC wants to base its work and its relationship with the people of Derbyshire, on the quality of service rather than the desks being used or the buildings staff sit in. The long-term strategic vision is for an agile workforce that enhances the customer/resident experience and reduces Council costs.

4.2 ***Background to Phase 1***

MWoW Phase 1 - was approved at Cabinet on 17th June 2021 with a budget of £400,646 - focused primarily on the safe and effective return to offices after 2 years of almost non-stop home working. This meant introducing some new ways of working such as establishing hybrid meeting rooms and relocating staff to County as we reduced our estate (John Hadfield and Chatsworth).

The implementation of Phase 1 led to a good understanding of what does and doesn't work. The lessons learnt have informed the development and resourcing of Phase 2 (see Appendix 1 of the Outline Business Case). For example:

- The priority needed for Data Protection Impact Assessments (DPIA)
- The impact of surroundings on peoples' positive view of returning to the office and the need to address that in a timely way

4.3 ***Scope of Phase 2***

It is intended to take the approach and principals used in Phase 1, adjusted for lessons learnt, and apply them to 18 further buildings as part of Phase 2.

MWoW needs to focus on the longer term and delivering those Enterprising Council goals across the wider Council estate. Phase 2 aims to translate the gains and lessons from working in a very agile way during the pandemic, to a clear proposition about how we do things in future, and where we do them from:

- Culture** – Having a clear strategic narrative and developing and communicating the Council's Vision and Target Culture
- The Digital Strategy** – Putting the user at the centre of our service delivery is the focal point of our Digital Strategy
- Property rationalisation and reconfiguration** – including aligning with the One Public Estate initiative to think again about how and where we deliver our services

- iv. **Future of County Hall** - we are committed to the building and want to make the best possible use of it. We will look at a wide range of options, giving full consideration of the impact of the building on the wider town.

Each of the key activity areas above will be delivered through a detailed Project Plan and led by the MWOW Programme Manager, through a structured delivery programme.

At the end of Phase 2 there will be a review of achievements and analysis of how best to move the programme forward into Phase 3. This will require the development of a Full Business Case and Benefits Realisation strategy and plan for the next phase of the programme, both of which will be brought to a future Cabinet meeting for approval. Whilst the scope of Phase 3 will be informed by the forthcoming activity on Phase 2, the starting point is likely to be all non-school property assets not covered by either Phase 1 or 2. However, it is worth noting a considerable number of assets will probably be out of scope for a variety of reasons such as being part of the One Public Estate workstream or already being looked at as part of a separate review.

4.4 **Benefits**

Modern Ways of Working practices have the potential for significant financial and non-financial benefits. These are set out in more detail in the OBC attached but include:

- Financial benefits of over a minimum of £8.5m over 5years (£1m pa revenue savings, over £3m in Capital receipts and £0.5m in printing & stationery and interest savings).
- Lower maintenance cost properties and assets
- Improved and flexible service delivery better meeting residents' needs
- A reduction in our carbon and operational footprint leading to reduced operating costs
- Improved productivity
- Opportunities to align service delivery across the public sector
- Becoming an employer of choice
- Strengthening the Council's resilience
- Opportunities for income generation

The Outline Business case for Phase 2 takes a prudent approach to assessing financial benefits, in particular around the achievement of Capital Receipts. We expect the development of the Phase 3 Full Business Case, over the course of implementing Phase 2, to identify significant further benefits not set out here. These benefits will contribute to the agreed savings target already identified by Corporate Property and to the achievement of further savings that have been identified in the later years of the current Medium Term Financial Plan.

5. **Consultation**

- 5.1 We will continue to engage and consult staff on what and how MWow will accomplish as this is crucial to the success of the Programme. This includes: staff updates via 'Our Derbyshire'; Employee Engagement sessions; Manager Briefings; email cascades; a cross-council Operational Liaison Group; an MWow feedback channel.

6. Alternative Options Considered

- 6.1 3 options were considered:

Do nothing – Not recommended

Cabinet was advised in June 2021, a medium to long-term strategy would be developed in parallel with delivering the current MWow Phase 1 activities. This Business Case sets out how this medium to long-term strategy will be achieved.

DCC has invested in the Microsoft Office 365 stack. A 'do nothing' option would mean DCC would not meet the commitment made to Cabinet in June 2021 or unleash the full potential of working collaboratively using O365.

Delivering the Programme using in-house resources exclusively – Not recommended

Derbyshire does not have the necessary expertise or resources needed to build the complex and sensitive Business Case required for Phase 3.

Delivering the Programme using a mix of external expertise and in-house resources – Recommended

DCC has a good mix of relevant and invaluable expertise – notably in Property and Finance. Working closely with an external consultancy will ensure a robust Business Case can be developed in time.

7. Implications

- 7.1 Appendix 1 sets out the relevant financial, legal, HR, IT and Equality implications considered in the preparation of the report.

8. Background Papers



IMPROVEMENT
AND SCRUTINY COM

- 8.1

9. Appendices

- 9.1 Appendix 1 - Implications.

10. Recommendation(s)

That Cabinet:

- a) Approve Programme funding of £1.140m for MWow Phase 2.

11. Reasons for Recommendation(s)

- 11.1 Cabinet was advised in June 2021 that a strategy would be developed in parallel with delivering the MWow Phase 1 Programme. This report focuses on what the scope of MWow Phase 2 will involve and what is required to achieve it.

12. Is it necessary to waive the call in period?

- 12.1 No

Report Author: Emma Crapper

Contact details: christina.tudor@derbyshire.gov.uk

Implications

Financial

- 1.1 This Outline Business Case covers costs for Phase 2 only. A summary of those costs:

MWOW Phase 2 Programme Costs (May 2022 – February 2023)			
Role / Resource required	Other £k	Notes	salary £k
Culture Change			
HR & Communications Officers	-	2 staff	64
Communications Material	50		50
Digitally Enabled			
IT Assistants	-	2 staff	48
ICT Equipment			326
Property Strategy			
Property Project Staff		5 staff	181
Consultancy Team	92		92
Model Office	35		35
Estate Clearance	207		207
MWOW Programme Management			
MWOW Programme Team		4 staff	137
Phase 2 Staffing Cost			430,000
Phase 2 Non-staff costs			710,000
Total Phase 2 costs			1,140,000
Notes:			
<ul style="list-style-type: none"> Costs have been calculated at 9 months for each role from June 2022 to February 2023 – the anticipated end of Phase 2. Approving Phase 2 funding also means approving up to £146k of Staff costs that will fall into Phase 3. This represents the remaining 3 months of staff contracts. These costs are NOT included in this business case which is for Phase 2 only. 			

- 1.2 The financial benefits to the Council over a five-year period are anticipated to be at least £8.5m.

Legal

- 2.1 None at this stage. During Phase 2, the key areas identified will have legal implications that officers and potentially Cabinet may need to consider. For example: Strategic Decisions by CMT may have an impact on terms and

conditions of staff, the options proposed by the Property consultants are likely to have legal implications.

Human Resources

- 3.1 As identified in the report, there are significant interdependencies with the People Strategy specifically and HR policy generally. The Programme will work closely to manage these interdependencies during Phase 2, building on the success of close working in Phase 1.

Information Technology

- 4.1 ICT is critical to the success of MWOW. As identified in the report, there are significant interdependencies with the Digital Strategy and the Programme will work closely to manage these interdependencies during Phase 2.

Equalities Impact

- 5.1 Equalities Impact

An Equality Impact Assessment was carried out in December 2021 for Phase 1 of the programme and will remain constantly under review ensuring any plans are in place to address any issues in Phase 2.

Corporate Objectives and Priorities for Change

- 6.1 The MWOW Programme is a key driver to several corporate objectives including:
- The Enterprising Council Strategy
 - The People Strategy
 - The Digital Strategy

And links directly to Thriving Communities.

Other

- 7.1 Not applicable.

This page is intentionally left blank

Derbyshire County Council (DCC)

Outline Business Case (OBC)

**Programme: Modern Way of Working (MWow):
Phase 2**



Version: 2.0



Copyright of Derbyshire County Council

Contents

- a) Purpose
- b) Business Need & Strategic Benefits
- c) Background
- d) Scope of Phase 2
- e) Benefits
- f) Costs
- g) Programme Options
- h) Legal Implications
- i) Equalities Impact Assessment

Modern Ways of Working Outline Business Case

a) Purpose

This Business Case is seeking approval to take forward Phase 2 of the Modern Ways of Working (MWOW) programme. The case will set out the benefits and lessons learned from Phase 1, the benefits to be realised from Phase 2 and the resources required to implement Phase 2.

b) Business Need & Strategic Benefits

Derbyshire County Council (DCC) in the Council Plan has set out its ambition that we will work together with partners and communities ‘to be an Enterprising Council, delivering value for money services and enabling local people and places to thrive’. As an Enterprising Council, our aim is to provide the services local people want and need by thinking and doing things differently, by not shirking bold decisions and by making the most of new opportunities. By embedding an Enterprising Council approach, we will have:

- A creative and confident workforce
- Forward thinking, collaborative and ambitious leadership
- Improved outcomes and value for money services
- Strong, resilient and self-sufficient communities
- A flexible, agile and financial sustainable organisation.

In June 2021 the Enterprising Council Strategy Next Steps report was approved by Cabinet, with MWOW being one of the key programmes needed to deliver that strategy. The long-term strategic vision for the future Enterprising Council model will support the way in which the Council and its staff work both within and outside the Council, with partners and residents. The Council wants to base its work and relationship with the people of Derbyshire on quality of service and improved outcomes for residents, rather than the desks being used or the buildings in which staff sit in. Work undertaken across the organisation so far with staff and members has revealed that there is the potential to realise huge benefits for the organisation and the services it delivers to the public by enabling a more agile workforce and smarter working practices.

The benefits the Council can release from employees working differently internally, with partners and with the community include:

- Agile delivery of our services to residents and communities, enhancing the customer/resident experience
- Support the Council’s ambition to achieve net-zero carbon emissions from DCC’s estate and property by 2032
- Realising projected £6m savings from property rationalisation over the next 5 years by reducing the number of Council buildings

- Opportunities for income generation by using our spaces differently
- Work in a range of locations that better meet the needs of residents and staff
- Capitalise on technology to develop a better, flexible approach to service delivery which also reduce running costs
- Become an employer of choice with a motivated, agile and productive workforce able to attract and retain skills
- More collaborative working and breaking down silos, leading to reduced duplication of effort and more joined up thinking
- Improved employee productivity through effective hybrid/flexible working leading to better employee wellbeing and work/life balance
- Resilient service delivery able to minimise future impacts of Covid-19 and supporting business continuity planning

It is imperative the Council makes better use of available technology and innovation in office design to develop a more flexible working environment, reduce the cost of public services and make life easier for residents. It will facilitate a modern workforce by providing the right skills, spaces and technology to collaborate internally and externally.

The Council have already committed to be a more agile, resilient organisation; however, becoming an Enterprising Council requires a significant culture change that must be visibly supported and led. The Council's People Strategy will support the facilitation of the Council's culture shift and enable a culture of mutual trust. Failing to make a shift in how people are encouraged and supported to work will impact on the scale of the benefits provided by agile working.

Over Phase 2 of the programme, the Council will start to understand more fully what being an Enterprising Council, and Modern ways of Working, will mean for DCC staff, residents and partners. This further development of the Council's Enterprising Council Strategy and the roll out of the target culture to support it in MWow Phase 2, will ensure the foundations are in place to allow the workforce to collaborate with partners, local community organisations, and with residents.

c) Background

MWow Phase 1

MWow Phase 1 was approved at Cabinet on 17th June 2021, with a budget of £400,646. The principal aspiration for Phase 1 was to deliver an approach to the reintroduction of employees into County Hall aligned with the cessation of Covid-19 measures at that time. It also focused on the implementation of a cross-council approach to new ways of working, capitalising on the significant shift in working practices that have been seen since the emergence of Covid-19. This included the rapid implementation and use of new technology across the Council, greater homeworking as the norm and more flexible and agile working practices.

The Programme comprised of 5 Workstreams which supported the ambition above:

- People
- Communications & Engagement
- Information Communication Technology (ICT)
- Property
- Information Governance

The initial activity focused on County Hall, John Hadfield House and Chatsworth Hall, with an ambition to facilitate a return into County Hall and to move all employees from John Hadfield House and Chatsworth Hall into County Hall. Approximately 80% of the staff previously based at the County Hall complex, John Hadfield and Chatsworth Hall have now been relocated to County Hall.

To facilitate this, colleagues based at the three locations above were asked to continue to work from home where possible until December 2021. This arrangement provided sufficient time to carry out departmental surveys to understand what future spaces teams required, clearing of offices, securing analogue records for movement and re-locating staff teams into County Hall. This has included making available more flexible spaces including hot desking, informal break-out areas and additional meetings rooms. Several pilot meeting rooms have been equipped with ICT equipment to facilitate remote and hybrid meetings. These will continue to be installed as the Programme understands the need for these spaces such as Team Zones, Community Hubs and Shared Zones. The feedback from the use of the spaces will inform the plans for the roll out to the wider estate.

Caution was essential regarding data loss and potential breach of personal data during this exercise and so data guidelines and policies were developed, a Data Protection Impact Assessment was undertaken, and manager/staff training was provided. Audit supported the process by undertaking an audit review and completed audit trails throughout these activities, understanding any risks and providing mitigations to this in order to protect the Council.

Engagement with staff and managers was crucial to the success of the Phase 1 roll out. Supported by a Stakeholder Plan, extensive communication and engagement was undertaken by sending staff updates via 'Our Derbyshire', Employee Engagement sessions, Manager Briefings, email cascades, the setting up of an Operational Liaison Group with representatives from across the Council, an MWow Cohort of interested staff and establishing a MWow email feedback channel and intranet area. This approach will continue as Phase 2 moves forward.

Success Measures – Phase 1.

The Programme Board set out success criteria – which are set out below - and have been achieved:

- Employees from Chatsworth Hall and John Hadfield House relocated to County Hall
- Allocated Team Zones are efficient and fit for purpose on return to office spaces
- Electronic Signing-in process working effectively
- Hybrid Meeting Rooms fully functional
- Meeting Room booking system working effectively
- Central Stationery Hubs rather than individual purchases
- New Fire Evacuation Systems tested and working
- Adequate provision of First Aid and new process working effectively
- Defibs suitably located around County Hall for all occupants to access.

The costs for Phase 1 are detailed in the table below.

	Budget £	Expenditure to date £	Rest of year projection £	Total £	Over/(under spend) £
PROPERTY					
Defib	0	0	12,000	12,000	12,000
Removals and Storage	125,000	38,525	62,733	101,258	(23,742)
ICT					
ICT Equipment/Hybrid Rooms	148,499	39,188	89,494	128,682	(19,817)
CST					
Project Staff	168,146	151,405	44,679	196,084	27,938
Insurance	0	2,234	0	2,234	2,234
Printing & Stationery etc.	0	2,222	0	2,222	2,222
TOTALS	441,645	233,574	208,906	442,480	835

Lessons Learned – Phase 1

The Programme Team have undertaken a lessons' learned exercise to ensure that where elements of the Phase 1 programme did not go to plan, these are built into the Phase 2 programme of activity. The review of Phase 1 can be found at Appendix 1. There is further detail in this business case as to how this learning is being taken forward.

d) Scope of Phase 2

This Outline Business Case refers only to the next phase of the programme - Phase 2. Phase 2 strongly aligns to our Enterprising Council aspirations. Its focus will be the culture change needed to deliver our Enterprising Council ambitions and to reap the rewards that refreshing our estate to work in a flexible and agile way will bring. To progress the MWOW programme, there is activity the Council will need to undertake in the coming months, outside of the programme, which will enable Phase 2 to move forward and equip the

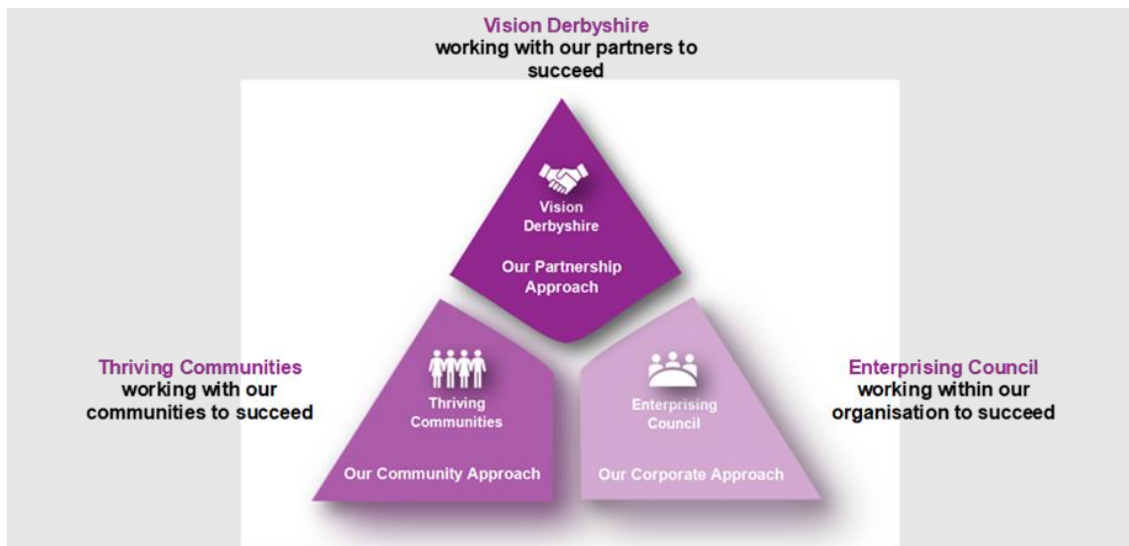
Council to develop its short to medium term MWOW strategy and associated delivery plan.

i) Developing and communicating the Council's Ambition and Target Culture

The Council Plan sets out the Council's ambition and the following key elements of work will enable delivery of Phase 2 of MWOW:

1. Having a clear strategic narrative - further define the ambition for how the Council wants its employees to work moving forward, and its relationships and ways of working with its partners and residents
2. Transforming our culture through our leaders – ensure we engage, develop and inform our leaders through a revised approach to current leadership forums.
3. Define our future employee profiles - be clear about what these mean to enable effective engagement and consultation with joint trade unions.

Modern Ways of Working is a key lever to achieving our Enterprising Council goals. But delivering the right culture is equally important to all of our three strategic pillars as they are fundamentally interconnected. MWOW therefore is critical to achieving the Council's overarching ambition.



Getting clarity of the ambition and development of a strategic narrative will further enable employees, partners and residents to understand the journey that the Council is taking to achieve its aspiration to focus on the quality of service and delivery, rather than on where or at what desk employees perform their roles. This visioning work will require the senior leaders of the organisation to be directly involved in shaping the future of the organisation, through a redefined approach to our current senior leadership and leadership forums. This is coupled with being clear on not only where we have come from, but where are

now post Phase 1 of MWOW and what hybrid working means to Derbyshire County Council in the immediate period.

A visioning style session with Corporate Management Team and Elected Members will be necessary to further develop how the ambition will be achieved and create the strategic narrative about the organisation. To further compliment the work with senior leaders in shaping the future of the organisation, engagement sessions will be held with managers, employees, Trade Unions and the MWOW Cohort to share and refine the strategic narrative.

The Council’s current engagement approach is built on the notion of ‘we listen and engage, and we shape and respond’. This is based on four key enablers namely strategic narrative, engaging managers/leaders, employee voice and organisational integrity. It is crucial that the strategic narrative is further developed in order that it is clear where we have come from and where we are going to, recognising the importance of the role of leaders within this. This element of the work will be supported by officers in the Organisation Development and Policy Division and supported by a Project Officer from the MWOW programme.

The People Strategy aims to look outwards and forwards, putting Derbyshire residents at the heart of what we do. The 5 people priorities defined within the strategy are key to transforming the culture of the organisation to one of mutual trust:

<p>Attract and retain the best people in the most effective way possible</p> <ul style="list-style-type: none"> • We will recruit, attract and retain our people using innovative approaches to ensure our people have the right skills, experience and values, enabling our organisation to succeed both now and in the future.
<p>Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies</p> <ul style="list-style-type: none"> • Our people will be clear about what our organisation stands for, supported by people policies which promote diversity and inclusion, credible reward strategies and effective workforce plans that ensure we can meet current and future needs.
<p>Engage, nurture and develop our people and our future potential</p> <ul style="list-style-type: none"> • We will enable professional and personal development, clear career pathways, a performance culture and succession planning to support the potential, performance and diversity of our workforce.
<p>Enable organisational transformation and effective employee relations</p> <ul style="list-style-type: none"> • We will support to enable organisational and cultural change, underpinned by fairness and consistency within our employment procedures, whilst ensuring our people are adaptable and resilient.
<p>Enable and ensure the wellbeing and safety of our people</p> <ul style="list-style-type: none"> • We will ensure we have safe and enabling environments, which support the wellbeing, motivation and retention of our people. We will integrate wellbeing into our day to day activities to promote a positive environment where employees are engaged, energised and supported to perform and achieve to their full potential for the benefit of themselves and the organisation.

Whilst the People Strategy and deployment of its defined people priorities will focus on the core areas outlined above, it is critical that the Council determines the employee profiles of the future and definition for example of ‘Fixed base, Flexible and Mobile’ employees in order to develop an appropriate hybrid/smarter working policy. It will also be necessary to understand and agree the Council’s Digital and Data Strategy and the

implication of such on the future employee profiles. Determination of the future employee profiles will also clarify what terms and conditions and employment policies may need revision and subsequently engagement and consultation with Trade Unions, aligned to the ongoing review of appropriate employment policies within the People Strategy.

ii) Digital Strategy

Putting the user (either internal council staff or Derbyshire resident) at the centre of our service delivery is the focal point of the Digital strategy and will have clear principles setting out how a clear Digital design will help Derbyshire thrive in an increasingly Digital, post covid world. Within the context of MWOW, ensuring colleagues have a secure, efficient and effective digital workspace, seamlessly enabling colleagues and partners to collaborate and communicate via hybrid meetings, physical collaboration space and being able to access the information they need to help make data driven decisions, wherever they may be. The digital synergy between the physical workspace and digital workspace created by MWoW becomes imperative for the future success of the organisation.

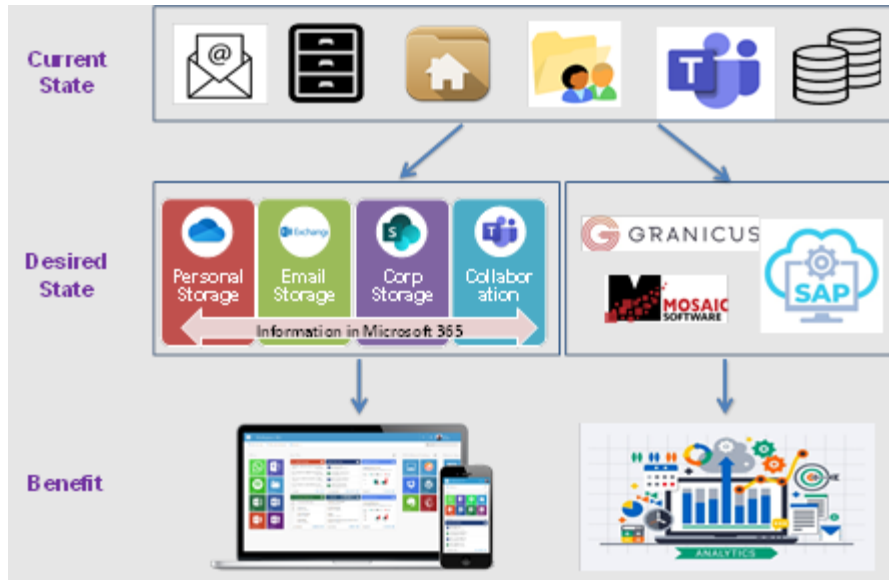
Thus, the MWoW Programme will be a key collaborator in supporting ICT with the business change needed to implement the desired digital workspace, Data Management and the new ICT Strategy. It is imperative that the Council embraces our digital journey as this is critical in informing the wider MWOW Vision and Strategy.

This will be a significant culture change to current ways of working which will require detailed planning and working closely with Leadership Teams across DCC.

One aspect of Digital, is current management of Data within Derbyshire which is split across multiple platforms, including Email, physical filing cabinets, legacy home drives and data storage held within the on-prem data centre. Data is also siloed within line-of-sight business systems. During Covid Microsoft 365 and specifically Microsoft Teams was introduced to enable remote working, and also created another data store.

The Data Management Strategy aims to split out the flat file data (Excel, Word etc) and move it to SharePoint, this will ensure access to it is simple and in one place, and colleagues will be able to access all the information they need through one digital workspace at any time and wherever they are, aiding the organisational ability to work in more agile manners and collaborate with partners. – see diagram below.

Data in siloed specific business systems needs to be assessed, catalogued and an approach used to identify how technology can be leveraged against it, so it can be used for the future benefit of Derbyshire residents and will make up Phase 2 of the data management strategy.



A program of works will commence after the formal approval of the Data Management Strategy and these will be split across the four destination work areas (Personal, Email, Corporate and Collaboration storage). The main challenge with such a project is the Change Management and user adoption of SharePoint. This will be driven via the network of Digital Champions; ICT Digital Adoption Team and the Microsoft 365 Digital adoption platform 'Learn'. This approach will need to be enhanced by MWoW and the Departments. Clarification of the above may result in the Council requiring large transformation of services, systems and processes and will form part of the Council's pipeline of transformation as the Strategic Transformation work is crystallised.

Scope of MWOW Phase 2 activity

Wider Administrative Base Refresh and Rationalisation

A key element of the Phase 2 programme of activity will be to roll out the reconfiguration of space to other Council administrative buildings across the County. These buildings have been chosen, because they provide a significant back-office function, as well as front line service provision in some cases. This mixed use, service driven, nature of the buildings will result in a complex and challenging programme of activity, as employees will continue to be operating from these spaces whilst the clearance activity is undertaken.

An initial desk top exercise has also identified potential savings which could be released from the rationalisation of some assets; however, this has not been taken through any robust asset management process to determine which would be the best buildings to consolidate in to, which score poorly against our performance criteria, what legal constraints might exist etc. Equally work has not been carried out with building

users/service areas to ascertain their needs in these areas and these buildings. All of this work will need to be undertaken to come up with a series of projects, resulting in the rationalisation of buildings and the re-imagining of the space within those we retain.

Whilst some of this work would be carried out as part of our five year asset review process, there is a need to escalate this work to keep pace with the MWOW programme and to avoid abortive costs, an example of which would be re-organising space, creating team zones and hybrid meeting rooms in buildings which we do not plan to retain.

Whilst this work is carried out, robust business cases are drawn up, permissions are gained and work is programmed, work to clear and de-clutter the spaces can be completed, as it was at County Hall. This will ensure that MWOW principles are consistently applied for all staff, where possible. This will not be abortive in any case, as even if we subsequently dispose of an asset, this will have been a useful exercise.

Once this is undertaken a clear plan of action, procedures and timeline for the clear desk process in a safe and timely manner will be produced and then subsequently undertaken. Utilising the learning from Phase 1 of the programme, we will build into this element of the work, resource to carry out minor repairs and redecoration as needed to ensure that working spaces are suitable for employees to work in.

It will also be necessary to update and install ICT equipment in those sites, and the programme will require an estimated £88,320 for the disk space (keyboards, monitors etc) for this. This is based on an expectation that half the current equipment on site will be suitable for redeployment. Further, £92,239 has been allocated for hybrid meeting rooms to enable the remote offices to work effectively in a hybrid manner. Two IT Assistants will also be needed to aid with the decommissioning and reconfiguring of the new equipment as the program evolves.

It is a requirement to carry out DPIA's for each site identified for clearance. Lessons learned from Phase 1 has shown that this work is detailed and complex in order to limit the Council's liabilities from data loss or breaches. It is proposed that officers from within the MWOW Programme Team, supported by colleagues within legal services, will undertake the DPIA's and as such resource has been built into the costings for Phase 2.

Undertaking this work will not only benefit the new ways of working, but may also reduce the space currently required providing support to the reduction in the Council's assets to deliver the savings identified in the MTFP.

A key lesson learned from Phase 1 was that there is insufficient capacity to undertake the clearance activity alongside business-as-usual asset management and facilities management activity.

It will be necessary therefore to employ additional resources to support these elements of the work and these are set out in the resourcing requirements for Phase 2 in Section f of this business case:

- To carry out the necessary due diligence, at pace, on the administrative assets – analysing performance, establishing constraints
- Engaging with building users and service providers to establish their asset needs
- Engaging with partners to identify co-location opportunities
- Cross referencing to Service Asset Plans and other strategic rationalisation programmes to remove duplication and ensure they are aligned.
- Write business cases, gain permissions, draw up and manage a programme of rationalisation projects.
- To undertake space planning activity across these sites to replicate the principles applied at County Hall.
- To initially carry out the clearance and apply de-cluttering principles applied in County Hall.
- To manage the logistics of any team moves as a result of rationalisation of space.

Property – County Hall Future

The future operating model for DCC will be driven from our vision of what and how we want to deliver for residents in the future and how it might change over that period. It is critical that the activity set out in d i) & ii) of this report is undertaken as this will define the way in which we use our buildings and inform future asset management decisions, aligned with wider asset management strategies. The most significant of our buildings is County Hall in Matlock.

County Hall is a Grade II listed former hydropathic hotel, and its use has significant social and economic presence in the town. It is not ideally suited in its current configuration as a major administrative base that supports the Council's ambition for how employees can embrace the flexible and hybrid working opportunities.

It is therefore necessary for the Council to commission an external consultant team to run an options appraisal for the future of our County Council Headquarters and set out the Outline Business Case for each, so that Elected Members and Corporate Leadership can make an informed decision regarding its role in our future.

This decision will then inform asset management plans for the rest of the administrative estate. It will also inform the brief for a detailed business case with the costs and programme of activities required to deliver the preferred solution.

The scope of the options appraisal includes:

- A clear comparison of the benefits of each option and risks to its ability on delivering the strategic objectives
- The outcome on staffing arrangements and numbers for any proposals, including how to accommodate the MWow aspirations

- Illustrative sketch visuals and illustrative masterplans to help Members, the Senior and Corporate Management Teams visualise any proposals
- An assessment of the current mechanical and electrical services and recommendations for carbon and cost reduction, with high level proposals and financial projections
- A clear understanding of what the impact of each option would be on the town of Matlock and the wider area, on service delivery and on residents
- How each option supports the One Public Estate Programme
- The likely Programme and Key Workstreams required to progress the options and the activities and costs required to develop a Full Business Case for the preferred option
- A realistic market assessment of any proposals including, as appropriate, likely rental income, capital receipts, potential development partners etc.
- A high-level financial summary of each option, including likely costs and capital borrowing, any potential income and/or savings, timeframe for return on investment, to enable a financial comparison

The deliverables against these requirements will be a report setting out the information requested, an executive summary with the key headlines and a digitised presentation, which can illustrate the options appraisal and summarise the key findings for Members and Senior Leadership. A recommended masterplan that determines a future for the Council's central administrative buildings which incorporates the efficiencies from new working practices, offers long term financial viability and considers the Council's aspirations of locality.

Alongside that a financial report is needed for each of the options, with the detail on any assumptions made and any projections and/or modelling method applied.

It is anticipated that the costs to commission this piece of work will be £90,000. It will also be necessary for resource within Corporate Property to support this work. This resource would:

- ensure that requests for information are met in a timely manner, including condition information, existing systems and other property data
- coordinate stakeholder engagement including establishing space requirements and other specific property outcomes,
- ensure that developing options are aligned to other strategic asset management decisions,
- liaise with property colleagues to de-risk proposals by identifying constraints
- ensure that permissions and processes are gained and followed
- ensure that proposals are able to maximise opportunities provided by the One Public Estate programme, including the current Matlock review.
- programme and manage property workstreams

The MWoW Programme manager will work closely with colleagues in Procurement and Legal to ensure procurement rules and processes are adhered to for the appointed of an external property consultancy.

MWOW Phase 2 will not carry out any physical building alterations to create new modern offices or spaces, this can only be determined once the activities and requirements mentioned below is completed and decisions made organisationally.

Programme Management Support and Capacity

In order to support the wider work outlined in section d i) & ii) and the activity set out for Phase 2, and it will be necessary to develop a detailed Project plan and led by the MWOW Programme Manager, and supported by a number of other officers, through a structured delivery programme.

A high-level plan of activity is set out below.

Modern ways of Working: High level activity plan							
	Phase 2: Apr '22 – Feb '23						Phase 3: March onwards
	Apr	June	Aug	Oct	Dec	Feb	March 2023
Target Culture							
<i>HR Policy Review</i>	→						
<i>Engagement</i>	→						
Digital							
<i>Requirements</i>			→				
<i>Update Policies</i>				→			
Property							
<i>County Hall Review</i>			→				
<i>Accom Clearance</i>	→						
<i>Update Policies</i>				→			
Programme							
<i>Full Business Case</i>				→			
<i>Phase 3 Plan</i>					→		
<i>Phase 3 Commences</i>							→

(Note: The scope of this Outline Business Case is Phase 2 only. We do not yet know what shape Phase 3 will be – that is part of activity of Phase 2. At the end of Phase 2 we will produce a Full Business Case for the whole programme setting out our Phase 3 proposals and benefits strategy. Phase 3 is shown here for completeness.)

Communication and Engagement Activity

It will be critical to the delivery of each of the work packages that a comprehensive stakeholder communication and engagement plan is developed. Thorough stakeholder mapping will take place prior to the commencement of Phase 2 and a thorough communications and engagement plan developed for identified audiences. Achievement of objectives and delivery against the plan will be monitored by the relevant Boards and governance structures.

e) Benefits

As described above, successful implementation of this programme is determined by the Council's staff adopting flexible and innovative ways to carry out their roles - rather than focusing on where they do their work - whilst ensuring residents continue to receive high quality, value for money services. The Council agreeing its future approach to digitisation with staff and residents adopting a different approach to digital behaviours is critical to realising the full benefits of this new way of working.

Phase 1

Benefits arising from Phase 1 of the MWOW programme are largely non-financial and include:

- A good understanding of what worked well and what needed improvement and refinement to the processes of clearance of office spaces to build into phase 2 of the programme
- A clear and methodical approach to undertaking DPIA's for the next phase of clearance.
- The re-introduction of employees into County Hall, utilising the office space differently provides opportunity to engage with those colleagues to better understand how spaces are being used and make refinements to that to take forward into the wider estate.
- Opportunity to get feedback from colleagues on the Councils approach to flexible working during phase 2 to inform the Councils smarter working policy.
- Feedback from the EIA to inform activity required in Phase 2 of the programme

Phase 2

Non – Financial

The delivery of Phase 2 has the potential to deliver the following benefits:

- The creation of space to co-locate with partners and benefit from opportunities to align service delivery across the public sector

- The creation of opportunities for income generation and making a profit on the provision of some services
- Further enabling becoming an employer of choice aligned to the Council's People Strategy
- A reduction in our carbon footprint in line with the Climate and Carbon Reduction Strategy
- Addressing some of our risks - one of the longer-term benefits of the project is the effective management of the legacy paper records and material which are present in the whole of the estate. This is reflected in the fact that this has been consistently RAG rated at 25 (highest level).

Financial Benefits

It is worth noting that the approach to assessing the financial benefits for Phase 2 has been a prudent and rather cautious one. **It is anticipated that over 5 years, Phase 2 will deliver a minimum saving of £8.5m** (£5m revenue savings, £3m Capital receipts, £0.5m in printing and stationery and interest savings). However, it is very likely that as the Full Business Case is developed over the course of Phase 2, further savings and financial benefits will be identified that we can be confident of realising.

Property Savings

MWoW is an enabler for the Council to reduce its corporate asset footprint and is part of the 'critical path' for the Corporate Property 2025 Programme order for it to deliver its objectives of asset rationalisation. During Phase 2, sites will be reviewed, with expected savings to base revenue budgets of over £1m pa (£5m over 5 years) at the same time as delivering Capital Receipts of over £3m. The delivery of Capital Receipts will yield further cost reduction by reducing the value of future Capital Borrowing and therefore interest charges for that borrowing are not applied over term. Of the sums highlighted below, i.e. the sum of £3.140m for capital receipts, the interest saving would be £0.094m.

It should be noted that these savings are already included in existing savings targets for Corporate Property over the medium term and are not additional savings over and above those previously identified. However, delivery of these saving is at high risk of non-delivery should Phase 2 of MWoW not progress.

Following the production of the 'Options Appraisal' by the property consultants, and depending on decisions made by the Council, there could be an opportunity for further revenue savings at County Hall and other buildings.

Printing, Stationery & Photocopier Savings

The table below illustrates average spend on printing stationery and photocopiers during the period 2018-19 to 2020-21. On this basis, an estimate of savings in each of the next five years is highlighted, resulting in cumulative savings of £0.369m during the five-year

period. It should be noted that the Council may be tied into contracts with leasing so it may take some time for photocopier savings to be realised.

	Total average spend over 2018/19 & 2020/21	20% saving on average spend year 1	10% saving on average spend year 2	10% saving on average spend year 3	5% saving on average spend year 4	5% saving on average spend year 5	TOTAL SAVINGS OVER 5 YEARS
Printing & Stationery	486,942	97,388	38,955	35,060	15,777	14,988	202,169
Photocopiers	400,663	80,133	32,053	28,848	12,981	12,332	166,347
							368,515.84

There is the potential for further budget savings such as mobile phone usage and mail costs in comparison to a 'Digital Post Room'.

f) Costs

The Business Case for Phase 2 sets out the scope of the work to be undertaken and potential benefits that can be realised from the programme of the work and beyond. The costs set out in the table below set out the required spend for Phase 2 only.

During the lessons learned review of Phase 1 it was evident that the dedicated resources to the Programme was insufficient, with teams involved in undertaking Phase 1 activity whilst also responding to business-as-usual activity. This has been considered as part of the resourcing request to support the Phase 2 programme.

Phase 2 costs includes:

- the appointment of external commercial property consultants to deliver on the DCC brief and requirements.
- Costs for Programme management support to Phase 2
- setting up a 'Model Office' within County Hall and provision for hybrid meeting rooms and ICT desk set-up across the wider Council estate have also been considered.
- Resource to support the DPIA and data control processes
- ICT equipment and staffing resource to support the wider estate clearance and re-configuration of spaces

See Appendix 2 for more detail.

Recruitment to the posts identified in table below, will be undertaken in accordance with the Council's normal recruitment processes. It is noted that due to the specialised knowledge and skills required and the short-term nature of the role that agency staff may be required to fill the above posts which may increase the costs involved in the project.

MWOW Phase 2 Programme Costs (May 2022 – February 2023)					
Role / Resource required	Grade	Salary £k	Other £k	Actuals (and Per Annum salary + oncost equivalent)	Total £k
Culture Change - £114k					
HR Transformation Officer	11	34	-	34,260 (45,680 pa)	34
Communications Officer	10	30	-	30,016 (40,022 pa)	30
Communications Material	-	-	50		50
Digitally Enabled - £374k					
IT Assistants (x2)	8	24	-	23,997 (31,997 pa x2)	48
Hybrid Meeting rooms - CCHQ	-	-	56	Actual: 56,006	56
Hybrid Meeting rooms – Wider Estate	-	-	92	Actual: 92,239	92
Desktop equipment - CCHQ	-	-	90	Actual: 89,992	90
Desktop Equipment – Wider estate	-	-	88	-	88
Property Strategy - £515k					
Programme Manager	13	43	-	43,226 (57,635 pa)	43
Project Manager	11	34	-	34,260 (45,680 pa)	34
Project Officer	9	26	-	26,480 (35,307 pa)	26
Solicitor (DPIA)	12	39	-	38,617 (51,489 pa)	39
Facilities Management Programme Manager	12	39	-	38,617 (51,489 pa)	39
Consultancy Team	-	-	92		92
Model Office	-	-	35		35
Wider Estate Clearance	-	-	207		207
MWOW Programme Management - £137k					
Programme Manager	13	43	-	43,226 (57,635 pa)	43
Project Manager	11	34	-	34,260 (45,680 pa)	34
Business Analyst	11	34	-	34,260 (45,680 pa)	34
Project Officer	9	26	-	26,480 (35,307 pa)	26
Phase 2 Programme Staffing Cost (<i>But see notes 3 - 5 below</i>)					430k
Phase 2 Non-staff costs					710k
Total Phase 2 costs					1,140k

Notes:

1. The mid-point salary - including 30% on-costs - for each grade has been used. The actual could be under or over this figure.
2. Totals have been rounded for ease of reading, but actuals are provided.
3. Costs are calculated at 9 months for each role from June 2022 to February 2023 – the anticipated end of Phase 2.
4. Most additional staff will be recruited on 12 month fixed term contracts. If they begin in June, this means they will have 3 months left on their contracts to be paid for by funding for Phase 3: **this has not yet been sought or approved**. However, it is expected that there will be a Phase 3 Implementation Phase, and recruiting on 12 month contracts will allow us to:
 - Recruit and retain knowledgeable and experienced staff
 - Avoid using more expensive – and often less expert – agency staff
 - Ensure Phase 3 gets off to the best possible start
 - Avoid staff time on a further round of recruitment.
5. Approving Phase 2 funding therefore, means approving **up to £146k of Staff costs** that will fall into Phase 3. This represents the remaining 3 months of their contracts. These costs are NOT included in this business case which is for Phase 2 only.

g) Programme Options

There are 3 options:

- Do nothing
- Delivering the Programme using in-house resources exclusively
- Delivering the Programme using a mix of external expertise and in-house resources

Do nothing – Not recommended

Cabinet was advised in June 2021; a strategy would be developed in parallel with delivering the current MWow Phase 1 activities – this Business Case sets out how this strategy will be achieved.

In addition, the Council has invested in the Microsoft Office 365 stack. The Business needs support to fully adopt and unleash the apps which are now available O365. The MWow Programme Team will be key in effecting the business change so a ‘do nothing’ option has been rejected as it would not address the commitment made to Cabinet in June 2021 or unleash the full potential of working collaboratively using O365.

Delivering the Programme using in-house resources exclusively – Not recommended

In terms of property consultancy expertise and project/programme management experience in the areas set out in the requirements under section scope 5.1 Property, Derbyshire does not have the necessary subject matter expertise or resource needed to deliver against all the outcomes therein.

Delivering the Programme using a mix of external expertise and in-house resources – Recommended

A number of officers in the Council’s Property Department and Finance colleagues have exceptional ‘local knowledge’ of the Council’s corporate offices, associated maintenance routines, expenditure, running costs, condition etc. This information is invaluable and the Council’s internal resources working closely with an external consultancy will furnish the desired outcomes set forth in this Business Case.

h) Legal Implications

The work of the project should be supported by a detailed DPIA and EIA and that these should be regularly updated in order to ensure that data management and equality of opportunity are carefully considered at each stage of the process. The EIA prepared in December 2021 should be considered when considering the recommendations within this

report. The EIA comprehensively ensures that the project will not have a negative impact on the equality of opportunity for employees and the wider community. Information governance and the management of legacy material held by the organisation should be carefully considered at each stage of the project by way of a comprehensive DPIA to ensure that the processing and storage of data is in accordance with UK data protection legislation and standards. Consultation with employees, employee associations and Trade Unions and the wider community should continue to maintain the integrity of the decision making process.

i) Equalities Impact Assessment

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires DCC, when exercising its functions, to have 'due regard' to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- The need to advance equality of opportunity between persons who share protected characteristics and those who do not
- Foster good relations between those who have protected characteristics and those who do not

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

DCC is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all DCC residents in respect of socioeconomics and health determinants.

The MWow Programme and in particular the promotion of an agile and flexible working culture, will offer staff the opportunity to work remotely, both in terms of location and working times, addressing potential barriers to work for some individuals.

The MWow Programme, will work closely with ICT to support the broader digital agenda, which will also offer residents greater flexibility in how and when they choose to access council services. A comprehensive EIA is already in place for the Channel shift programme, which is increasing digital access to council services for residents.

An MWow EIA was carried out in December 2021 and is currently under review. Ten main themes have been identified and listed below – plans are being drawn up to address these issues with owners against the actions.

1. Ensuring reasonable adjustments are made available to support employees undertaking their role.
2. Mental health and wellbeing
3. Inclusion issues and cultural issues
4. Inclusive facilities
5. Access to services
6. Community engagement
7. Collaborative working
8. Recruitment
9. Policies and procedures in light of MWOW , reflecting the change in working practices.
10. Culture and communication programme to support positive behaviours as MWOW is implemented

In Phase 2 of the project, the Programme will be cognizant to any potential changes in the structure of buildings to make them more inclusive.

This includes:

- Create quiet spaces where there are currently none (e.g. for praying)
- Consider providing unisex toilets
- Accessibility considerations (resulting from physical and non-visible disabilities)
- Further consideration and update should be made to the EIA once MWoW Phase 2 is further understood

Appendix 1

Modern Ways of Working: Phase 1 Lessons Learnt Workshop 9/3/22

All 5 Workstreams participated

What Went Well		
Description	Why	Phase 2 Recommendations
<ol style="list-style-type: none"> Employee briefings well received. Effective weekly meetings with Operational staff Liaison Group. Good use of collaboration tools such as MS Teams. Programme Team understood it was not 'one size fits all' in the space required by teams. Improved security and reduced cost where documents held electronically. 	<ol style="list-style-type: none"> Provided the right level of details and allowed staff to ask questions. Inclusive approach where all areas of the business were represented. MS Teams was rolled out quickly and user adoption was high. Allowed team leaders to plan their space requirements in light of MWow principles. No need for off-site storage and easy retrieval. 	<ol style="list-style-type: none"> Plan further sessions covering more topics including visioning. Develop this group for the wider estate clearance. Work with the business to further unleash Microsoft Apps to increase productivity amongst teams. Continue working closely with teams across the business to understand their requirements. Digitalisation of paper records.
What Could Have Been Better		
Description	Why	Phase 2 Recommendations
<ol style="list-style-type: none"> Employee profiles were not agreed so limited the ability to define T&C changes and working culture. Detailed forward Programme plan is required for comms to be more effective. Provide clear steer on IT equipment at home vs at work for different workers. Longer engagement times for clearance works to be undertaken. Lack of intelligence of what data is on site 	<ol style="list-style-type: none"> Decision not made organisationally. Comms was delivered in a reactive fashion using limited channels. Worker Profiles not defined. Too much pressure on staff to carry out clearance activities with timescales provided. Not having a full understanding of how data is stored and used 	<ol style="list-style-type: none"> Ensure CMT sign-off on worker profiles and vision for MWow Phase 2. Work closely with the Programme reviewing the master plan to develop a comms plan and use multiple channels.(Re-branding) Ensure CMT sign-off on worker profiles and vision for MWow Phase 2 Realistic planning for clearance of the wider estate. Carry out 'Analogue Record Treatments' to understand what data is stored and used.
What didn't go Well		
Description	Why	Phase 2 Recommendations
<ol style="list-style-type: none"> Managers need help in engaging their teams on how they will work in the future. Lack of understanding of MWow principles. ICT connectivity in County Hall. Resources and continuity of Programme Staff. Links between workstream leads and Strategic leads. 	<ol style="list-style-type: none"> Need tools for Managers to manage a remote workforce. Need to share more about the 'why' and not just the 'what and when'. Insufficient Wi-Fi Access Points (AP's). Too much pressure on BAU teams and lack of clear leadership. A lack of 2-way information caused frustration. 	<ol style="list-style-type: none"> Digital Toolkit to be developed for Managers. Ramp-up the Change & Engagement activities across the Programme. Phase 2 to be interlinked with the ICT Wi-Fi refresh Project. Ensure the right number of resources and provide clearer leadership. Board to debrief Workstream Group and visa versa.

Appendix 2

Phase 2 Resource Requirements

Phase 2 will be significantly different from Phase 1. Where Phase 1 was primarily a logistics exercise concerned with returning staff and visitors safely to County Hall, Phase 2 is far more strategic with critical policy issues to respond to and implement, requiring significant stakeholder engagement. Furthermore, expanding the agile working approach across 18 more sites is likely to be a more challenging project as staff will be in situ in the office rather than at home. Specifically:

DELIVERING THE RIGHT CULTURE FOR DCC

Phase 2 will be closely linked to the People Strategy as it aims to deliver the right culture that DCC needs to achieve its vision and be successful for residents in the long term. Establishing the sort of organisation we want and need to be, understanding what that means for how we do things in DCC and then implementing that is complex and time consuming. It will require:

- Engagement with key stakeholders: Staff, members, Trades Unions, residents, partners
- Co-producing solutions where that is possible and appropriate and testing with stakeholders
- Reviewing policies and strategies to ensure alignment and changing them when we need to

All of these take time and effort as the activities are iterative, often discursive and involve a wide range of people to reach consensus. To take this forward and deliver the cultural blueprint will require:

- A **Communications Officer** – to carry out thorough stakeholder mapping and will develop and deliver a communications and engagement plan for Phase 2, delivering agreed communications objectives as part of the bigger MWOW delivery.
- A **HR Transformation Officer** - essential to supporting the culture change and working with leaders to support them in achieving objectives around change and transformation. They will link MWOW with the People Strategy, embedding the agreed values and approach across DCC and will develop essential employee profiles to define the flexible working approach.

DIGITALLY ENABLED

The sort of organisation we want and need to be for our residents will certainly be one that is digitally enabled. Ensuring the Digital Strategy is aligned to our new way of doing things and how we interact with our residents and our partners cannot be overstated. A key part of ensuring we are digitally enabled is providing practical support on the ground and ensuring that we have the right equipment to support agile working. Specifically:

People:

- **IT Assistants** – to help set up new equipment in remote sites and to aid decommissioning of old equipment in line with council policies and legal obligations. This is a key role learnt from our experience of County Hall and a prerequisite to ensure project success.

Equipment:

- **Hybrid Meeting** - Rooms in CCHQ to ensure flexibility. These are additional (3 large and 5 medium) and covers the cost of all equipment.
- **Core IT Equipment** – for the remaining 700 desks in County Hall each desk requiring consistent set up of riser, monitor, keyboard, dongle and cables.

- **Hybrid Meeting spaces** – New hybrid meeting rooms across the wider estate to enable a hybrid and collaborative approach for our remote sites in a similar way that hybrid meeting rooms have enhanced County Hall.
- **ICT Desktop equipment** – Across the wider estate based on each desk requiring consistent set up of riser, monitor, keyboard, dongle and cables. The assumption is that half of the desk will likely have some of the equipment in place that can be repurposed and as such not every desk will need kit.

PROPERTY STRATEGY

MWOW will be intricately tied up with the Property Strategy which will be heavily dependent on the outcome of the discussions about a change in culture and the actions needed to support and implement that. It will need strong alignment with Thriving Communities and Vision Derbyshire as the Council looks to rethink how it does its business. For this reason, additional capacity will be needed as the service is not currently resourced to take this forward. This will require:

People:

- A **Programme Manager** – to oversee all the property workstreams (the CCHQ review and the clearance of the wider estate)
- A **Consultancy Team** to review the options for the future of County Hall
- A **Project Manager** - to support full time the CCHQ review
- A **Projects Officer** - to provide technical and admin support which will see huge amounts of information being required between DCC and the review team.
- A **Solicitor** – specialising in Data Protection and Information Governance is essential if the Phase is to deliver on time as issues will emerge continuously throughout the Phase. Legal Services don't have the capacity to support the programme on the scale likely to be needed.
- **Facilities Management Programme Manager** – to co-ordinate and supervise the FM logistical work, clearance and moves. They will receive plans and measured surveys alongside the service functional requirements for all spaces and oversee the CAD IT for mapping recording of workstations ensuring space is in accord with workplace regulations.

Equipment:

- A **Model Office** to demonstrate examples of what is possible and promote constructive dialogue. The space will demonstrate a quality standard and the flexibility that can be achieved through demountable furniture alternatives, differing layouts and how these integrate with technology.

PROGRAMME MANAGEMENT

The MWOW programme as a whole will need to continue running, pulling together the different projects and workstreams, ensuring they are aligned, that the key milestones delivered and that the benefits are fully realised. To support this will require:

- A **Programme Manager** to provide drive to the overall programme, ensure the workstreams and projects remain on track and that all dependencies, risks and issues are managed. The PM will retain overall responsibility for the day to day delivery of the programme and ensure stakeholders are properly engaged, reporting to senior managers.
- A **Project Manager** - to lead the Culture Change workstream
- A **Business Analyst** – This role will support the culture change work and the review of HR policies to identify what needs to change and developing those new processes with colleagues and others as appropriate.
- A **Project Officer** – who will support Programme and Departmental colleagues across all activities above ensuring that all activity is co-ordinated and follows the programme plan.

Resources: Summary Table

MWOW Phase 2 Programme Costs (May 2022 – February 2023)					
Role / Resource required	Grade	Salary £k	Other £k	Actuals (and Per Annum salary + oncost equivalent)	Total £k
Culture Change - £114k					
HR Transformation Officer	11	34	-	34,260 (45,680 pa)	34
Communications Officer	10	30	-	30,016 (40,022 pa)	30
Communications Material	-	-	50		50
Digitally Enabled - £374k					
IT Assistants (x2)	8	24	-	23,997 (31,997 pa x2)	48
Hybrid Meeting rooms - CCHQ	-	-	56	Actual: 56,006	56
Hybrid Meeting rooms – Wider Estate	-	-	92	Actual: 92,239	92
Desktop equipment - CCHQ	-	-	90	Actual: 89,992	90
Desktop Equipment – Wider estate	-	-	88	-	88
Property Strategy - £515k					
Programme Manager	13	43	-	43,226 (57,635 pa)	43
Project Manager	11	34	-	34,260 (45,680 pa)	34
Project Officer	9	26	-	26,480 (35,307 pa)	26
Solicitor (DPIA)	12	39	-	38,617 (51,489 pa)	39
Facilities Management Programme Manager	12	39	-	38,617 (51,489 pa)	39
Consultancy Team	-	-	92		92
Model Office	-	-	35		35
Wider Estate Clearance	-	-	207		207
MWOW Programme Management - £137k					
Programme Manager	13	43	-	43,226 (57,635 pa)	43
Project Manager	11	34	-	34,260 (45,680 pa)	34
Business Analyst	11	34	-	34,260 (45,680 pa)	34
Project Officer	9	26	-	26,480 (35,307 pa)	26
Phase 2 Programme Staffing Cost (<i>But see notes 3 - 5 below</i>)					430k
Phase 2 Non-staff costs					710k
Total Phase 2 costs					1,140k
Notes:					
6. The mid-point salary - including 30% on-costs - for each grade has been used. The actual could be under or over this figure.					
7. Totals have been rounded for ease of reading, but actuals are provided.					
8. Costs are calculated at 9 months for each role from June 2022 to February 2023 – the anticipated end of Phase 2.					
9. Most additional staff will be recruited on 12 month fixed term contracts. If they begin in June, this means they will have 3 months left on their contracts to be paid for by funding for Phase 3: this has not yet been sought or approved . However, it is expected that there will be a Phase 3 Implementation Phase, and recruiting on 12 month contracts will allow us to:					
<ul style="list-style-type: none"> • Recruit and retain knowledgeable and experienced staff • Avoid using more expensive – and often less expert – agency staff • Ensure Phase 3 gets off to the best possible start • Avoid staff time on a further round of recruitment. 					
10. Approving Phase 2 funding therefore, means approving up to £146k of Staff costs that will fall into Phase 3. This represents the remaining 3 months of their contracts. These costs are NOT included in this business case which is for Phase 2 only.					



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

5 May 2022

**THE FUTURE OF DIRECT CARE HOMES FOR OLDER PEOPLE –
CONSULTATION RESPONSES AND RECOMMENDATIONS**

(Adult Social Care and Health)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is a Key Decision because it is likely to:

- a) result in the Council incurring expenditure which is, or making savings which are, significant having regard to the budget for the service or function concerned; and
- b) be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To inform Cabinet of the response to the consultation on the future provision of accommodation for older people, including the possible closure of the following seven homes:

- Ladycross House (Sandiacre)
- Beechcroft (West Hallam)
- East Clune (Clowne)
- Holmlea (Tibshelf)
- The Spinney (Brimmington)
- Goyt Valley House (New Mills)

- Gernon Manor (Bakewell)

To inform Cabinet of the outcome of the Equality Impact Analysis.

To make recommendations about the preferred course of action.

To make recommendations about the proposed next steps.

4. Information and Analysis

Background and Context

4.1 On 18 November 2021 Cabinet approved the following:

- a) Commencement of a 12-week public consultation, including consultation with current residents and their families, on the proposals for the future of the seven residential care homes for older people identified above.
- b) To receive a report on conclusion of the consultation including a full Equality Impact Analysis.

4.2 The report to Cabinet on 18 November 2021 set out three viable options available to the Council when considering the future of the seven homes listed above.

- To rewire and carry out major works to refurbish the homes including a full reinstall of the boiler and heating system, removal of any asbestos, the fitting of sprinklers in the ceiling, the replacement of all bathrooms, a kitchen refit and full decoration. This option would require current residents to move out for a period of up to 40 weeks.
- To close the homes and support residents to move to 'local' and 'suitable' alternative provision as recommended by the Improvement and Scrutiny Committee – People.
- To close the homes and support residents to move to any suitable alternative provision.

4.3 The report also set out that, in light of the following factors, the closure of the seven homes, subject to securing local reasonable and suitable alternative provision for the current residents, was perceived to be the preferred and most viable option.

- a) Cabinet has previously made a decision to only close the homes if a local care home or alternative provision was available to replace them.
- b) To ensure that all people requiring residential care can access high quality care in appropriate facilities a full rewire is required in the 7 homes to bring them up to standard.

- c) The homes require significant expenditure in the short and medium-term in order to address urgent maintenance and refurbishment issues. This includes rewiring as a priority, but also heating/boiler replacement, roof works, fire safety improvements and kitchen ventilation works, which cannot be delayed indefinitely. The Corporate Property Department has advised that arrangements to replace the current wiring must be completed by September 2022 to ensure the electrics are brought up to the required standard within a reasonable timeframe.
- d) The homes are no longer fit for the purpose they were originally designed for and do not meet the design requirements set out in the Commissioning Strategy. Even if they are refurbished, they do not have the space, facilities or capability to be adapted to meet the needs of increasingly frail older people, which impacts upon the Council's ability to provide high quality care.
- e) As a result of abridged timescales to complete this essential work, any residents living in the homes in September 2022 would need to move out on a temporary basis for a period of up to 40 weeks whilst a full rewire or refurbishment is undertaken, causing significant disruption and disturbance for residents and their families and for staff who would need to be redeployed during this period. Current residents could return to the homes to live there in the longer-term following completion of the work.
- f) There is currently an oversupply of residential care beds in Derbyshire and in February 2021, 37% of the Council's providers reported occupancy rates below 80%. Local demand is following national trends and shows a period of decline prior to the pandemic which appears to have been accelerated by the pandemic.
- g) There is sufficient capacity in the market to provide alternative provision for the current residents.
- h) In accordance with the expressed wishes of the majority of people consulted in Derbyshire about their future care needs, the Council will be seeking to offer alternatives to residential care through increased community based services and via engaging with the market in relation to the identified undersupply of housing with care provision to 2035.
- i) Significant expenditure on those homes which there is diminishing strategic need for and, even if refurbished, will still not be fit for purpose, is not the best use of public money.

The consultation

4.4 Given the potential impact of any decision there was a clear requirement and need to consult all interested stakeholders and the general public about the proposals and to analyse all the responses before any decision could be made by the Council in relation to each of the homes.

4.5 The formal public consultation on the future of the seven care homes ran for a 12 week period between 8 December 2021 and 4 March 2022. Detailed consultation was undertaken with residents of each of the seven homes, their families, friends and informal carers. Comprehensive consultation also took place with a wider group of

stakeholders through written correspondence and the public through virtual consultation meetings in localities.

Responses to the Consultation

4.6 In total, 483 people responded to the consultation either by attending and contributing to the debate during a virtual meeting or by completing a questionnaire, writing a letter or email or by contacting the Council by phone. Detailed information about the consultation and the feedback received is set out at Appendix 2 and must be read alongside this report.

Analysis

4.7 The feedback received, which has been reviewed and analysed in detail, has been collated into key themes as set out at Appendix 3. The consultation responses have not identified any other viable options the Council has not considered.

Having considered the feedback, the response to each key theme is also set out at Appendix 3, alongside specific responses relating to the feedback and considerations for each home.

Recommendations

4.8 It is recommended that Gernon Manor, Beechroft, Ladycross, Goyt Valley House, Holmlea, The Spinney and East Clune are closed on a permanent basis after the current residents are supported to find local, reasonable and suitable alternative accommodation for the reasons below and as set out at Appendix 3.

4.9 The Council has considered all the responses provided during the consultation and reviewed them alongside the feedback from engagement with the people of Derbyshire. Whilst it is acknowledged that the majority of respondents to the consultation are not in favour of the homes closing, it is recognised that the majority are directly impacted by the proposals and the Council must also consider the feedback from the wider population of Derbyshire who consistently tell us that they want to live independently and in their own homes for as long as is possible. The Council has to balance these competing factors, at the same time needing to deliver on its own stated objective to support people to maximise and maintain their independence whilst ensuring that the accommodation available for people that do require residential care, meets modern standards. This objective is set out in the Housing, Accommodation and Support Strategy 2019 - 2035, which is based upon a strategic vision developed in 2018 following a significant engagement exercise seeking the view of the people of Derbyshire and which was last updated in August 2020. A further citizen engagement exercise was conducted in 2021 by Sortified, an independent organisation commissioned by the Council, providing an opportunity for local people to tell us what is important to them. The feedback from this engagement exercise reinforced previous messages that local people wanted to live independently in their own homes for as long as possible.

4.10 The Council needs to ensure the people of Derbyshire have access to buildings which enable dignified care within a residential setting for people with more complex

needs. Good quality residential care should include en-suite facilities for all residents, including level access showers, and bedrooms that are no smaller than 12m square, with sufficient room for visitors and for carers to access both sides of the bed with easy use of any equipment that is required, such as rotundas and hoists. There should be disabled toilet facilities, accessible outdoor space for residents and they should be dementia friendly in design. To deliver to the Council's Housing, Accommodation and Support Strategy, these are the factors that need to be at the forefront when commissioning new or refurbishing existing residential care in the future. The seven buildings would not meet these requirements even if they were fully refurbished.

4.11 Information about current occupancy demonstrates that there are sufficient vacancies within local care homes to be able to offer current residents local alternatives and meet future projected demand. The information contained within the last report regarding vacancies has been updated and is at Appendix 4. Information about vacancies in local homes is constantly changing and the social care workforce supporting residents and their families to choose a suitable alternative will have easy access to all the latest information. The ability of residents to maintain links with their family and friends will be a significant part of this work and consideration will be given to the accessibility of alternative options for family and friends.

4.12 In summary the reasons for the recommendations to close the homes continue to be as follows;

- a) The expressed wishes of the majority of people consulted in Derbyshire about their future care needs was that they wanted to be cared for in their own home for as long as possible. The Council must seek to offer alternatives to residential care through increased community-based services and via engaging with the market in relation to the identified undersupply of housing with care provision to 2035.
- b) There is currently an oversupply of residential care beds in Derbyshire and in February 2021, 37% of the Council's providers reported occupancy rates below 80%. Local demand is following national trends and shows a period of decline prior to the pandemic which appears to have been accelerated by the pandemic.
- c) The homes require significant expenditure in the short and medium-term, estimated to be approximately £31.000 million in total, in order to address urgent maintenance and refurbishment issues. This includes rewiring as a priority, but also heating/boiler replacement, roof works, fire safety improvements and kitchen ventilation works, which cannot be delayed indefinitely. Significant expenditure on those homes which there is diminishing strategic need for and, even if refurbished, will still not be fit for purpose, does not deliver the Council's Housing, Accommodation and Support Strategy and is not the best use of public money.
- d) The homes are no longer fit for the purpose they were originally designed for and do not meet the design requirements set out in the Commissioning Strategy. Even if they are refurbished, they do not have the space, facilities or

capability to be adapted to meet the needs of increasingly frail older people, which impacts upon the Council's ability to provide high quality care.

- e) There is sufficient capacity in the market to provide alternative provision for the current residents. Detailed information about the current vacancies in the relevant areas is at Appendix 4. The current residents and their families will be supported through the process of finding suitable alternative accommodation locally by officers who will be working in accordance with the Major Change Guidance at Appendix 5 and the Council's Pledges to Residents at Appendix 6.

4.13 The Council acknowledges that asking residents to move home, whether this is on a temporary or permanent basis, is likely to cause disruption and distress for residents and their families and this concern is evidenced by the number of responses to the consultation on this theme. The Council has experience of successfully relocating residents and through adherence to the commitments made in the Pledges to Residents which are set out at Appendix 6, it is satisfied that all of the financial, emotional and practical impacts identified in feedback can be mitigated and minimised successfully. Through careful, detailed, person centered planning, suitable alternatives can be found for current residents with as little disruption and distress as possible and arrangements will be made to ensure that families and friends can continue to maintain contact and that friendship groups remain connected. As such the Council is satisfied that for the majority of residents, any negative impact of the move can be sufficiently mitigated and will be relatively short lived.

4.14 Social workers will continue to work with current residents and their families to support them to move to suitable alternative accommodation before September 2022. The Council is satisfied that there is local, reasonable and suitable alternative provision available for current residents of the seven homes. Because residents will be required to move out of their current accommodation by September 2022 as a result of the need to make arrangements to re-wire the properties by this date, interim options will be found where requested by residents and their families.

4.15 Any cost implications for families will need to be carefully considered and fully appraised. The Council understands how important this will be in providing residents with the support and comfort they need while they settle into their new accommodation, whether this is on a temporary or permanent basis.

Proposed next steps

4.16 If a decision is taken to close the homes on a permanent basis work would commence immediately to undertake an evaluation of each building and site in order to identify potential alternative usage options that will support the Council's commitment to working with partners to ensure that the Older Adult's Housing, Accommodation and Support Strategy is delivered.

5. Consultation

5.1 The Council conducted a public consultation exercise, including consultation with the current residents and their families, between 8 December 2021 and 4 March 2022. The detail of the responses received and analysis is set out in Appendix 2 and 3. The consultation has enabled the Council to:

- Provide information on the options and seek views and concerns; and
- Understand whether there are any other viable options the Council has not considered;

5.2 The Improvement and Scrutiny Committee - People also wished to consider the proposals during the consultation period and provide its views to Cabinet. On 10 January 2022, the Committee considered the report to Cabinet dated 18 November 2021 and following debate resolved to advise Cabinet that to carry out all of the necessary repairs and refurbishments would not make the seven homes fit for purpose in order to provide good and appropriate care for the residents of Derbyshire, it would seem inappropriate to undertake that work.

6. Alternative Options Considered

The option of refurbishing the homes and finding temporary alternative accommodation for residents whilst works are undertaken has been considered but is not considered to be the best course of action for the reasons set out in this report and in the report dated 18 November 2021.

7. Implications

Appendix 1 sets out the implications that have been considered in the preparation of the report, including how the Council will fulfill its obligations under the Care Act 2014 to:

- promote individual well-being (section 1 (1)),
- assess individual needs for care and support (section 9 (1)), and
- consider how best to meet the eligible needs of those individuals requiring care and support in the area (sections 8 and 13 (3))

8. Background Papers

Older People's Housing, Accommodation and Support: a commissioning strategy for Derbyshire 2019 - 2035

Interim Market Position Statement for Older People's nursing, residential, extra care and homecare services 2021 – 2022.

Cabinet on 23 January 2020 – Report of the Executive Director for Adult Social Care and Health; Revised vision and future strategy for Direct Care homes for Older People 2020 – 2025

Cabinet 4 June 2020 – Report of the Executive Director for Adult Social Care and Health; Outcome of the consultation on the future of Direct Care Homes for Older People

Cabinet 10 December 2020 - Report of the Executive Director for Adult Social Care and Health; Direct Care homes for older people: update on actions

Cabinet 11 March 2021 – Report of the Chairman of the Improvement and Scrutiny Committee – People; Scrutiny of the next steps in relation to Direct Care Homes for Older People – update on progress

Cabinet 18 November 2021 – Report of the Executive Director of Adult Social Care and Health regarding The future of Direct Care Homes for Older People in Derbyshire.

9. Appendices

- 9.1 Appendix 1 - Implications
- 9.2 Appendix 2 - Consultation Report on the future of Direct Care Homes in Derbyshire
- 9.3 Appendix 3 – Analysis, response to feedback and recommendations
- 9.4 Appendix 4 – Vacancy Information
- 9.5 Appendix 5 – Major change and closure guidance – Accommodation and support for older people – DCC Adult Care
- 9.6 Appendix 6 – The Council’s Pledges to Residents
- 9.7 Appendix 7 – Indicative timeline for staff engagement
- 9.8 Appendix 8 – Equalities Impact Assessment

10. Recommendation(s)

It is recommended that Cabinet:-

- 1) Following consideration of the full report on the consultation responses received at Appendix 2 to the report; the detailed analysis of the feedback at Appendix 3 and the response to that feedback on a thematic basis and with respect to each individual home and the content of the Equality Impact Assessment, approves the permanent closure of The Spinney, East Clune, Holmlea, Ladycross House, Goyt Valley House, Gernon Manor and Beechcroft, subject to;
 - (i) the current residents of the homes being supported to find suitable, local and reasonable alternative accommodation or any alternative

accommodation of their choice based on individual preferences and circumstances; and

- (ii) before proceeding with the permanent closure of any of the homes, the Council shall ensure that alternative arrangements have been made for all of the residents at each of the homes which meet the Council's obligations under the Care Act and any other relevant legislation or guidance.
- 2) Agrees that further work is undertaken for each property to fully evaluate potential alternative use of the sites including options to support the development and delivery of the Older Adult's Housing, Accommodation and Support Strategy.
 - 3) Notes that a formal consultation with staff and trade unions representing staff affected by the closures will commence and every effort will be made to assist employees in seeking suitable alternative roles to minimise the number of redundancies.

11. Reasons for Recommendation(s)

11.1 The reasons for the recommendation to close the homes are;

- a) The expressed wishes of the majority of people consulted in Derbyshire about their future care needs was that they wanted to be cared for in their own home for as long as possible. The Council must seek to offer alternatives to residential care through increased community-based services and via engaging with the market in relation to the identified undersupply of housing with care provision to 2035.
- b) There is currently an oversupply of residential care beds in Derbyshire and in February 2021, 37% of the Council's providers reported occupancy rates below 80%. Local demand is following national trends and shows a period of decline prior to the pandemic which appears to have been accelerated by the pandemic.
- c) The homes require significant expenditure in the short and medium-term, estimated to be approximately £31.000 million in total, in order to address urgent maintenance and refurbishment issues. This includes rewiring as a priority, but also heating/boiler replacement, roof works, fire safety improvements and kitchen ventilation works, which cannot be delayed indefinitely. Significant expenditure on those homes which there is diminishing strategic need for and, even if refurbished, will still not be fit for purpose, does not deliver the Council's Housing, Accommodation and Support Strategy and is not the best use of public money.
- d) The homes are no longer fit for the purpose they were originally designed for and do not meet the design requirements set out in the Commissioning Strategy. Even if they are refurbished, they do not have the space, facilities or capability to be adapted to meet the needs of increasingly frail older people, which impacts upon the Council's ability to provide high quality care.

e) There is sufficient capacity in the market to provide alternative provision for the current residents. Detailed Information about the current vacancies in the relevant areas is at Appendix 4. The current residents and their families will be supported through the process of finding suitable alternative accommodation locally by officers who will be working in accordance with the Major Change Guidance at Appendix 5 and the Council's Pledges to Residents at Appendix 6.

11.2 To ensure the Council complies with its legal obligations under statute or guidance.

11.3 To ensure that the future use of each property is carefully assessed.

12. Is it necessary to waive the call-in period?

12.1 No

Implications

Financial

1.1 The total budget in 2021/22 of these seven homes was £7.269m. If our homes were 90% occupied the cost of buying places in the PVI sector for all those residents would be £6.828m. However, the cost to purchase 65 beds in the independent sector for the current number of residents in the seven homes would be £2.035m.

The total refurbishment costs for the seven homes are indicated to be in the region of £31.043m

These figures don't include provision for potential redundancy costs, site clearance/security costs or potential receipts from sale of land/property which are not included. In addition the future maintenance liability of these properties would be avoided.

Legal

2.1 The Care Act 2014 imposes a general duty on local authorities to promote an individual's well-being (section 1 Care Act 2014).

'Well-being' is a broad concept but particular reference is made to an individual's control over day-to day life (including over care and support and the way in which it is provided) domestic, family and personal relationships and also the suitability of living accommodation (section 1(2)(d), (g) & (h) Care Act 2014). Local authorities are also required to have regard to particular matters regarding well-being, including the importance of beginning with the assumption that the individual is best-placed to judge the individual's well-being; the individual's views, wishes, feelings and beliefs; and the importance of the individual participating as fully as possible in decisions relating to the exercise of the function concerned and being provided with the information and support necessary to enable the individual to participate (section 1(3)(a), (b) and (e) Care Act 2014).

Local authorities must promote diversity and quality in the provision of services. There is a duty to promote the efficient and effective operation of the market, which includes ensuring that there is a variety of high quality services and providers to choose from (section 5 Care Act 2014).

An assessment of needs must be carried out where it appears to the local authority that a person may have needs for care and support. The assessment must identify whether the adult has any needs for care and support. If there are, the assessment must state what those needs are. (Section 9(1), Care Act 2014.) A Local authority must also assess any carer (current or prospective) where it appears they may have need for support. Section 10(1) Care Act 2014.

After assessing what the needs of an adult or carer are, a Local Authority must consider whether the needs meet the eligibility criteria for a provision or service (section 13(1), Care Act 2014). The criteria does not specify the types of care and support that a Local Authority must provide to meet eligible needs. Prior to any individual moving accommodation, their needs assessment and care and support plan should be reviewed. In offering alternative accommodation the Local Authority should have regard to the Care and Support and After-care (Choice of Accommodation) Regulations 2014.

The Gunning principles set out the common law principles to be observed when undertaking consultation. R v London Borough of Brent ex parte Gunning [1985] 84 LGR 168 established these principles, which set out that a consultation is only lawful when these four principles are met:

1. Proposals are still at a formative stage - A final decision has not yet been made, or predetermined, by the decision makers.
2. There is sufficient information to give 'intelligent consideration' - The information provided must relate to the consultation and must be available, accessible, and easily interpretable for consultees to provide an informed response.
3. There is adequate time for consideration and response- There must be sufficient opportunity for consultees to participate in the consultation. In the absence of a prescribed statutory period, there is no set timeframe for consultation, though it is widely accepted that twelve-week consultation period is sufficient. The adequacy of the length of time given for consultees to respond can vary depending on the subject and extent of impact of the consultation.
4. 'Conscientious consideration' must be given to the consultation responses before a decision is made. Decision-makers should be able to provide evidence that they took consultation responses into account.

Following the consultation Members will now need to take careful account of the views expressed in arriving at their decision. In addition, any final decisions must also take into account the rights of service users as set out in the Human Rights Act 1998, specifically Article 8, "Right to respect for private and family life".

In coming to a decision, the Council should also have regard to its statutory duties under the Care Act 2014 set out above and the Public Sector Equality Duty (PSED) under the Equality Act 2010.

The PSED requires public authorities to have "due regard" to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 (*section 149(1a)*).

- The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (*section 149(1b)*). This involves having due regard to the needs to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic (*section 149(3)(a)*);
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (*section 149(3)(b)*); and
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low (*section 149(3)(c)*).

A full Equality Impact Assessment has been prepared during the consultation process reflecting issues raised during the consultation process and is appended to this report. Cabinet members must have due regard to this report to ensure that it is satisfied that any adverse impact and the proposed mitigation allows it to meet the legal obligations set out above.

Human Resources

- 3.1 Any resultant staffing changes will be approved by the Executive Director for Adult Social Care and Health in conjunction with the Director of Organisation Development & Policy, Director of Finance & ICT and Director of Legal & Democratic Services.

For information, the proposal to close the seven homes, if approved, will result in the reduction of 204 staff (headcount) (131.98 FTE) at a maximum, placing all impacted employees at risk of redundancy. The Council will meet its legal obligation to reduce the number of compulsory redundancies and consider appropriate alternative employment in accordance with statutory requirements

An indicative timeline is outlined in Appendix 7.

Engagement has taken place with those employees affected and the joint trade unions and formal consultation will be undertaken on the proposals with both these stakeholder groups should this report be approved. This formal consultation will be undertaken in accordance with section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 and will be covered by the Council's corporate notification to the Secretary of State of potential redundancies under Section 193 of the Act.

Formal employee consultation, both group and individual, will be carried out and in order to facilitate this process it is proposed, subject to Cabinet approval, that the report be released to affected employees and the trade unions.

Information Technology

4.1 None directly arising.

Equalities Impact

5.1 A full Equality Impact Analysis has been undertaken and is at appendix 8.

Corporate objectives and priorities for change

6.1 In the Council Plan 2021 – 2025 the Council states that listening to, engaging and involving local people in order to ensure services are responsive and take account of what matter most to people, as being a core value.

6.2 The Council commits to work together with its partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive, and to spend money wisely making the best use of the resources that it has.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 As set out in the report.

(Appendix 2)

**CONSULTATION REPORT ON THE FUTURE OF DIRECT CARE HOMES
IN DERBYSHIRE**

1. Purpose of the Report

A report was presented to Cabinet on **18 November 2021** which sought approval of:

(a) The programme of formal public consultation on the future of the homes listed below (one of which includes an integral day centre), including possible closure, for a period of 12 weeks, to be conducted as set out in the report:

- • Ladycross House (Sandiacre)
- • Beechcroft (West Hallam)
- • East Clune (Clowne)
- • Holmlea (Tibshelf)
- • The Spinney (Brimington)
- • Goyt Valley House (New Mills)
- • Gernon Manor (Bakewell)

(b) That a further report will be received following the conclusion of the consultation and any market engagement processes, including a full Equality Impact Assessment.

2. Methodology and Approaches

The report was presented on **18 November 2021** to Cabinet and the consultation was agreed. This consultation took place between the 8th December 2021 and 4th March 2022. This report will summarise views and opinions submitted by the people of Derbyshire during this period.

Who was encouraged to participate?

All residents, next of kin, statutory agencies, voluntary organisations and private residential homes in the geographical area of the seven homes were sent a letter and a leaflet immediately following the Cabinet decision to consult on the future of the seven homes.

Information was available within the residential homes including a copy of the Cabinet paper, for anyone who wished to see a further hard copy.

Staff from the Adult Care Stakeholder Engagement and Consultation Team arranged 10 virtual meetings hosted by the Director of Adult Social Care in which participants were given the opportunity to comment.

Derbyshire Webpage

People were directed to the microsite giving additional information about the consultation, together with a link to the Derbyshire Consultation webpage to enable completion of the on-line questionnaire.

The consultation used a quantitative and qualitative approach to gather people's views about the proposed changes. Officers enabled as many people as possible to take part, by offering a range of ways in which they could share their views:

1. All current residents identified by each residential home together with their next of kin received an introductory letter detailing the arrangements for undertaking the consultation and the proposals for consideration.
2. All Statutory Agencies (including GP surgeries), the voluntary sector and private residential homes within the geographical area of the seven homes under consultation, were sent a letter informing them of the proposals and ways to take part in the consultation
3. Offering the questionnaire in different formats, such as other languages or larger print if this was more appropriate
4. Completing the questionnaire online
5. Requesting a paper copy of the questionnaire via the Stakeholder Engagement and Consultation Team and sending in comments using the standard postal questionnaire
6. Opportunity to write into the Council via a letter or dedicated email address
7. Telephone interview for those people having difficulty completing the questionnaire
8. Being signposted to further information on the Derbyshire County Council website, www.derbyshire.gov.uk/care-home-review which gave an outline of the future strategy/living well in the future/the proposals for the future of care homes/have your say on the future of care homes/the future of care homes frequently asked questions and the independent condition surveys

9. Media releases which were issued at the start of the consultation and news releases were published on the Derbyshire County Council website
10. An Article about the consultation and how to get involved was published in Derbyshire Now Magazine which is distributed to every household across Derbyshire.
11. Virtual meetings using Microsoft Teams in each of the homes were arranged to go through the proposals with residents, families and informal carers, plus virtual meetings for members of the public and other stakeholders in each area of Derbyshire (Erewash, North East Derbyshire and High Peak and North Dales) were arranged.

Qualitative Approach

There were 3 distinct approaches to the analysis of the qualitative material.

1. Information gathered during virtual meetings in the care homes. Public meetings taking place virtually, information from letters emails and telephone calls where clearly the feedback was pertaining to an individual establishment were all coded and analysed and reported as information for the individual 7 care homes
2. Qualitative information contained in the online and paper questionnaires was not possible to break down for individual establishments therefore all qualitative information contained in them was coded and analysed as a whole
- 3 Further qualitative analysis was done to code and analyse those two sets of qualitative material as a whole, and are reported in a graph on page 29. This gave us an opportunity to widen our understanding of the views about the proposals and indicate some of the reasons behind people's opinions. It also allowed people to expand and give examples as to the potential impact of the proposed changes.

N.B We have provided analysis of the questionnaire and virtual public meetings for all of the care homes together as it was not possible to provide analysis of these separately as some respondents had chosen to comment on multiple care homes.

Scope of the summary themes used within the qualitative approach

In the development of the themes some contained within them a range of responses rather than a set of tightly aligned responses. SECT analysed the responses, theming them under the following categories in alphabetic order.

Agree to closure

Some respondents agreed with the proposal to closure citing that the homes even when refurbished would not meet the standards and facilities required in the future.

Build new

Some respondents felt that Derbyshire County Council should find ways of building new Residential Care homes within Derbyshire.

Concerns about the alternative options

It was felt during the analysis that there were several nuances that required separate consideration and are listed under the following bullet points, and are also reported on quantitatively in a graph:

- **Lack of Quality alternative accommodation**

Some respondents felt that if the homes did close that there was not a sufficient amount of quality Residential Care Homes available in Derbyshire.
- **Lack of suitable affordable alternatives**

General standards and quality of care and the costs involved in the private sector were questioned, with respondents questioning the affordability of the private sector and the location in their locality.
- **Quality of Derbyshire County Council Care**

Some respondents commented that the standards and quality of Derbyshire County Council establishments were higher than those in the private sector and not profit orientated. Adding much praise for the standards and care delivered by Derbyshire County Council front line staff.
- **Financial Considerations**

Some respondents felt that these proposals did not consider the financial implications going forward on the elderly population and how the costs would increase if the availability of Council run care homes was significantly reduced and therefore suitable affordable alternative provision to the Private Sector.
- **Suitable Alternative**

Participants were not convinced that there was enough suitable accommodation in what they classed as their local area. Provision that is accessible and familiar in order to support the closure and moves needed.

- Concerns about the private sector

Some respondents questioned the ethos of the Private Sector and thought that it was profit orientated and because of this felt that the standard of care could in some instances be inferior to Council run establishments.

- Questioning the definition of local

Distress caused to residents and relatives

This was of major concern to residents, relatives, staff and other stakeholders. Respondents commented on the overwhelming stress that the consultation was putting on those directly involved in the proposals. Further many recordings heightened concern for the wellbeing of those impacted in the future should the proposals go ahead.

Historic Maintenance

Respondents expressed that Derbyshire County Council had not invested sufficient resources in the Homes historically, nor had they planned for a scheduled maintenance programme and that had led to the current position of disrepair.

Legality of Consultation

Some respondents questioned the legality of the consultation citing the fact that the consultations were conducted virtually.

Negative impact on local community

Respondents felt the closure of Care Homes would have a significant negative impact on their local community e.g. loss of employment opportunities, removing the elderly from their community and the loss of the intergenerational activities taking place.

Opposed to Closure

A lot of respondents were against the closure of the homes, but as some respondents ticked more than one box to identify which Residential home, they were responding to we are not able to provide a further analysis of which homes this was relating to.

Other - not falling into a theme

There was a percentage of comments captured which were of a random nature and did not fall into a theme. Some responses particularly in the questionnaire were not addressing the question posed or the proposals in general and therefore were placed under 'other'.

Political Statement

Some respondents felt that these proposals were politically motivated with the current administration aiming to decrease the amount of inhouse services provided.

Pressure on other services

Some of the respondents felt that the temporary or permanent closure of the homes may have a negative impact on other services such as hospital discharges and put additional pressure on them.

Questioning the information

Some respondents did not trust Derbyshire County Council to follow the Consultation outcome and felt that even if residents were moved out to refurbish the homes that DCC would still close them. Some respondents expressed a distrust in the Council generally.

Questioning the rationale

Some respondents felt that the rationale for the proposals were incorrect and questioned the amount of work that was required to all of the Residential homes listed in the proposals.

Questioning the strategy/ Disagree with strategy

Many respondents made comment that in their opinion, having built the future proposals on a flawed strategy this made any future proposals also flawed. There was particular concern that the research that was being presented around future needs was in direct conflict with Government research and the growing elderly population. Some indicated a belief that the information had been manipulated to meet the needs of Derbyshire County Council. Many commented that there will be a greater need in the future rather than less. Therefore, Derbyshire County Council should be planning for this and increasing the capacity of in-house provision. Respondents further also challenged how prepared Derbyshire County Council are to enable a reduction of residential Care Homes and to provide care at home as an alternative, particularly for people with dementia.

Refurb in situ/ Agree to refurbishment

Some respondents agreed with the proposal to refurbish all of the homes in the proposals. For others and a major concern was the need to move out of the homes and carry out the work required whilst the current residents remained in situ but were moved to different parts of the Residential Homes, therefore reporting on Refurb in Situ has been reported separately as quantitative information within the graph.

Qualitative analysis from Consultation views on proposal to close/refurbish East Clune (which contains an integral day centre), Clowne

Letters, Emails, Telephone Calls, and virtual Meetings (No-one wished to attend the virtual meeting held for relatives and residents of East Clune).

Overall 13 comments were captured from the 5 respondents who chose to respond via email, letter, or telephone call. There were a further 101 respondents who selected East Clune as one of the options of the homes they were providing feedback for when completing the questionnaire.

Of the 13 comments that were captured the following were the top themes:

- **Distress Caused to residents and relatives** – 3 comments were captured under this theme such as:
 - I just want Dad to move to a home where he is well cared for and I can visit him regularly. I walk from Bolsover to Clowne to visit him at the moment because I can't afford to run my car - so please move him to somewhere where i can either walk to or pay the bus fare for me to visit him regularly
 - I remain concerned over the upheaval this will cause to people in the later stages of life, who are often the most vulnerable, and the effect the closure of these beloved homes will have on the local community. But ultimately, my primary concern is for the welfare of the residents.
 - It is worth stating clearly just how important these homes are to the local community, families and friends can visit loved ones close by and with ease. This will be severely limited by moving the provision outside the village – further restricted by poor rural bus services – which could have unintended consequences of social isolation for those within the care homes.
- **Build new** – 2 comments were captured under this theme such as:
 - Spending millions on refurbishments would be mismanagement of taxpayer's money and I would much prefer the money, and that from the sale of the land, be reinvested into building state-of-the-art care homes with 21st century facilities to provide high quality care for elderly residents and extending the level of care provided in people's homes which is the preference for so many people.
- **Negative impact on local community** – 2 comments captured such as:
 - We oppose the closure of the care home at Clowne. We ask that DCC continue to act as a provider of Direct Care for older people in Clowne. There is a need for this type of direct Council supported care provision in this corner of the County and we call on DCC to stick to its promise that no resident will be forced to leave Clowne.

Consultation views on proposal to close/refurbish Goyt Valley, New Mills

Letter, Emails and Telephone Calls and virtual meeting for residents and relatives

Overall 25 comments were captured from the 19 respondents who chose to comment via email, letter, virtual meetings for residents and relatives and via telephone call. There were a further 131 respondents who selected Goyt Valley as one of the options of the homes they were responding to on the questionnaire.

Of the 25 comments captured the following were the top themes:

- **Questioning the rationale** – 13 comments were captured under this theme with comments such as:
 - The demand figures mentioned all relate to the period during the pandemic – a time when you deliberately suppressed demand by refusing to admit any long-term residents to the homes. In order to determine trends you would need to show a consistent reduction in demand prior to the pandemic coupled with a forecast of future demand based on other reliable demographic data and the impact of factors such as the demand spike when Baby Boomers, a large demographic, pass away and the fact that the very elderly, an increasingly large group as people live longer, are not able to live independently even with support. In the absence of such data it is clear the figures have been manipulated to support an argument for closure.”
 - Last time we were told that the ‘necessary’ repairs were a new boiler - this had already been replaced! Rewiring - a relative of one of the residents being a qualified electrician had obtained a copy of the wiring report which proved it had been done and was completely adequate! New fire precautions - these have since been completed! And en-suite bathrooms - very few residents could use one of these, my Mum currently has a commode at night and can feel her way down the bed to that, if she instead had to find her frame and try and make her way to a bathroom while half asleep, there would certainly be accidents plus a high risk of a fall!
 - Report makes reference to people choosing to live longer at home but it may be difficult to recruit staff to provide care in individuals’ homes and it may not always be appropriate We are an ageing population, people would ideally like to be at home but unfortunately this isn’t always possible, places like Goyt Valley House will be needed more, not less. A mixture of care is needed – not everyone can go straight home after hospital.
 - Similarly, formulating a social care policy on peoples’ choices without the relevant research and statistical data to support this assertion is frankly inept and again smacks of clutching at any passing straw to bring about the home closures. Either that or the data does exist but is not palatable to the Council which is why it has not been published.

- **Distress caused to residents and relatives** with 6 comments such as:
 - My Mum is (X) this week and was living very happily at Goyt Valley until all these closure talks were shared with the residents! She's now constantly worrying about it. She is (X) but knows her way round her room and round the home, the staff are fabulous as they genuinely care for the residents. Mum has friends among the residents and is also worried that she will lose touch with them, she enjoys their chats as she is no longer able to read or see much on the TV. We are worried that she would be placed somewhere with people who are unable to have a conversation with her, thus isolating her completely!
 - Please get a conscience and leave these elderly people in peace where they are happy! find it all very frustrating and upsetting and because of the limitations on visiting and the effect this has had on residents' mental health, it is very hard to reassure them and make them feel loved and wanted
- None of the **other comments** captured formed a theme, however, to provide a flavour of these other comments they included voicing opinions on:
 - Opposition to the closure
 - Lack of suitable alternative accommodation
 - Mistrust in Derbyshire County Council.

Consultation views on proposal to close/refurbish Ladycross House, Sandiacre

Letter, Emails and Telephone Calls and virtual meeting for residents and relatives

Overall, 32 comments were captured from the 20 respondents who chose to comment via email, letter, virtual relative and resident meeting and via telephone call. There were a further 216 respondents who selected Ladycross House as one of the options of the homes they were responding to the questionnaire.

Of the 32 comments captured the following were the main themes:

- **Distress caused to residents and relatives** with 6 comments, for example:
 - Why oh why is Ladycross care home threatened with closure again. It's such a lovely home and it is a 'home' to the residents. It's been there for years and years but now yet again money and statistics are taking the forefront and people are making decisions who haven't got a clue about how important local care is. This is a busy home small and caring not a large business proposition like an officeit's a home. Its sacrilege to close this, the opposition to

- its closure is massive and we are very angry it's got to this point again. What is wrong with DCC you really haven't got a clue
- I hate the thought of being cut off from the people I know, and I hate the thought of having to struggle to get to see family members. I have never been able to drive
 - Distress caused to residents once again is culpable for the 7 remaining residents. I have been supporting family members since the emergency evacuation in 2018. The upset that the continued threat of closure of their loved one's home is heart-breaking. A move, even in the short term whilst the remaining work necessary to bring this home up to standard (which I understand to be rewiring the bedrooms), would have a devastating impact on the elderly residents, their families and friends and the upheaval will have an impact on their physical and mental health and could even result in death.
- **Opposed to the closure** with 5 comments such as:
 - This Parish Council strongly opposes the closure of Ladycross and the other homes in Derbyshire and calls upon the County Council to stop what is becoming an annual event of threatened closures which is causing worry to residents and their families. We also call upon the County Councillor for this area to vote and speak out against closure"
 - Finally, I implore County Councillors not to under-estimate the strength of local feeling surrounding this matter, particularly in Sandiacre, and to take the time to truly reflect upon the full impact and consequences of whatever decision they make. But they should be under no illusion that to swing a Beeching-style axe through this community will leave a scar in Sandiacre for which they are unlikely to be forgiven.
 - **Refurbish in situ** with 4 comments which as:
 - I object to the above-mentioned care home being closed. It is a local care home allowing residents to stay in the area they have lived in, potentially for all of their lives, with friends and relatives in the area being able to visit them easily. There is no reason why, as the home is split into 4 wings, any work cannot be undertaken while the residents are still living in their home. Please could this be considered.
 - **Other comments** which did not fall into a theme were regarding such issues as:
 - Need for local provision/ questioning the rationale/lack of suitable alternative local provision/impact on other services.

Consultation views on the proposal to close/refurbish The Spinney, Brimington

Letter, Emails and Telephone Calls and virtual meetings for residents and relatives

Overall 54 comments were captured from the 18 respondents who chose to comment via email, virtual meetings and via telephone call. There were a further 105 respondents who selected The Spinney as one of the options of the homes they were responding to the questionnaire.

Of the 54 comments that were captured the following were the top themes:

- **Distress caused to residents** and relatives with 18 comments such as:
 - I am concerned that there would not be anywhere close enough for us to visit, the current home that mum is in is 25 minutes away it would be difficult to manage a journey any further than that
 - It would kill me having to move from here, I don't want to move from here
 - I would like to point out that X has Dementia and is very reliant of the care home for her safety and peace of mind. My mother doesn't recognise anything else but the living room and the people around her. When I visit, I have to meet her in a conservatory at the back of the home where she gets very anxious as she doesn't recognise where she is and she doesn't know me either. After about 10 mins she wants to go back to the living room and her friends. So I think for her to have the home closed down and moved somewhere unfamiliar on her own would be devastating and cause her tremendous anxiety. I can't understand why former and present councils have ignored maintaining the Care homes until they are so bad, they have to be closed.

- **Legality of consultation** with 10 comments such as:
 - The breach of duty of care holding a Consultation in lockdown and during a pandemic
 - Further to your letter in which you state the consultation starts on 22nd November and 'wellbeing is our top priority and committed to finding high-quality care' and 'virtual meeting' due to safety issues. To show true care for mental health and wellbeing and respect human rights of residents to a fair hearing you need to postpone this process until it is fair and free for residents and families to discuss together these matters with the Council in an open and frank forum and not via ZOOM. While restrictions remain and you consider tearing down homes to discuss via zoom is to dehumanise the rights, wellbeing and fair due process of elderly residents. In their care homes are a generation of residents that

deserves frank and face to face conversation and respect. Look into their faces honestly and openly and not via a computer. This is the communication they know and deserve from Derbyshire County Council cabinet and its members and members of the Consultation team. What is a fair and public hearing? You have the right to a fair and public trial or hearing if: you are charged with a criminal offence and have to go to court, or a public authority is making a decision that has an impact upon your civil rights or obligations. You have the right to a fair and public hearing that: is held within a reasonable time is heard by an independent and impartial decision-maker gives you all the relevant information is open to the public (although the press and public can be excluded for highly sensitive cases) allows you representation and an interpreter where appropriate, and is followed by a public decision.

- **Questioning the rationale** with 6 comments such as:
 - It is highly disputed and contentious re the building's needs at the Spinney together with the mass inflated costing figures and all other points. (See 'X's' independent report with figures, findings and mass reassurance that the Spinney is fit for purpose as per the Care Act etc.) It is also incorrect to say decline in area when the Spinney at Brimington could have been filled with residents many times over and still could be if you changed your executive decision and allowed it. Your whole department needs to stop quoting national figures without a full local analysis report of figures and needs for local care facility in Brimington and Chesterfield.
- **Refurb in situ** with 5 comments such as:
 - Derbyshire Council have failed in not allowing a 4th viable option of keep the homes open while necessary repairs are undertaken as noted in report by 'X' company the repairs and costs are disputed, and the Spinney was deemed 'fit for purpose' as per Care Act and also is fit for purpose as it is being used to prevent bed blocking.
- **Other** comments which did not fall into a theme were:
 - Distrust in Derbyshire County Council and questioning the strategy.

Consultation views on the proposal to close/refurbish Beechcroft, Ilkeston

Letter, Emails and Telephone Calls and Virtual Meetings For residents and relatives

Overall 19 comments were captured from the 17 respondents who chose to comment via email, letter, virtual meeting for residents and relatives and via telephone call. There were a further 112 respondents who selected Beechcroft as one of the options of the homes they were responding to the questionnaire.

Of the 19 comments that were captured the following were the top themes:

- **Distress caused to residents and relatives** with 9 comments such as:
 - My Dad has already moved residential home once when the other one he was living in was closed – please take this into account - as keep moving them is very stressful – particularly at their time of life
 - Concerned about how his Dad would cope with either moving out temporarily or permanently if the home is refurbished or closed and what support will be made available to his Dad
 - Just want to ensure that Mums move either temporarily or permanently is done with everyone involved and Mum is moved to a location that daughter can easily visit and Mum and the family are happy with.

- **Refurbish** with 4 comments such as:
 - Some of the remedial work has already been done such as the kitchen so why not do the minimum work required and keep disruption to residents to a minimum
 - My first choice would be not to close Beechcroft but to refurbish it. The staff are fabulous and my mum is really happy there. Previous to her being in Beechcroft she was in a private home and the standard of care was nowhere near the standard at Beechcroft - please refurbish and do not close it.

- **Other** comments which did not fall into a theme were regarding:
 - Replacing with new builds/the negative impact it would have on the local community and questioning why the consultation was happening again so soon after the last one.

Consultation views on the proposal to close/refurbish Gernon Manor, Bakewell

Letter, Emails and Telephone Calls and virtual meetings for residents and relatives

Overall 15 comments were captured from the 9 respondents who chose to comment via email, virtual meeting for residents and relatives and via telephone call. There were a further 109 respondents who selected Gernon Manor as one of the options of the homes they were responding to the questionnaire.

Of the 15 comments captured the following were the top themes:

- **Distress caused to residents and relatives** with 3 comments such as:
 - Bakewell is accessible by family/ relatives/ visitors to those residents at Gernon Manor who have to rely on public transport due to its proximity to A6 Haddon Road
 - I don't want the home to close because it is a nice area, and I can go out for a walk
 - It's making me feel depressed and upset, I hope it does not close down I have nowhere to go.
- **Questioning the strategy** with 3 comments such as:
 - Bakewell has an especially high elderly population which is predicted to continue to rise (as shown in DDDC Housing Needs Survey 2015)
 - There is an ageing population with increased need for residential care, especially as dementia cases are rising in elderly people
 - There are currently only 7/ 33 available placements being utilised as of January 2022. (when NHS are desperate for residential care places to be available).
- **Other** comments captured did not fall into a theme but were concerning issues such as:
 - Agreeing with the proposal to refurbish/ the negative impact closure would have on the local community/ concerns about private sector care/ pressure on other services/questioning why refurbishment couldn't be carried out in situ.

Consultation views on the proposal to close/refurbish Holmlea, Tibshelf

Letter, Emails and Telephone Calls virtual meetings for residents and relatives

Overall 31 comments were captured from the 10 respondents who chose to comment via email, virtual meeting and via telephone call. There were a further 104 respondents who selected Holmlea as one of the options of the homes they were responding to the questionnaire.

Of the 31 comments that were captured the following were the top themes:

- **Distress caused to residents and relatives** with 13 comments such as:
 - Our mum is happy and healthy here, we would like her to stay
 - My mum can't communicate verbally but the staff know her, they are able to attend to her needs as they have built that relationship with her. She wouldn't have that with strangers

- Residents have built up trust and relationships with the over the years. It would be nice if staff and residents could move together.
- **Questioning the strategy** with 4 comments such as:
 - Lots of elderly people assume they can look after themselves and her too proud to ask for help. They will try to be independent, even with a care package it can be dangerous for them. When asked they will say “I’m doing ok” when they aren’t managing at all
 - The private care sector is struggling going through a rough patch. I don’t feel like your strategy will stand the test of time. It might have been ok back in 2019 but things have changed since then
 - We had mum home for a month during covid. It didn’t work for us and won’t work for most people.
- **Other** comments captured that did not form a theme were issues such as:
 - Clarity on the proposals/ praise for the quality of care/ historic maintenance/ lack of suitable alternative accommodation/ opposed to closure/ refurb on site.

Generic feedback from letters, emails and phone calls

From the analysis of all of the letters, email and phone calls – 6 comments did not relate to a specific care home, so the feedback comments have been analysed in the following section. As the overall generic feedback was not large and therefore did not form specific themes the following is a list of issues that were raised in them:

- Questioning the strategy
- Distress caused to residents and relatives
- Negative impact on community
- Distrust in DCC
- Lack of suitable alternatives.

Feedback from the Virtual Public Meetings

Three public virtual meetings were held for the 7 homes – North East area for The Spinney, East Clune and Holmlea, High Peak and Dales for Gernon Manor and Goyt Valley House and Erewash area for Beechcroft. The following is the analysis from these three meetings.

North East Area Virtual Public Meeting

24 people attended the public meetings which included Social Care Leads, 10

Parish, District and County Councilors and 10 members of the public and 4 Trade Union representatives. During the meeting 37 comments were captured with the following forming the top themes:

- **Questioning the rationale** with 14 comments such as:
 - The business case for the capital investment of the refurbishment has clearly not been done to evidence the case for and against closures. Any decision that is made is therefore done without proper diligence having been conducted. Any decision to close will therefore only be based on emotive and ideological reasons
 - I wonder if DCC will scrutinise the electrical certification of private care homes to the same standards of their own homes
 - DCC need some new conditioning reports. The ones they are currently using are three years old and some of the work has already been completed so they are out of date.

- **Distress caused to residents** and relatives with 7 comments such as:
 - My concerns relate to visiting by family and friends. We need to consider the wellbeing of the family. My experience of public transport is very poor. Not everyone has a gold card. So, there are cost implications for moving people away from loved ones. It is a big upheaval and will hit people on benefits hardest. It is an important consideration
 - Residents will have to get used to new staff caring for them. Staff they aren't used to.

- **Questioning the strategy** with 5 comments such as:
 - I would be interested to see your policy on long term complex needs residential care Vs short term care. If there was a reducing need for residential care for people with higher needs, then why would the private sector be investing so heavily. There are new private care homes being built around Derbyshire to meet demand.

- **Other** comments which did not form a theme included:
 - Pressure on other services
 - impact on staff and local area

High Peak and Dales Virtual Public Meeting

23 People attended including Social Care staff of the High Peak and Dales to the virtual public meeting. They were made up of 9 Parish/District and County Councillors, 1 Trade Union Official and Social Care Lead and 13 Members of the Public. 32 comments were captured. The following were the main themes which emerged:

- **Negative impact on local community** with 5 comments such as:
 - The homes bring extra to the community, to remove them would be dreadful
 - A previous resident of Goyt Valley gave a plea for New Mills. I am not very mobile and if Goyt Valley was to go, the next care facility is 10 miles away. A friend moved from Goyt Valley to Buxton but it isn't on the bus route so I can't see them
 - Goyt Valley is part of the community.
- **Distress caused to residents** and relatives with 4 comments such as:
 - The quality of public transport with the access on the roads during the winter would be an issue
 - A friend who is 93, her 103 year old sister lives there happily. Nowhere else gives the care.
- **Pressure on other services** with 3 comments such as:
 - Struggling to get people out of hospital now, due to not having the facilities.
- **Other** comments which did not form a theme include:
 - Lack of local alternative provision/ Distrust in Derbyshire County Council/ historic maintenance/ legality of consultation/questioning the rationale/ questioning the strategy.

Erewash Virtual Public Meeting

15 people attended the virtual public meeting including 1 relative, 8 members of the public and 6 Parish, District and County Councilors. 21 comments were noted at the virtual public meeting. The following were the main themes which emerged:

- **Questioning the rationale** with 5 comments such as:
 - The report from Faithful and Gould is from before 2018 – before lots of the work that has been done to Ladycross – you should be using up to date costings in the Cabinet Report. There were 24 residents which had to move out when some of the other refurbishment work took place – you installed a new kitchen and new bathrooms throughout – spent £51000 on new electrics – now you have reduced the amount of residents to just 7. What is the difference between this home and Briar Close where you carried out the refurbishment whilst the residents lived there – you are just using the old costings as an excuse to close the home

- The costings were disputed, and it was stated that the public would be massively re-assured if the public could independently evaluate the costs that DCC have done
- Are you using out of date information on how many people need care homes – we think they will still be required in the future.
- **Distress caused to residents and relatives** with 3 comments such as:
 - The stress of moving residents kills them, and we know that this is a fact
 - You need to take into consideration the relatives and their ability to visit regularly – this is so important to the resident's mental health.
- Other comments did fall into a specific theme but were regarding such issues as:
 - Clarity on proposals/ financial impact on residents is having to pay private/ negative impact on community /refurb in situ/ retain Derbyshire County Council Direct Care Residential home.

Qualitative analysis of questionnaires

Overall, 323 questionnaires were completed. The free text boxes following questions that requested an explanation of the respondent choice of answer, were analysed and coded by the SECT in order to establish themes from the individual questions. The following are the results:

Question 1 – Do you agree or disagree with the three proposals set out in the introduction to the questionnaire, are these the right proposals in the circumstances? – If you answered 'Strongly disagree' or Tend to disagree please tell us why and include what you think the proposals should be:

Overall, 151 respondents gave an explanation for their choice. the top where themes as follows:

- **Refurb in situ** with 65 comments such as:
 - I don't think there's a need to move everyone out in order to refurbish. I think with the reduced number in the homes it should be possible to do this in parts and keep people in their home.
 - Moving elderly and often infirm residents would be traumatic and will they be able to return. Could the refurbishment not be done in stages with as little disruption as possible.
 - I think it's just a ruse to get residents out so you can close it, leave it be and renovate bit by bit, move residents into half the home whilst the other half is worked on.
 - Residence may be able to stay in their respected residence whilst works are carried out. Example would be moving residence to one

- half of the home whilst works are carried out. This includes electricals and plumbing work.
- Repair works should be conducted immediately in a manner that minimises disruption to residents, and no resident should have to move.
 - **Distress caused to residents** and relatives with 14 comments such as:
 - My 93-year-old health is very precarious. A move at this stage of her life would be extremely distressing for her and may well kill her. When she first moved, she screamed constantly. It was weeks before she calmed down. work could be carried out on half the building whilst sealing off the other half, residents moved to the renovated side and then the other half can be renovated.
 - It is unfair to move the care home residents. It would be stressful for them and detrimental to their health and wellbeing
 - I think that it is important to have care homes in the area where friends and family can visit with ease and with good public transport links, taking into consideration the person needing the care and the mobility of those wanting to visit. So it is therefore very important to have smaller homes within the local community, so that the person in care does not feel ripped out of their community or away from an area they know with all their connections and history
 - Moving elderly people out of accommodation where they have close established relationships with the staff and other residents is likely to be a traumatic experience with potentially serious adverse implications for both their mental and physical wellbeing.
 - **Questioning the rationale** with 13 comments such as:
 - Strongly disagree as do not consider the disputed arguments. In a local builders report it stated that it is fit for purpose, and you never even considered a 4th viable option to do any work while residents remain in their homes. This is the best for their welfare and mental health and wellbeing
 - I don't believe all this work needs doing in some the homes I feel this the council way of closing care homes
 - I would like to see each home have an independent assessment from trusted traders.
 - **Other** with 10 or less comments included:
 - Opposed to closure
 - Build new
 - Lack of suitable alternatives
 - Historical maintenance
 - Opposed to closure
 - Retain DCC run homes

- Agree with refurbishment.

Question 2 – Do you think there are any other considerations or options that the Council should be taking into account? If you answered ‘Yes’ please write in the box below what you feel the council should consider.

Overall, 215 respondents gave an explanation for their choice. The top themes were as follows:

- **Refurb in situ** with 29 comments such as:
 - The repairs could be done gradually without moving everyone out of the building
 - The need to keep these homes open and to re-organise works so they can be done whilst residents are in situ such as keeping a small number empty as decant homes whilst works are done to individual flats etc. Asking the residents and their families what their preferences are at each home
 - The home is fit for purpose as per independent report of (X) sent to Barry Lewis, Helen Jones and MPs. Do repairs while residents remain, due to the severe needs and complex issues that moving them out of the facility could be fatal. Do repairs while residents remain - the ONLY VIABLE OPTION
 - That the works be carried out in a way that does not require the residents to move out
 - Closing of sections and doing a planned/staged refurb, (no full closure).
- **Distress caused to residents and relatives** with 54 comments such as:
 - Consider upsetting & possibly causing the death of residents by moving them from their home they know & love, consider what you are doing to the relatives of the residents they face great challenges & cost they can't afford
 - Elderly residents with dementia will find it extremely difficult to be moved to a different home. Many have taken months / years to become familiar with their current home. A change would cause upset for all involved. It may cause falls because of unfamiliar surroundings. Different staff will again cause confusion and residents may react in a manner of ways. Confusion upset angry are just some examples
 - People's rights, their wishes and DCC should try having some compassion instead of being cold and ruthless and pushing their own agenda at any cost
 - The impact the changes will have on residents who are already at their most vulnerable. The worry it will impact on families of these

residents. People spend a lot of time and consideration choosing which care home to move into or entrust with their loved one. The upheaval will no doubt have a profound, detrimental impact on many people who are being moved out of where they live. We have to remember that to DCC employees, that building is their place of work, but to the residents it is their HOME.

- **Questioning the rationale** with 29 comments such as:
 - Cabinet should read the homes reports before making blanket statements about the homes being in a dangerous state of disrepair, e.g. all homes needing a rewire and having asbestos in the buildings as this is not the case for all the homes. Then make a judgement on the future of the homes
 - There is a clear skew on the information given towards closing local facilities. There should be a more concrete and positive plan to offer local care for the residents either during the described renovation or as an acceptable recognisable long-term alternative. The tone of the report offers the dire description of difficulties (and costs), likely to occur if residents don't just accept relocation without the report in any way attempting to give detail of alternative accommodation
 - The amount of money that has already been invested in each home should be considered.

- **Build new** with 15 comments such as:
 - Build a new care home in each locality
 - Build new ones and demolish existing ones.

- **Other** with 10 or less comments included
 - Negative impact on local community
 - Pressure on other services
 - Agreeing with the refurbishment
 - Distrust in Derbyshire County Council
 - Ensuring local provision
 - Lack of affordable alternatives.

Question 4 – to what extent do you agree or disagree with the proposal to: Rewire and carry out major works to refurbish the home(s), including a full install of the boiler and heating system, removal of any asbestos, the fitting of sprinklers in the ceiling, the replacement of all bathrooms, a kitchen refit and full decoration, as described in the Cabinet report. This option would require current residents to move out for a period of up to 40 weeks. If you answered 'Tend to disagree' or 'Strongly disagree' to question 4, please tell us why you are disagreeing with this proposals:

Overall, 111 respondents gave an explanation for their choice. The top themes were as follows:

- **Refurb in situ** with 36 comments such as:
 - I agree that these repairs need to be done but the council need to look at another way without moving everyone out
 - Looking at this in a phased approach would cause much less disruption and show the Council's respect for resident wishes
 - What is the evidence for this? Is it possible to refurbish in a phased approach?
 - I should like the Council to properly explore an option that allows the residents to remain in the homes whilst the works are carried out
 - The residents do not need to move out. In some areas, there is insufficient local provision available for residents.

- **Questioning the rationale** with 20 comments such as:
 - The report on this home states that the wiring is equal to that of a new build, the bathrooms have all been refurbished within the past three years. The asbestos was removed from the building in 2007 and the only remaining asbestos in this building has been deemed safe to remain in situ. The kitchen has needed replacing for the past ten years but this has been put on hold continuously for one reason or another
 - DCC should publicise an accurate timeline and cost of works for each home that includes any recent refurb works that have been undertaken. The home has just been redecorated and is currently having extensive electrical work carried out - why spend this if closure is under consideration
 - Do not believe that these works are needed
 - Have each home looked at independently. Is ALL the work really necessary in ALL 7 homes?

- **Agree with closure** with 13 comments such as:
 - The buildings are not for purpose any longer due to their narrow corridors and tiny bedrooms
 - I feel that the homes need closing, and the money saved from them used to support other homes. To move residents for nearly a year, then move back again would be disruptive for the residents. It would make more sense to close the homes, and focus on improving those homes that are still in much better condition
 - Expensive use of council funding that could go towards provision of new care homes. Where will people go for the 40 weeks?

- **Distress caused to residents and relatives** with 11 comments such as:
 - Serious upheaval to residents can have a significant impact on their mental and physical wellbeing. Loss of routine, loss of friendships will also have a significant impact
 - Any resident suffering from dementia or learning difficulties would be greatly affected by moving out then moving back to massively changed surroundings.
- **Questioning why 40 weeks?** With 6 comments such as:
 - 40 weeks is too long to move residents out. It feels like DCC have said this so that they can close the home and use the excuse that moving residents out for long periods wouldn't be suitable. There needs to be a better strategy for doing the repairs.
- **Other** with 10 or less comments included:
 - Build new
 - Historic maintenance
 - Agreeing with the proposals

Question 5 - To what extent do you agree or disagree with the proposal to: Close the homes and support residents to move to 'local', 'reasonable' and 'suitable' alternative provision as recommended by the Improvement and Scrutiny Committee – People, the detail of which is set out in Appendix 2 of the Cabinet Report. If you answered 'Tend to disagree' or 'Strongly disagree' to question 5, please tell us why are disagreeing with this proposal.

Overall, 220 respondents gave an explanation for their choice. The top themes were as follows:

- **Distress caused to residents** and relatives with 59 comments such as:
 - Friends of residents are themselves quite elderly and would find it difficult to visit friend if they were moved away. Our friend was moved to Rowthorne which was totally unacceptable as her friends could not visit
 - This would cause distress to the residents and also cause some considerable inconvenience to their relatives as the relatives are often in their seventies and rely on public transport to get wherever they need to travel
 - This would cause major disruption to the lives of residents
 - This will be detrimental to the resident's health and family, increased travelling for visits, etc
 - They should be allowed to see out their last year's where they have settled in. They are in there for a reason. These decisions were not made without consultation. Having both parents with Dementia, I

know what a trauma it is to move them out.

- **Opposed to closure** with 26 comments such as:
 - Why close a home in the local community which is obviously needed. This is not right
 - Derbyshire needs to retain these homes, run them and ensure the current residents feel safe and secure in the knowledge you won't move them on. Wrenching them from their secure happy environment
 - I strongly disagree with closing the homes as there are no other 'suitable' 'reasonable and local options for old people. This closure would mean local people moving hours away from family and friends who might already have mobility issues so cannot travel themselves. The homes need to exist as hospital beds are in such short supply that closing more homes puts more pressure and less available spaces for elderly people needing additional care who cannot be accommodated in their own homes.
 - the homes should stay open.

- **Refurb in situ** with 24 comments such as:
 - The homes are empty why don't they move residents to empty bedrooms whilst being carried out, I don't think the residents will go back to their home if they move them whilst doing the work, this is the council ploy to close the home
 - The homes should be able to be renovated one wing at a time and allow the people to remain in their homes
 - Just renovate the home. Keep residents in situ. Just do a small area at a time. No need to move them out.

- **Negative impact on local community** with 21 comments such as:
 - It is an integral part of the community. We expect the Authority to provide an inhouse locally run care home
 - Local care homes are the hub of local communities. Making it easier for people to visit their relatives. Creating jobs and supporting local businesses or contractors.

- **Questioning the rationale** with 13 comments such as:
 - does the work really need to be carried out - hasn't some of the work already been done?

- **Other** with 10 or less comments included:
 - Build new
 - Disagreeing with definition of local/ disagree with strategy
 - Opposed to closure
 - Pressure on other services

- The quality of Derbyshire County Council care
- Want Derbyshire County Council provision in the future.

Question 6 - To what extent do you agree or disagree with the proposal to: Close the homes and support residents to move to any suitable alternative provision. If you answered 'Tend to disagree' or 'strongly disagree' to question 6, please tell us why are disagreeing with this proposal.

Overall, 22 respondents gave an explanation for their choice. The top themes where as follows:

- **Distress caused to residents** and relatives with 88 comments such as:
 - This will have a massive impact on the residents and families in the home
 - Unsettling of service users already in settings should be the last resort. The building are likely assets that would benefit from a refurbishment programme, promoting care and also use of local suppliers who may have/had family members who reside in such settings. I feel a wider appeal to all suppliers, community and family members should be encouraged to contribute to this survey
 - This could be really detrimental to the health and wellbeing of the residents. This will cause major upset to them
 - residents in care homes form a community and they have companionship if they wish
 - Potential to kill vulnerable residents.
- **Negative impact on local community** with 35 comments such as:
 - We need local resources
 - The residents are very much a part and the heart of their local community
 - We need care homes locally
 - This is a valuable local resource for caring for all our elderly care needers in the local area this should not be something that business try to profit from.
- **Questioning the strategy** with 21 comments such as:
 - Reducing capacity now is simply kicking the can down the road and creating a problem in five, ten or fifteen years' time
 - This does not meet with the council commitment to Think Local, Act Personal, nor does it fit with the ideas within the Care Act, strengths based social care and person-led working I believe we need more care homes not less to help move people out of hospital to free up more beds blocking is due to nowhere to send them to and if you close these homes you are adding to this burden on the NHS.

- **Refurb in situ** with 13 comments such as:
 - It isn't necessary to move the residents. In my opinion DCC are asking for confirmation that the 7 remaining long term residents will be asked to move to either the new build. They need to stay in their home or be even more isolated from their loved ones who if they are able to travel, will need to use public transport and a considerable walk to
 - we want the home to stay and be refurbished with residents staying in situ.

- **Opposed to closure** with 11 comments such as:
 - The Council keeps reproducing this proposal to close these and other homes. This is not a policy or position that will help our older people.

- **Other** with 10 or less comments included:
 - Agree with proposal to refurbish/ lack of suitable alternative accommodation/ concerns about the Private Sector care/ quality of care.

Question 7 - Do you think any of the proposals have an impact on you personally and/or your community? If you answered 'Yes' please tell us why.

Overall, 243 respondents gave an explanation for their choice. The top themes were as follows:

- **Negative impact on local community** with 129 comments such as:
 - They absolutely impact on the community. It's a small town, families have generations of people living here. Often the people needing to see their elderly relatives are themselves elderly and restricted in their mobility
 - Our elderly loved ones should not be removed far from their communities and those who love them, making it difficult for visiting especially as the bus services in our village have been decimated!
 - Communities need to cater for the needs of all residents
 - This has the potential to have a major impact on the community as a large proportion of the community are elderly and may need the use of a local care home
 - The proposals impact on the community in terms of the loss of an important local resource and the privatisation of the care industry. Older members of our community will be disadvantaged by the narrowing of choice, their families, may potentially, have to carry a bigger burden of financial support or daily care. 'Care in the Community' has failed those with mental health issues and closure of Council managed care for the elderly may result in similar

failings.

- **Distress caused to residents and relatives** with 35 comments such as:
 - Obviously, the proposals have an impact on me personally. This is my mothers wellbeing at stake here!!
 - They impact on me personally as I would find it very distressing to see my mum uprooted
 - Anything that affects my father's health and well-being affects our family. Travel will be an issue for myself and doubtless for other relatives to especially older relatives
 - I need to know my mum is happy and safe. It is the fear on the unknown, my mum is not good with change, so I would worry.

- **Suitable alternatives** with 11 comments such as:
 - There is little other option for DCC residential homes, where quality and value for money are paramount. This will mean an unequal opportunity of service provision across the county, and as I get older I would wish to have the option of DCC residential over a private profiteering company for myself and my family
 - I am 64 years old and when I need care I would rather have that provided in a care home with other people around me than be socially isolated in my own home
 - No other local alternatives.

- **Other** with 10 or less comments included:
 - Financial considerations
 - Opposed to closure
 - Quality of Derbyshire County Council run Residential homes
 - Questioning the strategy.

Question 8 - If you have any other comments on the proposals please provide details below:

Overall, 189 respondents gave an explanation for their choice. The top themes where as follows:

- **Opposed to closure** with 30 comments such as:
 - Do not close the homes and do provide adequate funding in future to prevent this issue happening again
 - Do not close the homes
 - The Council needs to think again about their proposals to close the homes
 - Stop the proposals and LISTEN to the family of the residents
 - Strongly believe that refurbishment and the return of the residents after this is the best option. Closure would affect both current and

future residents. I have a relative in a DCC care home and have seen the private care home alternatives. DCC care is second to none. Closure would also impact on staff, jobs etc.

- **Distress caused to residents** and relatives with 18 comments such as:
 - If you reallocate the folks to areas, they do not know it could lead to many cases of loneliness
 - Every effort must be made to retain the existing provision in current locations. The Derbyshire CC's failure to maintain and improve facilities and services should not be used as an excuse to disrupt the lives of elderly residents
 - Consideration of 'cost' MUST include not only financial but emotional/well being too
 - Mum hasn't been in the care home very long and was placed initially for respite purposes. She has become familiar with the staff and is very happy there. Placing mum in a care home was a very difficult decision for us all. It is very sad that these changes need to be made with such elderly, vulnerable people.

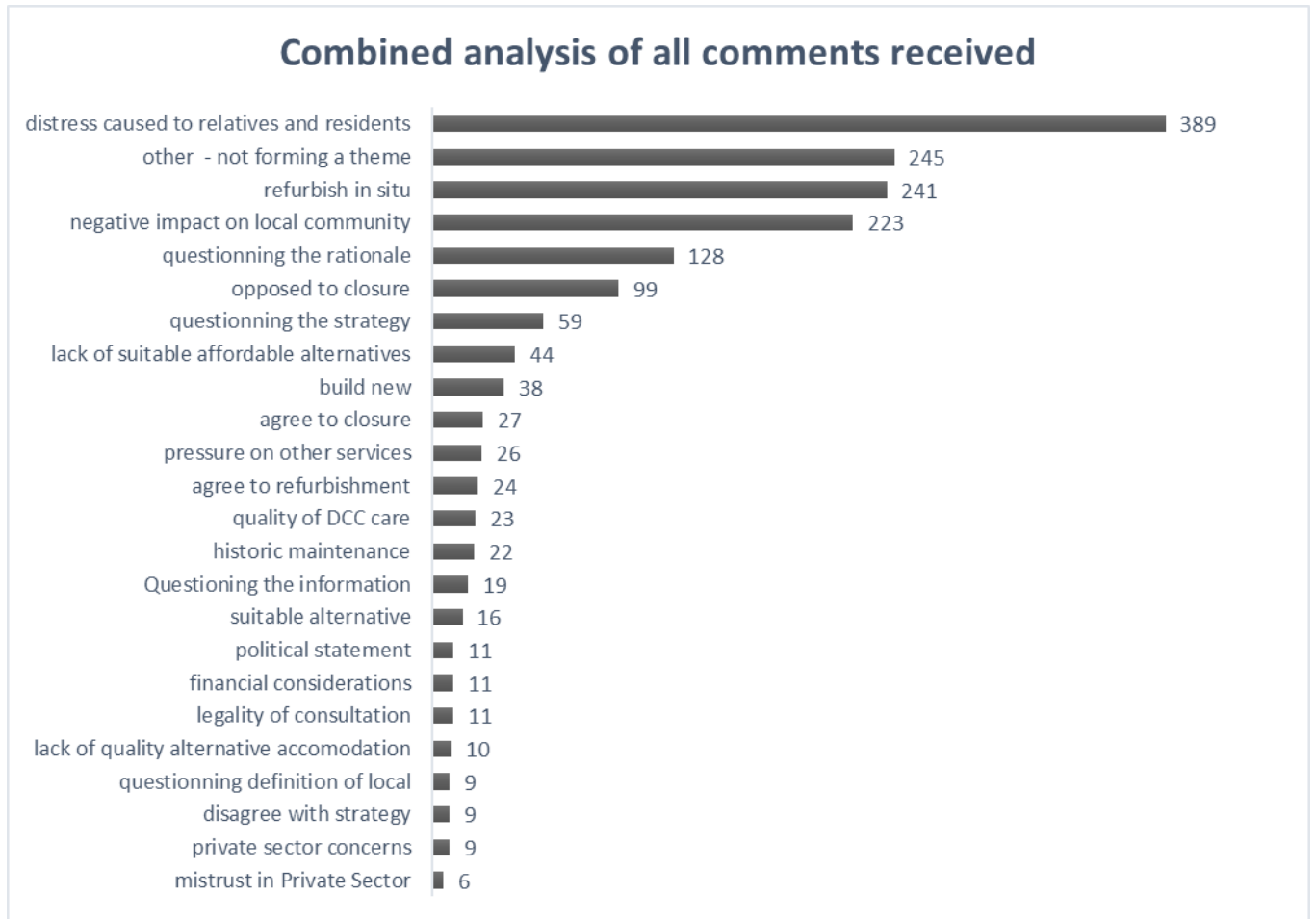
- **Refurb in situ** with 15 comments such as:
 - Do the home up. While the residents are still there .as the council are doing the exact same thing with one of there other homes
 - Work can be done in less time suggested, without moving residents out
 - Carry out the improvement without moving residents.

- **Negative impact on local community** with 12 comments such as:
 - We seem to be losing all local amenities for care. The amount of new homes built will increase the need for more care being available not less
 - I m a single person with few family and if I need care, I want a local care home to be available to me.

- **Other** with less than 10 comments include:
 - Agree with closure/
 - Build new
 - Questioning the strategy
 - Questioning the rationale
 - Quality of Derbyshire County Council Residential care
 - Pressure on other services
 - Historical maintenance.

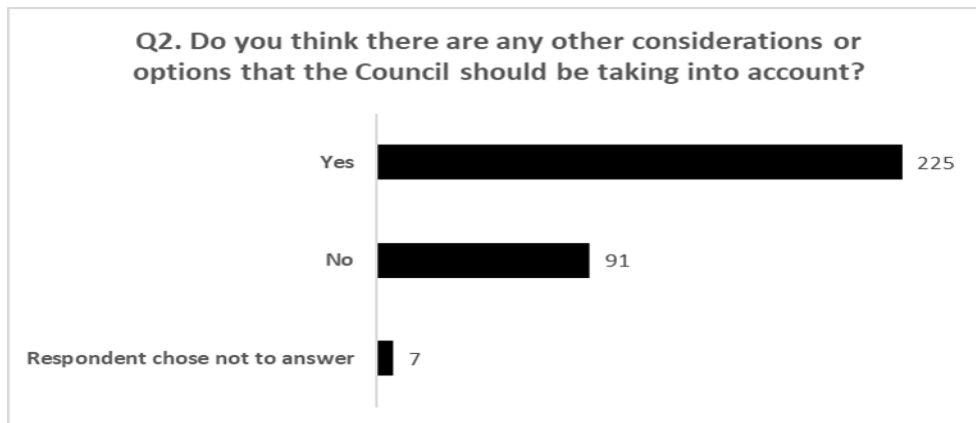
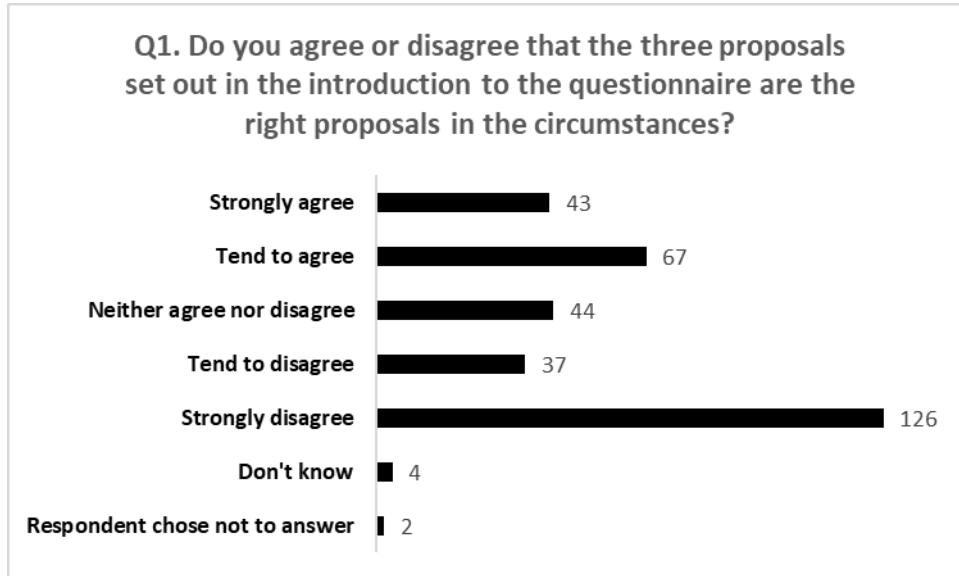
Combined Analysis

In total 483 people responded to the consultation. The graph below shows the overall qualitative themes for all of the care homes combined. This includes questionnaires, letters, emails, telephone calls, and meetings:



Quantitative analysis of questionnaires

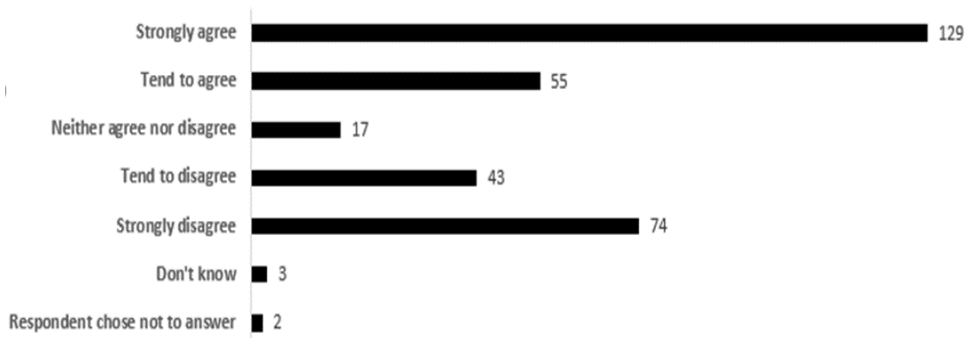
The tick boxes on the questionnaire both on-line and paper version were analysed and graphs produced from the data with the following results:



Q3. Please select the care home/care homes you are providing feedback for (Please select all that apply)

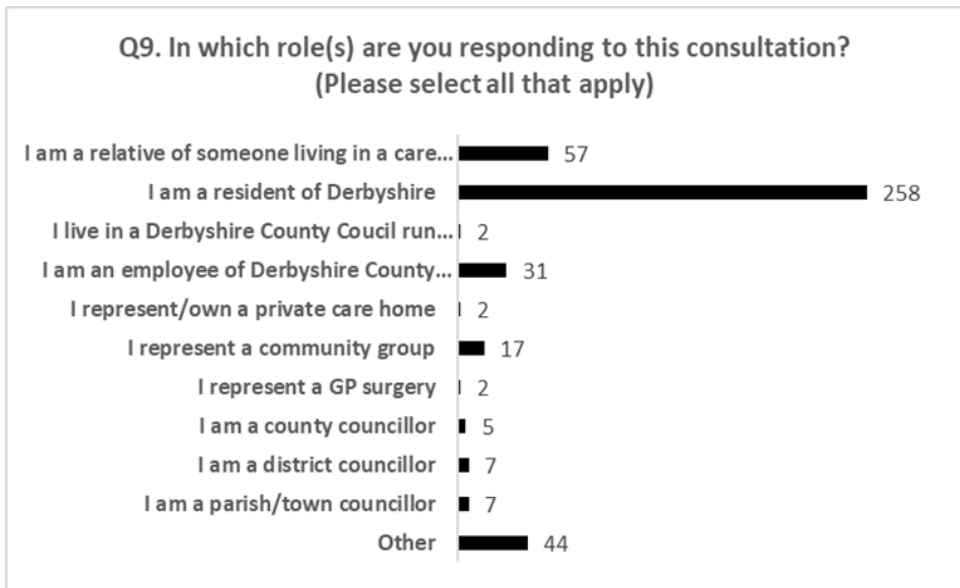
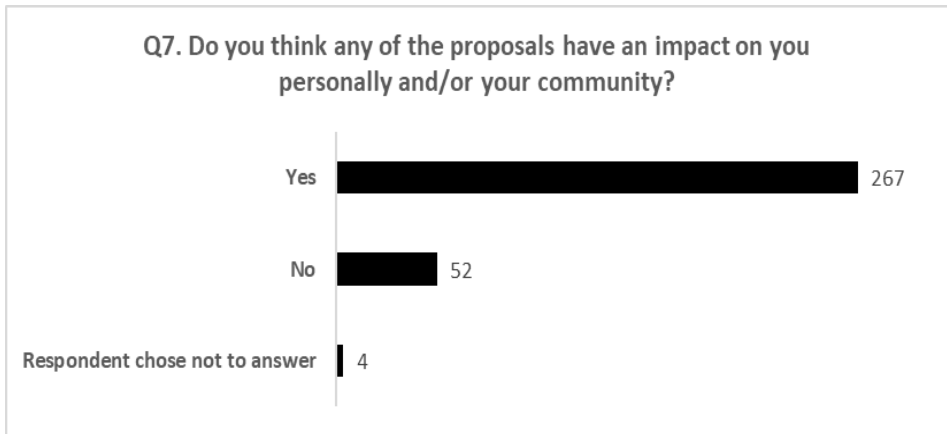
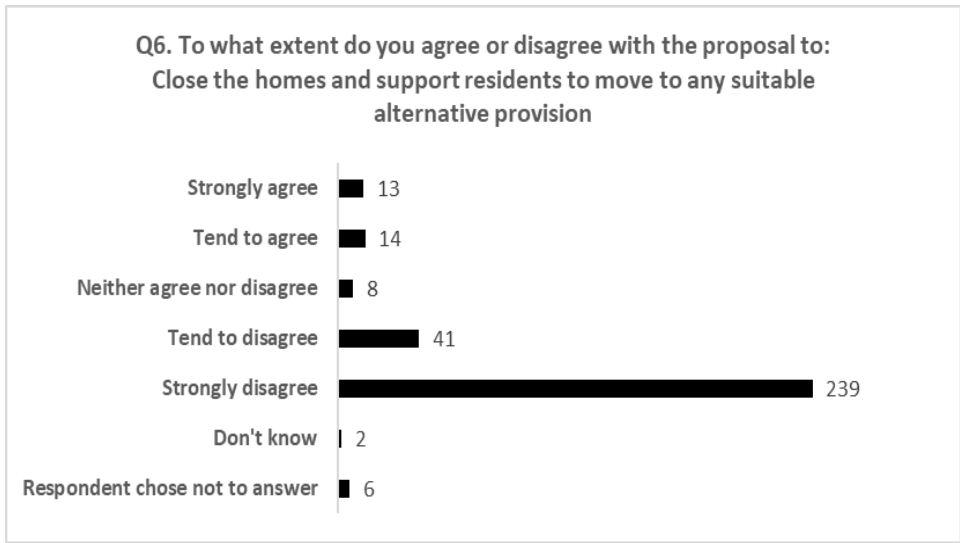


Q4. To what extent do you agree or disagree with the proposal to: Rewire and carry out major works to refurbish the home(s) including a full reinstall of the boiler and heating system, removal of any asbestos, the fitting of sprinklers in the ceiling, the replacement of all bathrooms, a kitchen refit and full decoration, as described in the Cabinet report. This option would require current residents to move out for a period of up to 40 weeks

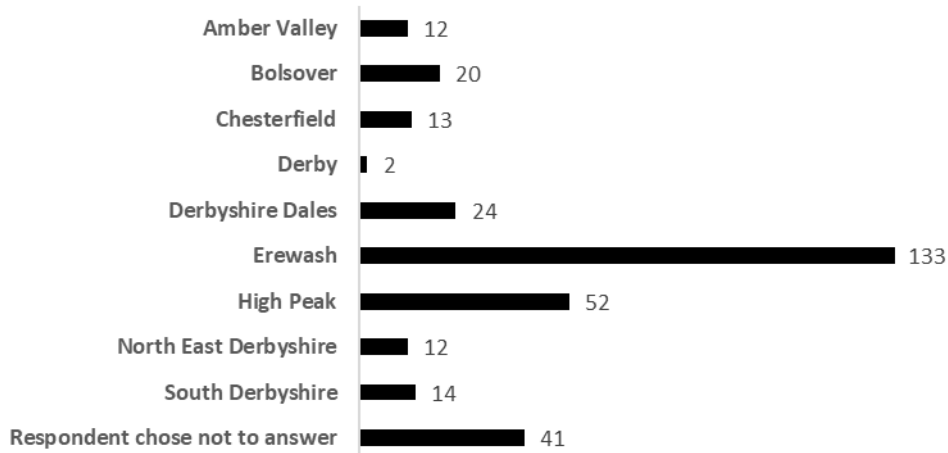


Q5. To what extent do you agree or disagree with the proposal to: Close the homes and support residents to move to 'local', 'reasonable' and 'suitable' alternative provision as recommended by the Improvement and Scrutiny Committee - People, the detail of which is set out in Appendix 2 of the Cabinet report





Q10. What area of Derbyshire do you live in?



Q11. Are you?



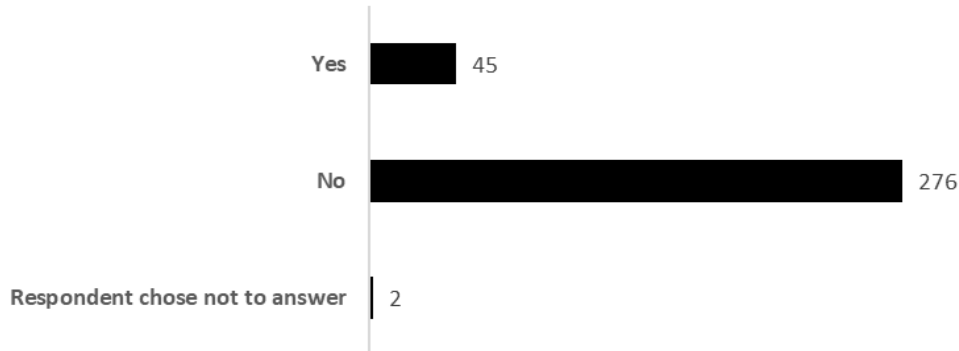
Q12. What was your age at your last birthday?

300 people answered this question. The minimum age was 19 and the maximum age was 90.

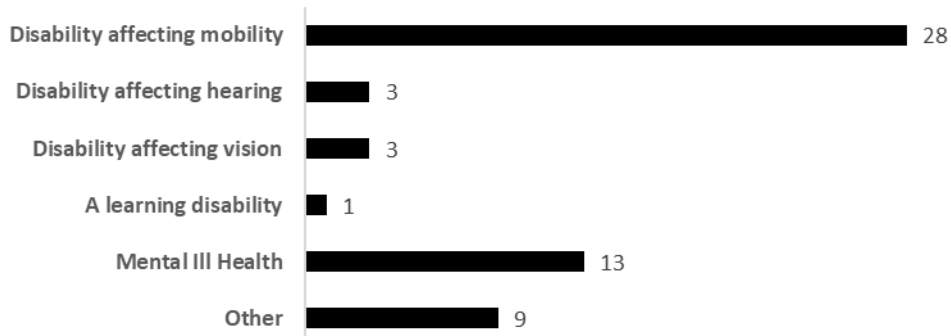
This gave an age range of 71 and an average age of 54.

Count	Sum	Mean	Minimum	Maximum	Range
300	3258	54.3	19	90	71

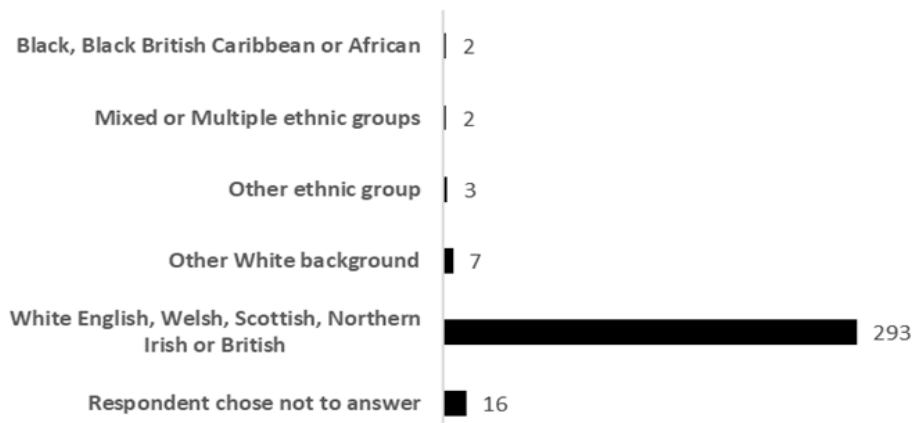
Q13. A disabled person is someone who has a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities. Do you consider yourself disabled?



Q14. If you do consider yourself disabled, what type of disability do you have? (Please select all that apply)



Q15. What is your ethnic group?



APPENIX 3 – ANALYSIS AND RECOMMENDATIONS

Theme	No. of responses
Distress caused to relatives and residents	389
Other – not forming a theme	245
Refurbish in situ/ Agree to refurbishment	241/ 24
Negative impact on the local community	223
Concerns about the alternative options: <ul style="list-style-type: none"> • Lack of suitable affordable options (44) • Quality of DCC care (23) • Suitable alternatives (16) • Financial considerations (11) • Private sector concerns (9) • Mistrust in the private sector (6) • Lack of quality alternative accommodation (10) • Questioning the definition of local (9) 	128
Questioning the rationale	128
Questioning the strategy/ Disagree with Strategy	59/ 9
Build New	38
Agree to closure	27
Pressure on other services	26
Historic maintenance	22
Questioning the Information	19
Legality of the consultation	11
Political Statement	11

Distress Caused to Residents and Families

The distress to residents and relatives caused by moving home, or by supporting their elderly relative to move home, was cited as a reason not to close any of the seven homes on a permanent basis, or according to some respondents, on a temporary basis, whilst the work is undertaken. This theme received the highest volume of responses with 389 comments in total.

Respondents raised concerns about the location of alternative homes and whether families would be able to visit new locations. Families and residents raised concerns about the impact on friendship groups that had formed and the strong relationships with staff that had developed over years.

Some residents responded that they were happy with the layout of the building in which they lived and the facilities available to them. Whilst this is important and the Council must consider its obligations to promote well-being and to ensure that a person's wishes and feelings are appropriately taken into account when planning care, it must also consider its obligations to ensure public money is used effectively through effective market shaping and commissioning. The Council must ensure its obligations to meet the eligible needs of each of the residents continue to be met. These obligations will continue to be met through assessment and planning in accordance with the Care Act 2014, explored further in Appendix 1.

APPENIX 3 – ANALYSIS AND RECOMMENDATIONS

The Council is mindful of the research into the impacts upon the elderly population of being required to move home and acknowledges that the potential impacts range from increased mortality through to benefits and improved outcomes. Studies show that stresses arising from friendship groups being broken up during and after any move can be mitigated via quality planning and involvement of all residents, family and staff. The Council's Major Change and Closure Guidance addresses the key factors that may cause difficulties mitigating the impact of stress caused.

The Council acknowledges that asking residents to move home, whether this is on a temporary or permanent basis, is likely to cause disruption and distress for residents and their families and this concern is evidenced by the number of responses to the consultation on this theme. The Council has experience of successfully relocating residents and through adherence to its Pledges to Residents set out at Appendix 6, it is satisfied that through careful, detailed, person centered planning, suitable alternatives can be found for current residents with as little disruption and distress as possible. Ensuring that families and friends can continue to visit will be an important part of this planning process. The Council is satisfied that for the majority of residents, the distress and any negative impact of the move can be sufficiently mitigated and will be relatively short lived.

Social workers will continue to work with current residents and their families to support them to move to suitable alternative accommodation before September 2022, whether this is for a temporary period of up to 40 weeks whilst their current home is refurbished, or on a permanent basis if a decision is made to close a home. The Council is satisfied that there are suitable local alternative options available for current residents of the seven homes as set out at Appendix 4.

Any cost implications for families will need to be carefully considered and fully appraised and the Council is committed to paying all reasonable top up fees payable as a result of moving. The Council understands how important this will be in providing residents with the support and comfort they need while they settle into their new accommodation, whether this is on a temporary or permanent basis.

Refurbish whilst the residents remain in situ/ Agree to refurbish

Some respondents expressed the view that the work required to the properties could and should be carried out whilst the residents remain in situ. The Council is satisfied that the requirement for arrangements to be made for the homes to be rewired by September 2022 means that residents will not be able to remain in these properties beyond this date whilst the work to refurbish the homes is undertaken and whilst the rewiring work is outstanding.

Concerns about the negative impact on the local community

Some respondents felt any home closure could have a significant negative impact on their local community, citing examples like loss of employment opportunities with a loss of intergenerational activities taking place.

Whilst the Council appreciates and values the intergenerational activities taking place in some care homes, it is confident that the opportunity for intergenerational activity

exists outside the care home environment and that older people in Derbyshire are able to access this type of activity through engaging in local community groups.

The acute shortage of care workers both nationally and locally means that any loss of employment opportunity as a result of any closures would be significantly mitigated by current vacancies in the sector.

Concerns around the availability of alternative options

A number of respondents commented that being close to friends and relatives and their communities was important to residents and their loved ones. Information about the local available alternatives has been refreshed and is available at Appendix 4. This information is constantly changing and the social work teams working with residents and families affected by any of the proposals will have access to the latest vacancy data to ensure people have a clear understanding of all the available options in the local area, including the cost of those options. The information available demonstrates that there are sufficient alternative options available to offer the current residents of each of the seven homes suitable, local alternatives.

As part of the work undertaken to secure suitable, alternative accommodation, careful consideration will be given to the ability of friends and family to visit their loved ones. For example, as part of each individual assessment, consideration would be given to whether friends and relatives have access to a car, what the local transport links are like, mobility issues and any costs associated with alternative journeys.

A number of respondents raised concerns relating to the quality and cost of local private homes when compared to the Council's in-house provision. A few respondents were concerned that the Private, Voluntary and Independent sector was profit oriented and therefore felt that standard of care may sometimes be lower. Derbyshire is served by a number of excellent private providers that are subject to the same regulations and inspection requirements as the Council's inhouse services. Any cost implications, including the requirement to pay top ups, would be considered when looking at the suitable alternatives available locally for each individual.

A number of respondents felt that the proposals did not consider the future financial implications for the elderly population, nor how the costs would increase if Council run care homes were significantly reduced and that the cost of care in the private sector may be higher.

The Government's Adult Social Care Reforms aim to introduce a fair cost of care, narrowing the gap between the cost to self-funders and the cost to those supported by the Local Authority by asking local authorities to contract with providers on behalf of those who are privately paying. It is anticipated that this change will be made in October 2023 and that it will have the effect of further equalising the cost of care for self-funders and those for whom the local authority contract because there will be a shared understanding of what it costs to run quality and sustainable care provision in the local area that is reflective of local circumstances.

In addition to this reform, it is important to note that the Council is currently obliged to provide or arrange services that help keep people well and independent. This should

include identifying local support and resources available. In the event that a resident of a publicly funded care home is to be relocated, and the local resource available is a privately funded care home, the burden of any additional cost will be assessed on an individual basis in line with their personal budget and applicable legislation and guidance on charging for care.

Questioning the Council's rationale

Some respondents questioned the amount of work that was required to the homes and queried whether this had been exaggerated. The Council is satisfied that the advice provided by its Corporate Property Department is accurate in terms of the scope and estimated cost of the works based upon a detailed knowledge of the buildings and experience from the homes that are currently being renovated.

As part of its analysis, the Council has considered a review, completed in 2020 by a member of the public with experience in the housing sector, of the condition surveys the Council commissioned in 2018. In summary, the main focus of the report is the Spinney and the author is of the view that the fabric of the building is in good condition for a building of its age and that the proposed refurbishment work and requirement to rewire the building has been overstated. Officers note comments made in relation to The Spinney (and other homes) but the content is not considered to accurately reflect the condition of the building and scope of the work.

The council is satisfied that the maintenance, renovation and refurbishment work required at the homes is extensive and that in addition to the need to make arrangements to rewire the properties by September 2022, other significant work is required including the replacement of boilers and heating systems, the refitting of bathrooms and kitchens, work to the internal and external fabric of the buildings such as walls, windows, ceilings and floors and a full redecoration afterwards. The Council considers the cost of this work would be prohibitively expensive given that the buildings would not meet modern standards following the refurbishment and the need for this type of provision is predicted to decline in any case.

Questioning the council's strategy

Some respondents expressed their view that future proposals have been built on a flawed strategy and that the need for residential care of the kind provided at the seven establishments will be required in the future in light of the growing elderly population.

The Council is satisfied that the rationale for the proposals set out in the 18 November 2021 report is sound, including the data and information upon which the Older People's Housing, Accommodation and Support – A commissioning strategy for Derbyshire 2019 – 2035 (updated in August 2020) is based. The strategy will be referred to as Housing, Accommodation and Support Strategy throughout this report. The Council is satisfied that the local analysis set out within the Housing, Accommodation and Support Strategy at pages 18 – 34 and the findings set out in the Interim Market Position Statement 2021-2022, demonstrate that this strategy is based upon analysis of local needs and trends, as well as data that is available regarding the national picture. The detail of this analysis is broken down by area below for each home.

The Council understands that there will always be a need for some people to receive care in a residential setting where care and support is available on a 24/7 basis. However, contrary to expectations, the 45% increase in the number of people aged 85+ since 2001 has not resulted in a corresponding increase in demand for residential care and in fact the opposite has occurred.

A study conducted by Laing-Busson in 2017 shows that there was a reduction of 4.4% in the number of people aged 85+ in residential care between 2001 and 2017 and a 10.4% reduction between 1996 and 2017. This trend reflects what the people of Derbyshire have told us. When asked directly, Derbyshire people have consistently told us that they want to remain in their own homes for as long as possible. The Council will need to utilise its resources to invest in a range of alternative models of care to ensure it can develop appropriate accommodation and support arrangements as outlined in the Housing, Accommodation and Support Strategy in order that there are sufficient modern, purpose-built buildings to care and support people with complex needs alongside a range of options for housing with care.

Build New

Some respondents felt that new residential care homes should be built to replace the existing structures. The modelling nationally and locally described in this report and the report dated 18 November 2021 indicates that the long term need for standard residential care provided at the seven homes will decline over the coming years and the Council is required to respond accordingly. The Council does not consider it would be appropriate to replace the buildings with standard residential care homes and that the priority must be to ensure that work is undertaken with partners to deliver to the Housing, Accommodation and Support Strategy to ensure that there is sufficient nursing care placements and options for people to be cared for in the community by expanding the homecare market and increasing options like extra care.

Agree to closure

Some respondents agreed with the proposal to close the homes citing that the homes would not meet the standards required in the future even if they are refurbished. Respondents considered the corridors to be too narrow and the bedrooms to be too small. Some respondents considered that refurbishment would be expensive and disruptive and not the best use of public money and that that the money would be better invested to support other homes.

Pressure on other services

Some respondents expressed the view that the homes subject to consultation were in fact needed to support discharges from local hospitals. The Council operates a number of beds across its homes to support hospital discharges which are agreed with relevant stakeholders following a detailed needs analysis. It is accurate to say that the pandemic has created unique pressures that have impacted upon flow through local hospitals. As a result of these pressures, it has been necessary to access additional beds to support hospital discharges. As the pressures created by the pandemic ease, the need for additional beds to support flow through hospitals will

ease. To invest in and continue to operate these homes on the basis that they are best placed to support hospital discharges, rather than to look beyond the immediate pressures, would be a flawed strategy.

Historic Maintenance

Some respondents expressed a view that the homes had been allowed to fall into a state of disrepair by the Council.

Essential and planned maintenance has been undertaken on these homes over the course of their lifetime but due to the age of the buildings, they now need significant refurbishment and rewiring work and as a result of the age of the properties, the specification to which they were built does not meet modern standards.

Questioning the information

Some respondents expressed a general mistrust of the information being relied upon when making proposals.

The demand figures are based upon modeling completed before the pandemic as is set out in the Housing, Accommodation and Support Strategy and the Interim Market Position Statement. The Council rejects any assertion that the figures have been manipulated. The Laing-Busson study in 2017 shows that there was a reduction of 4.4% in the number of people aged 85+ in residential care between 2001 and 2017 and a 10.4% reduction between 1996 and 2017. This trend reflects what the people of Derbyshire told us. When asked directly, the people in Derbyshire told us they wanted to remain in their own home for as long as possible and for any care required to be delivered within the home where possible.

Adult Care has sought advice from its property department about the scope of the work required and is satisfied with that advice and that the estimated costs are based upon a detailed understanding of this refurbishment and rewiring work.

Petition

A petition signed by 2001 people called for future options based on Derbyshire County Council as a provider of Direct Care Homes for Older People was launched on 23rd November 2021 and closed on 23 March 2022.

Signatories to the petition requested:

We, the undersigned, note the decision of The Cabinet of 18th November 2021, reject the option of closure on the 7 care homes identified in the Cabinet report and we call on Derbyshire County Council to step-back from the implied threat to the other 16 care homes which are owned and run by the Council. We urge you to end closure speculations as this undermines confidence of staff teams that each Care Home has built up. We call for future options based on Derbyshire County Council as a provider of Direct Care Homes for Older People.

APPENIX 3 – ANALYSIS AND RECOMMENDATIONS

The Council does not accept there is any implied threat to other homes run by the council arising from the possible options, consultation and any decision that may be made to close any of the seven homes referred to in the report. Officers have explained why recommendations have been made specifically in relation to the future of each of the seven homes and there should be no inference made about any other establishments owned and run by the Council.

Holmlea, Tibshelf

Before making a decision about the future of Holmlea, Members must consider the analysis above and contained within this paragraph, alongside detailed comments made about Holmlea at Appendix 2.

Overall, 31 comments were captured from 10 respondents who chose to comment via email, letter, virtual meetings or telephone. There were a further 104 respondents who selected Tibshelf as one of the options of the homes they were providing feedback about when completing the questionnaire.

Of the 31 comments captured the following were the top three themes:

- Distress caused to residents and relatives
- Questioning the Council's Strategy
- Other comments related to concerns around a lack of suitable alternative accommodation and praise for the quality of care provided at Holmlea.

As set out in the Housing, Accommodation and Support Strategy, the need for residential care beds in the Bolsover area is predicted to decline by approximately 54 beds from 2018 – 2035 with a slight increase of 7 beds predicted by 2025. We can see from the vacancy data at appendix 3 that there is currently a significant number of vacancies in the Bolsover area. The need for additional nursing home beds in this area is predicted to increase by around 139 beds over the next 15 years. Even if the home were to be refurbished at a cost of £4,258,450, we know that the demand for these beds is likely to decrease and therefore investment in the type of care and accommodation people will choose and need in the future is set out as the preferred option for this home.

The requirement for arrangements to be made to complete the rewiring work September 2022 means that residents will not be able to remain in these properties beyond this date whilst this work is undertaken.

The recommendation is that Holmlea is closed on a permanent basis after the current residents have been supported to find local suitable alternative accommodation.

The Spinney, Brimlington

Before making a decision about the future of The Spinney, Members must consider the analysis above and contained within this paragraph, alongside detailed comments made about The Spinney at Appendix 2.

APPENIX 3 – ANALYSIS AND RECOMMENDATIONS

Overall, 54 comments were captured from 18 respondents who chose to comment via email, letter, virtual meetings or telephone. There were a further 105 respondents who selected the Spinney as one of the options of the homes they were providing feedback about when completing the questionnaire.

Of the 54 comments captured the following were the top three themes:

- Distress caused to residents and relatives
- Concerns raised about the legality of the consultation
- Questioning the rationale

The Council is satisfied the consultation allowed for meaningful engagement with all stakeholders as required by law. By using Microsoft Teams to discuss proposals with residents, families and other stakeholders, people involved were able to clearly express their views and provide feedback after hearing the proposals and rationale.

The Council received a review, completed in 2020 by a member of the public with experience in the housing sector, of the condition surveys the Council commissioned in 2018. The main focus of the report is the Spinney and the author is of the view that the fabric of the building is in good condition for a building of its age and that the proposed refurbishment work and requirement to rewire the building has been overstated. Officers are satisfied with the advice provided by the Council's Property Department and the content of the independent facet surveys commissioned.

As set out in the Housing, Accommodation and Support Strategy the need for residential care beds in the Chesterfield area is predicted to decline by approximately 92 beds over 15 years. The need for additional nursing home beds in this area is predicted to increase by around 189 beds in the same time period. Even if the home were to be refurbished at a significant cost, we know that the demand for these beds is likely to decrease and therefore investment in the type of care and accommodation people will chose and need in the future is set out as the preferred option for this home.

The estimated cost of refurbishing The Spinney is £4,690,850. The requirement for arrangements to be made to complete the rewiring work by September 2022 means that residents will not be able to remain in these properties beyond this date whilst this work is undertaken.

The recommendation is that the Spinney is closed on a permanent basis after the current residents have been supported to find local suitable alternative accommodation.

Goyt Valley House, New Mills

Before making a decision about the future of Goyt Valley House, Members must consider the analysis above and contained within this paragraph, alongside detailed comments made about Goyt Valley House at Appendix 2.

Overall, 25 comments were captured from 19 respondents who chose to comment via email, letter, virtual meetings or telephone. There were a further 131 respondents who

APPENIX 3 – ANALYSIS AND RECOMMENDATIONS

selected Goyt Valley House as one of the options of the homes they were providing feedback about when completing the questionnaire.

Of the 25 comments captured the following were the top three themes:

- Questioning the Council's rationale
- Distress to residents and relatives
- Other comments not falling into a theme

Whilst it is significant that one person responded that their relative residing at Goyt Valley House does not require a larger room or ensuite facilities, the Council must consider the needs and expectations of the people of Derbyshire in the future and ensure that public money is invested to ensure that those expectations can be met.

As set out in the Housing, Accommodation and Support Strategy, the need for residential care beds in the High Peak area is predicted to decline by approximately 56 beds over 15 years (from 2020 – 2035). The need for additional nursing home beds in this area is predicted to increase by around 204 beds in the same period. Even if the home were to be refurbished at a cost of £4,274,550, we know that the demand for these beds is likely to decrease and therefore investment in the type of care and accommodation people will choose and need in the future is set out as the preferred option for this home.

The requirement for arrangements to be made to complete the rewiring work September 2022 means that residents will not be able to remain in these properties beyond this date whilst this work is undertaken.

The recommendation is that Goyt Valley House is closed on a permanent basis after the current residents have been supported to find local suitable alternative accommodation.

Gernon Manor, Bakewell

Before making a decision about the future of Gernon Manor, Members must consider the analysis above and contained within this paragraph, alongside detailed comments made about Gernon Manor at Appendix 2.

Overall, 15 comments were captured from 9 respondents who chose to comment via email, letter, virtual meetings or telephone. There were a further 109 respondents who selected the Gernon Manor as one of the options of the homes they were providing feedback about when completing the questionnaire.

Of the 15 comments captured the following were the top three themes:

- Distress caused to residents and relatives
- Questioning the Council's Strategy
- Other comments not falling into a theme

As set out in the Housing, Accommodation and Support Strategy, the need for residential care beds in the Derbyshire Dales area is predicted to decline by

APPENIX 3 – ANALYSIS AND RECOMMENDATIONS

approximately 67 beds over 15 years (from 2020 – 2035). The need for nursing home beds in this area is predicted to increase by around 196 beds in the same time period. Even if the home were to be refurbished at a cost of £3,887,000, we know that the demand for these beds is likely to decrease and therefore investment in the type of care and accommodation people will chose and need in the future is set out as the preferred option for this home.

The requirement for arrangements to be made to complete the rewiring work by September 2022 means that residents will not be able to remain in these properties beyond this date whilst this work is undertaken.

The recommendation is that Gernon Manor is closed on a permanent basis after the current residents have been supported to find local suitable alternative accommodation.

Ladycross House, Sandiacre

Before making a decision about the future of Ladycross, Members must consider the analysis above and contained within this paragraph, alongside detailed comments made about Ladycross at Appendix 2.

Overall, 32 comments were captured from 20 respondents who chose to comment via email, letter, virtual meetings or telephone. There were a further 216 respondents who selected Ladycross House as one of the options of the homes they were providing feedback about when completing the questionnaire.

Of the 32 comments captured the following were the top three themes:

- Distress caused to residents and relatives
- Opposed to closure generally
- The property should be refurbished whilst the residents remain in situ

As set out in the Housing, Accommodation and Support Strategy, the need for residential care beds in Erewash is predicted to decline by approximately 114 beds over 15 years (from 2020 – 2035). The need for nursing home beds in this area is predicted to increase by around 280 beds in the same time period. Even if the home were to be refurbished at a cost of £4,809,300, we know that the demand for these beds is likely to decrease and therefore investment in the type of care and accommodation people will chose and need in the future is set out as the preferred option for this home.

The requirement for arrangements to be made to complete the rewiring work by September 2022 means that residents will not be able to remain in these properties beyond this date whilst this work is undertaken.

The recommendation is that Ladycross is closed on a permanent basis after the current residents have been supported to find local suitable alternative accommodation.

Beechcroft, Ilkeston

Before making a decision about the future of Beechcroft, Members must consider the analysis above and contained within this paragraph, alongside detailed comments made about Beechcroft at Appendix 2.

Overall, 19 comments were captured from 17 respondents who chose to comment via email, letter, virtual meetings or telephone. There were a further 112 respondents who selected the Beechcroft as one of the options of the homes they were providing feedback about when completing the questionnaire.

Of the 19 comments captured the following were the top three themes:

- Distress caused to residents and relatives
- Refurbish the home
- Other responses not falling into a theme

As set out in the Housing, Accommodation and Support Strategy, the need for residential care beds in Erewash is predicted to decline by approximately 114 beds over 15 years (from 2020 – 2035). The need for nursing home beds in this area is predicted to increase by around 280 beds in the same time period. Even if the home were to be refurbished at a cost of £4,418,300, we know that the demand for these beds is likely to decrease and therefore investment in the type of care and accommodation people will chose and need in the future is set out as the preferred option for this home.

The requirement for arrangements to be made to complete the rewiring work by September 2022 means that residents will not be able to remain in these properties beyond this date whilst this work is undertaken.

The recommendation is that Beechcroft is closed on a permanent basis after the current residents have been supported to find local suitable alternative accommodation.

East Clune, Clowne

Before making a decision about the future of East Clune, Members must consider the analysis above and contained within this paragraph, alongside detailed comments made about East Clune at Appendix 2.

East Clune is a home that historically supported an integral Day Centre for older people. The service has not been used since March 2020 and the two residents that used the service prior to the pandemic have subsequently moved to alternative accommodation. There was no feedback about the Day Centre in response to the consultation.

There were 13 comments captured from 5 respondents who chose to respond via email, letter or telephone call. There were a further 101 respondents who selected

APPENIX 3 – ANALYSIS AND RECOMMENDATIONS

East Clune as one of the options of the homes they were providing feedback about when completing the questionnaire.

The three top themes for East Clune were:

- Distress caused to residents and relatives
- A new property should be built on the site
- Negative impact on the local community

As set out in the Housing, Accommodation and Support, the need for residential care beds in the Bolsover area is predicted to decline by approximately 54 beds from 2018 – 2035 with a slight increase of 7 beds predicted by 2025. The need for additional nursing home beds in this area is predicted to be around 139 beds over the next 15 years. Even if the home were to be refurbished at a cost of £4,704,650, we know that the demand for these beds is likely to decrease and therefore investment in the type of care and accommodation people will chose in the future is set out as the preferred option for this home.

The requirement for arrangements to be made to complete the rewiring work by September 2022 means that residents will not be able to remain in these properties beyond this date whilst this work is undertaken.

The recommendation is that East Clune is closed on a permanent basis after the current residents have been supported to find local suitable alternative accommodation.

Ladycross HOP (6 clients, 25

Area	Care Home Name	Type	Distance to HOP 1	
Erewash	Alexandra Care Home	Nursing	2.6	
Amber Valley	Ashfields Care Home	Nursing	8.5	
Erewash	Ashlee (Long Eaton)	Residential	3.3	
Amber Valley	Bankwood Care Home	Nursing	12.5	
Erewash	Bramble Lodge	Residential	6.5	
Erewash	Camden Care Home	Residential	3.3	
Erewash	Canal Vue	Residential	5.5	
Amber Valley	Coxbench Hall	Residential	10.2	
Amber Valley	Heanor Park	Residential	7.9	
Amber Valley	Holbrook Hall	Residential	11.1	
Erewash	Ladywood	Nursing	3.8	
Erewash	Longmoor Lodge	Residential	0.9	
Amber Valley	Milford House Care Home	Nursing	12.7	
Erewash	Sandiacre Court	Nursing	0.5	
South Derbyshire	Shardlow Manor	Residential	8.1	
Amber Valley	Smalley Hall Care Home	Residential	8.4	
Amber Valley	Springwood House	Residential	12.6	
Erewash	The Cedar and Larches	Nursing	4.5	
Amber Valley	The Firs Care Home with Nursing	Nursing	2.9	
Erewash	The Firs Residential Home (Breaston)	Residential	2.9	
Erewash	The Grange Residential Care Home (Sandiacre)	Residential	1	
Erewash	Victoria Court	Residential	5.3	
Erewash	West Hallam	Residential	6.1	
Amber Valley	Wheathills House	Residential	12.6	
Erewash	Woodhall Park	Nursing	1.6	
Erewash	Briar Close (DCC)	Residential	5.4	
Erewash	Lacemaker Ct (DCC)	Residential	3	
Erewash	Hazelwood/ Benneryley Fields * (DCC)	Residential	5.6	
Amber Valley	Florence Shipley (DCC)	Residential	7.8	

Briar Close - refurbishment underway to open 18 Beds. Benneryley Fields - scheduled opening July 2022

Beechcroft (15 clients, 25/

Area	Care Home Name	Type		Distance to HOP
Erewash	Alexandra Care Home	Nursing		8.1
Amber Valley	Ashfields Care Home	Nursing		6.3
Erewash	Ashford Lodge	Nursing		3.3
Erewash	Ashlee (Long Eaton)	Residential		8.7
Amber Valley	Bankwood Care Home	Nursing		7.3
Amber Valley	Belper Views Residential Home	Residential		7.6
Erewash	Bramble Lodge	Residential		1.1
Amber Valley	Butterley House	Residential		9.3
Erewash	Camden Care Home	Residential		8.7
Erewash	Canal Vue	Residential		4.1
Amber Valley	Codnor Park Care Home	Residential		8.2

Amber Valley	Coxbench Hall	Residential		5
Amber Valley	Heanor Park	Residential		6.1
Amber Valley	Holbrook Hall	Residential		5.9
Amber Valley	Hollybank House	Nursing		11.7
Erewash	Ladywood	Nursing		3.9
Erewash	Longmoor Lodge	Residential		7.1
Amber Valley	Milford House Care Home	Nursing		7.4
Amber Valley	Osmaston Grange	Residential		8.1
Amber Valley	Ridgeway Nursing Home	Nursing		9.2
Erewash	Sandiacre Court	Residential		6.6
Amber Valley	Smalley Hall Care Home	Residential		3.2
Amber Valley	Spencer Grove Care Home	Nursing		7.9
Amber Valley	Springwood House	Residential		7.4
Erewash	The Cedar and Larches	Nursing		2.8
Amber Valley	The Firs Care Home with Nursing	Nursing		8.2
Erewash	The Firs Residential Home (Breaston)	Residential		8.2
Erewash	The Grange Residential Care Home (Sandiacre)	Residential		6.4
Amber Valley	The King William Care Home	Residential		9
Amber Valley	The Meadows Care Home	Residential		12.5
Erewash	Victoria Court	Residential		3.2
Erewash	West Hallam	Residential		0.9
Amber Valley	Wheathills House	Residential		11.3
Erewash	Woodhall Park	Nursing		7
Amber Valley	Woodlands Nursing Home	Nursing		8.9
Erewash	Briar Close (DCC)	Residential		6.2
Erewash	Lacemaker Ct (DCC)	Residential		9
Erewash	Hazelwood/ Benneryley Fields * (DCC)	Residential		4.7
Amber Valley	Florence Shipley (DCC)	Residential		6
Amber Valley	Ada Belfield (DCC)	Residential		8.3

Briar Close - refurbishment underway to open 18 Beds. Bennerley Fields - scheduled opening July 2022

East Clune (5 clients, 25/0)

Area	Care Home Name	Type		Distance to HOP
North East Derbyshire	April Park	Residential		7
Chesterfield	Ashleigh Residential Home Limited	Residential		10.3
Chesterfield	Brimington Care Centre	Residential		7.6
Chesterfield	Brookholme Care Home	Residential		12
Chesterfield	Chatsworth Lodge	Residential		11.3
North East Derbyshire	Claydon Lodge	Residential		12.3
Bolsover	Cliff House	Residential		1.3
Chesterfield	Elm Lodge Care Home	Residential		9.5
North East Derbyshire	Holmewood Manor	Residential		10.6
Bolsover	Millfield	Nursing		5
North East Derbyshire	Nethermoor	Residential		5.5
Chesterfield	Ravensworth Care Home	Residential		5.7
Bolsover	Richmond	Residential		7.6
Chesterfield	Ridgewood House	Residential		10.1
Chesterfield	Riverdale	Residential		9.9

Chesterfield	Springbank House Care Home	Residential		10.3
North East Derbyshire	The Callywhite	Residential		11.2
North East Derbyshire	The Gables Retirement Home (Holmewood)	Residential		10.8
Bolsover	The Grange Nursing And Residential Home (Sh	Nursing		8.7
Chesterfield	Woodlands Care and Nursing Home	Nursing		11.3
Chesterfield	The Staveley Centre (DCC)	Residential		6.4
Bolsover	Thomas Colledge (DCC)	Residential		5.1
North East Derbyshire	The Grange (DCC)	Residential		5.7
Bolsover	New Basset House (DCC)	Residential		8.1

New Basset House - refurbishment underway to open 27 Beds.

Holmlea (11 clients, 25/0)				
Area	Care Home Name	Type		
Chesterfield	Ashleigh Residential Home Limited	Residential		
Chesterfield	Bank Close House	Residential		
Bolsover	Blackwell Care Centre	Nursing		
Chesterfield	Brimington Care Centre	Residential		
Chesterfield	Brookholme Care Home	Residential		
Amber Valley	Butterley House	Residential		
Chesterfield	Chatsworth Lodge	Residential		
North East Derbyshire	Claydon Lodge	Residential		
Bolsover	Cliff House	Residential		
Amber Valley	Codnor Park Care Home	Residential		
Chesterfield	Elm Lodge Care Home	Residential		
North East Derbyshire	Hazeldene House	Residential		
Chesterfield	Heather Vale	Residential		
Amber Valley	Hollybank House	Nursing		
North East Derbyshire	Holmewood Manor	Residential		
Derbyshire Dales	Lilybank Hamlet	Residential		
Derbyshire Dales	Long Meadow	Residential		
Derbyshire Dales	Masson House	Residential		
Bolsover	Millfield	Nursing		
North East Derbyshire	Morton Grange	Nursing		
Bolsover	Normanton Lodge	Residential		
Amber Valley	Osmaston Grange	Residential		
Bolsover	Pinxton Manor	Nursing		
Derbyshire Dales	Presentation Sisters Care Centre	Nursing		
Chesterfield	Ravensworth Care Home	Residential		
Bolsover	Richmond	Residential		
Amber Valley	Ridgeway Nursing Home	Nursing		
Chesterfield	Ridgewood House	Residential		
Chesterfield	Riverdale	Residential		
Amber Valley	Spencer Grove Care Home	Nursing		
Chesterfield	Springbank House Care Home	Residential		
North East Derbyshire	The Gables Retirement Home (Holmewood)	Residential		
Bolsover	The Grange Nursing And Residential Home (Sh	Nursing		
Amber Valley	The King William Care Home	Residential		
Amber Valley	The Meadows Care Home	Residential		

North East Derbyshire	The Old Vicarage Care Home (Clay Cross)	Residential		
Derbyshire Dales	Valley Lodge	Nursing		
Chesterfield	Woodlands Care and Nursing Home	Nursing		
Amber Valley	Woodlands Nursing Home	Nursing		
Chesterfield	The Staveley Centre (DCC)	Residential		
Bolsover	Thomas Colledge (DCC)	Residential		
Bolsover	New Bassett House (DCC)	Residential		
Amber Valley	Rowthorne (DCC)	Residential		

New Basset House - refurbishment underway to open 27 Beds.

Rowthorne

The Spinney (7 clients, 25/)				
Area	Care Home Name	Type	Distance to HOP	
North East Derbyshire	April Park	Residential	6	
Chesterfield	Ashleigh Residential Home Limited	Residential	2.3	
Chesterfield	Bank Close House	Residential	3	
Chesterfield	Brimington Care Centre	Residential	1.1	
Chesterfield	Brookholme Care Home	Residential	4.7	
Chesterfield	Chatsworth Lodge	Residential	3.8	
North East Derbyshire	Claydon Lodge	Residential	6.8	
Bolsover	Cliff House	Residential	7.7	
Chesterfield	Elm Lodge Care Home	Residential	1.9	
North East Derbyshire	Grove House	Residential	8.8	
North East Derbyshire	Hazeldene House	Residential	7	
Chesterfield	Heather Vale	Residential	4	
Bolsover	Hollybank Nursing Home (Creswell)	Nursing	9.8	
North East Derbyshire	Holmewood Manor	Residential	7.1	
North East Derbyshire	Meadow Grange	Residential	8.2	
North East Derbyshire	Morton Grange	Nursing	9.4	
North East Derbyshire	Nethermoor	Residential	8.8	
Chesterfield	Ravensworth Care Home	Residential	4.2	
Bolsover	Richmond	Residential	10.6	
Chesterfield	Ridgewood House	Residential	2.2	
Chesterfield	Riverdale	Residential	2	
Chesterfield	Springbank House Care Home	Residential	2	
North East Derbyshire	The Callywhite	Residential	5	
North East Derbyshire	The Gables Retirement Home (Holmewood)	Residential	6.9	
North East Derbyshire	The Old Vicarage Care Home (Clay Cross)	Residential	7.5	
Chesterfield	Woodlands Care and Nursing Home	Nursing	3.7	
Chesterfield	The Staveley Centre (DCC)	Residential	2.7	
Bolsover	Thomas Colledge (DCC)	Residential	7	
North East Derbyshire	The Grange (DCC)	Residential	6.2	
Bolsover	New Bassett House (DCC)	Residential	11	

New Basset House - refurbishment underway to open 27 Beds.

Goyt Valley House (8 clients, 2)

Area	Care Home Name	Type	Distance to HOP	
High Peak	Argyle	Residential	12.2	
High Peak	Haddon Hall	Nursing	13	
High Peak	Hollin Knowle	Residential	11	
High Peak	Pavilion Care Centre	Residential	12.1	
High Peak	Pendlebury Court	Residential	7.5	
High Peak	Pennine Care Centre	Residential	8	
High Peak	Regency Hall	Residential	9.7	
High Peak	The Branksome	Nursing	12.3	
High Peak	The Gables Care Home (High Peak)	Residential	12.1	
High Peak	The Hawthorns	Residential	10	
High Peak	The Lodge (High Peak)	Nursing	6	
High Peak	The Risings	Residential	7.4	
High Peak	Watford House	Residential	1.5	
High Peak	Welby Croft	Residential	5.8	
High Peak	Willowbank	Residential	9.7	
High Peak	Whitestones (DCC)	Residential	6.1	
High Peak	Thomas Fields	Residential	11.1	

Gernon Manor House (6 clients)

Area	Care Home Name	Type	Distance to HOP	
High Peak	Argyle	Residential		12.5
Derbyshire Dales	Darley Hall	Residential		7.6
High Peak	Haddon Hall	Nursing		12.5
High Peak	Hollin Knowle	Residential		12.1
Derbyshire Dales	Ivonbrook	Residential		6.4
Derbyshire Dales	Lilybank Hamlet	Residential		8.8
Derbyshire Dales	Long Meadow	Residential		8.7
Derbyshire Dales	Masson House	Residential		10
Derbyshire Dales	Moorland House	Residential		9.4
High Peak	Pavilion Care Centre	Residential		12.6
Derbyshire Dales	Presentation Sisters Care Centre	Nursing		8.8
High Peak	The Hawthorns	Residential		12.5
Derbyshire Dales	The Old Vicarage (Bakewell)	Residential		0.6
Derbyshire Dales	Valley Lodge	Nursing		7
Derbyshire Dales	Meadow View (DCC)	Residential		6.7
High Peak	Thomas Fields (DCC)	Residential		12.7

5/04/22)

	Declared Vacancies	Top Up?	Top up Min	Top Up Max	CQC Rating
	10	Yes	£158.00	£158.00	Requires improvement
	1	Yes	£187.60	£294.84	Outstanding
	1	No	£0.00	£0.00	Requires improvement
	5	Yes	£75.00	£150.00	Good
	5	Yes	£169.67	£249.67	Good
	2	No	£0.00	£0.00	Requires improvement
	0	Yes	£50.00	£150.00	Good
	2	Yes	£300.00	£300.00	Good
	10	Yes	£100.00	£100.00	Good
	5	Yes	£50.00	£400.00	Good
	5	Yes	£20.00	£50.00	Good
	16	No	£0.00	£0.00	Requires improvement
	10	Yes	£400.00	£600.00	Good
	27	Yes	£300.00	£450.00	Good
	2	Yes	£273.00	£273.00	Good
	1	Yes	£55.00	£55.00	Good
	5	No	£273.00	£273.00	Good
	15	No	£0.00	£0.00	Good
	2	Yes	£65.00	£65.00	Good
	3	Yes	£40.00	£40.00	Good
	0	Yes	£50.00	£119.33	Good
	2	Yes	£150.05	£150.05	Good
	6	Yes	£50.00	£50.00	Good
	0	Yes	£200.00	£275.00	Requires improvement
	6	Yes	£120.00	£120.00	Good
	0	N/A	N/A	N/A	Good
	1	N/A	N/A	N/A	Good
	0	N/A	N/A	N/A	Good
	6	N/A	N/A	N/A	Requires improvement

162

2

04/22)

	Declared Vacancies	Top Up?	Top up Min	Top Up Max	CQC Rating
	15	Yes	£158.00	£158.00	Requires improvement
	1	Yes	£187.60	£294.84	Outstanding
	7	No	£0.00	£0.00	Requires improvement
	1	No	£0.00	£0.00	Requires improvement
	5	Yes	£75.00	£150.00	Good
	14	Yes	£25.00	£25.00	Inadequate
	5	Yes	£169.67	£249.67	Good
	7	Yes	£90.00	£90.00	Good
	2	No	£0.00	£0.00	Requires improvement
	0	Yes	£50.00	£150.00	Good
	1	No	£60.22	£60.22	Good

	2	Yes	£300.00	£300.00	Good
	10	Yes	£100.00	£100.00	Good
	5	Yes	£50.00	£400.00	Good
	2	Yes	£80.00	£80.00	Good
	5	Yes	£20.00	£50.00	Good
	16	No	£0.00	£0.00	Requires improvement
	10	Yes	£400.00	£600.00	Good
	2	Yes	£10.00	£10.00	Requires improvement
	6	Yes	£150.00	£300.00	Requires improvement
	27	Yes	£925.00	£1,075.00	Good
	1	Yes	£55.00	£55.00	Good
	2	Yes	£70.00	£250.00	Outstanding
	5	No	£273.00	£273.00	Good
	15	No	£0.00	£0.00	Good
	2	Yes	£65.00	£65.00	Good
	3	Yes	£40.00	£40.00	Good
	0	Yes	£50.00	£119.33	Good
	2	Yes	£50.00	£55.00	Good
	3	Yes	£30.00	£50.00	Good
	2	Yes	£150.05	£150.05	Good
	6	Yes	£55.00	£55.00	Good
	0	Yes	£200.00	£275.00	Requires improvement
	6	Yes	£120.00	£120.00	Good
	1	Yes	£40.00	£40.00	Good
	0	N/A	N/A	N/A	Good
	1	N/A	N/A	N/A	Good
	0	N/A	N/A	N/A	Good
	6	N/A	N/A	N/A	Requires improvement
	12	N/A	N/A	N/A	Good

210

2

14/22)

	Declared Vacancies	Top Up?	Top up Min	Top Up Max	CQC Rating
	5	Yes	£148.33	£181.00	Good
	2	Yes	£60.00	£60.00	Good
	4	Yes	£100.00	£100.00	Good
	6	Yes	£60.00	£70.00	Good
	0	No	£0.00	£0.00	Good
	2	Yes	£40.00	£40.00	Good
	1	Yes	£0.00	£152.81	Good
	5	Yes	£50.00	£50.00	Requires improvement
	11	Yes	£10.00	£30.00	Requires improvement
	14	No	£0.00	£0.00	Good
	0	No	£0.00	£0.00	Good
	1	No	£0.00	£0.00	Good
	4	No	£0.00	£0.00	Good
	0	Yes	£19.33	£19.33	Good
	7	No	£0.00	£0.00	Good

	4	Yes	£30.00	£30.00	Good
	3	Yes	£320.00	£370.00	Requires improvement
	0	No	£58.00	£258.00	Good
	17	No	£0.00	£0.00	Good
	1	Yes	£300.00	£400.00	Requires improvement
	7	N/A	N/A	N/A	Good
	3	N/A	N/A	N/A	Good
	6	N/A	N/A	N/A	Good
	0	N/A	N/A	N/A	Good

103

4/22)

Distance to HOP	Declared Vacancies	Top Up?	Top up Min	Top Up Max	CQC Rating
8.8	2	Yes	£60.00	£60.00	Good
8	4	No	£0.00	£0.00	Requires improvement
2.7	0	Yes	£50.00	£50.00	Outstanding
8.8	4	Yes	£100.00	£100.00	Good
10	6	Yes	£60.00	£70.00	Good
7.7	7	Yes	£90.00	£90.00	Good
9.2	0	No	£0.00	£0.00	Good
4.2	2	Yes	£40.00	£40.00	Good
7.9	1	Yes	£0.00	£152.81	Good
10	1	No	£60.22	£60.22	Good
10	5	Yes	£50.00	£50.00	Requires improvement
5.1	5	Yes	£122.08	£172.08	Requires improvement
6.3	0	Yes	£70.00	£70.00	Requires improvement
6.4	2	Yes	£80.00	£80.00	Good
3.6	11	Yes	£10.00	£30.00	Requires improvement
10.3	10	Yes	£34.33	£94.33	Good
11.5	6	No	£0.00	£0.00	Good
12.4	1	No	£0.00	£0.00	Good
9.2	14	No	£0.00	£0.00	Good
3.2	6	Yes	£108.00	£208.00	Good
4.1	1	Yes	£10.00	£10.00	Good
11.9	2	Yes	£10.00	£10.00	Requires improvement
5.7	0	Yes	£0.00	£40.00	Good
10.6	1	Yes	£191.03	£191.03	Good
8.9	1	No	£0.00	£0.00	Good
8.4	4	No	£0.00	£0.00	Good
11.2	6	Yes	£150.00	£300.00	Requires improvement
9.7	0	Yes	£19.33	£19.33	Good
9.4	7	No	£0.00	£0.00	Good
12	2	Yes	£70.00	£250.00	Outstanding
8.8	4	Yes	£30.00	£30.00	Good
3.4	0	No	£58.00	£258.00	Good
7.9	17	No	£0.00	£0.00	Good
8.2	2	Yes	£50.00	£55.00	Good
5	3	Yes	£30.00	£50.00	Good

4.8	0	Yes	£75.00	£115.00	Good
11.3	30	Yes			Good
11.2	1	Yes	£300.00	£400.00	Requires improvement
7.6	1	Yes	£40.00	£40.00	Good
9.8	7	N/A	N/A	N/A	Good
8.8	3	N/A	N/A	N/A	Good
7.9	0	N/A	N/A	N/A	Good
6.2	0	N/A	N/A	N/A	Good

179

3 - refurbishment underway to open 14 Beds

04/22)					
	Declared Vacancies	Top Up?	Top up Min	Top Up Max	CQC Rating
	5	Yes	£148.33	£181.00	Good
	2	Yes	£60.00	£60.00	Good
	4	No	£0.00	£0.00	Requires improvement
	4	Yes	£100.00	£100.00	Good
	6	Yes	£60.00	£70.00	Good
	0	No	£0.00	£0.00	Good
	2	Yes	£40.00	£40.00	Good
	1	Yes	£0.00	£152.81	Good
	5	Yes	£50.00	£50.00	Requires improvement
	4	Yes	£208.00	£258.00	Good
	5	Yes	£122.08	£172.08	Requires improvement
	0	Yes	£70.00	£70.00	Requires improvement
	0	No	£0.00	£0.00	Good
	11	Yes	£10.00	£30.00	Requires improvement
	5	Yes	£200.00	£500.00	Good
	6	Yes	£108.00	£208.00	Good
	0	No	£0.00	£0.00	Good
	1	No	£0.00	£0.00	Good
	4	No	£0.00	£0.00	Good
	0	Yes	£19.33	£19.33	Good
	7	No	£0.00	£0.00	Good
	4	Yes	£30.00	£30.00	Good
	3	Yes	£320.00	£370.00	Requires improvement
	0	No	£58.00	£258.00	Good
	0	Yes	£75.00	£115.00	Good
	1	Yes	£300.00	£400.00	Requires improvement
	7	N/A	N/A	N/A	Good
	3	N/A	N/A	N/A	Good
	6	N/A	N/A	N/A	Good
	0	N/A	N/A	N/A	Good

96

25/04/22)

	Declared Vacancies	Top Up?	Top up Min	Top Up Max	CQC Rating
	0	Yes	£0.00	£300.00	Good
	4	Yes	£728.00	£728.00	Requires improvement
	3	Yes	£20.00	£50.00	Good
	4	Yes	£35.00	£35.00	Good
	4	No	£0.00	£0.00	Requires improvement
	3	No	£0.00	£0.00	Good
	15	Yes	£237.08	£572.08	Requires improvement
	7	Yes	£308.00	£308.00	Inadequate
	4	Yes	£200.00	£400.00	Good
	3	Yes	£0.00	£295.00	Good
	5	No	£0.00	£0.00	Requires improvement
	0	Yes	£250.00	£250.00	Outstanding
	4	Yes	£60.00	£60.00	Requires improvement
	2	Yes	£175.00	£220.00	Requires improvement
	0	Yes	£197.32	£997.32	Outstanding
	8	N/A	N/A	N/A	Requires improvement
	2	N/A	N/A	N/A	Requires improvement

68

, 25/04/22)

	Declared Vacancies	Top Up?	Top up Min	Top Up Max	CQC Rating
	0	Yes	£0.00	£300.00	Good
	2	Yes	£260.00	£340.00	Good
	4	Yes	£728.00	£728.00	Requires improvement
	3	Yes	£20.00	£50.00	Good
	0	Yes	£228.00	£258.00	Good
	10	Yes	£34.33	£94.33	Good
	6	No	£0.00	£0.00	Good
	1	No	£0.00	£0.00	Good
	11	Yes	£312.98	£446.34	Good
	4	Yes	£35.00	£35.00	Good
	1	Yes	£191.03	£191.03	Good
	3	Yes	£0.00	£295.00	Good
	1	Yes	£350.00	£350.00	Requires improvement
	30	Yes			Good
	1	N/A	N/A	N/A	Good
	2	N/A	N/A	N/A	Requires improvement

79

Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care

If you would like to make any comments, amendments, additions etc please email
ASCH.adultcare.policy@derbyshire.gov.uk

Contents

1. Introduction	3
2. First Stage: Agreeing the Strategy and Plan.....	3
2.1 The case for change.....	3
2.2 Consulting on the strategy or proposals	4
2.3 Criterion for agreeing change or closure	5
2.4 Preparing for the consultation.....	6
2.5 Undertaking the consultation	7
2.6 Analysis and submitting the proposal for consideration and approval	7
2.6.1 Gathering and analysing the information	7
2.6.2 Selecting the best format to present the proposals.....	8
2.6.3 Including key information in the report or presentation	8
2.6.4 Confirming the outcome of the consultation and the proposed strategy.....	8
2.7 Preparing for the next stage – consultation on proposed delivery plans	9
3 - Second Stage: Consulting on the Delivery Plans	9
3.1 Background to consultation on specific delivery plans	9
3.2 Good practice in second stage consultation.....	10
3.3 Next steps after the second stage consultation	12
4. Third Stage: Working with individuals to manage the change or closure	12
4.1 Process of Assessment.....	12
4.1.1 Supporting individuals to communicate their needs and wishes	13
4.1.2 Consideration of risks	13
4.1.3 Multi-disciplinary contribution to the assessment.....	14
4.1.4 Important and useful information about an individual.....	14
4.2 Care and Support Planning.....	14
4.3 Monitoring the transition arrangements	14
4.4 Providing independent information and support	15
4.5 Resettlement	15
4.5.1 Choice and control.....	15

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

452	Financial implications	15
453	Considering the options available	15
454	Making the transition	16
455	Reviewing the transition and new arrangements	16
456	Timescales for making the move	17
4.6.	Managing any complaints.....	17
5.	Fourth Stage: Making The Transition – The Practical Steps	17
5.1	Closing down a service or building	17
5.1.2	Pre-planning: at least three months before closure	17
5.1.3	Four weeks notification of closure	18
5.1.4	Reminders to agencies and contractors: one week before closure	19
5.1.5	Final task for closure: on the last day and beyond.....	20
5.2	Preparing to take up occupancy in a new building	20
5.3	Ordering furniture and equipment: four months ahead of completion.....	20
5.4	Confirm delivery dates – one month before completion.....	20
5.5	Initial tasks upon occupancy.....	21
5.6	Settling in: the first twelve months	21
6.	Urgent vacation of a care home in emergency situations	22
7.	Temporary vacation of a care home	23
	Appendix 1: Pre-move checklist.....	25
	Appendix 2: Process of the move.....	26
	Appendix 3: Post move arrangements and review	28
	Appendix 4: Transfer to new provision – summary and feedback sheet	29
	Author History	30

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

1. Introduction

Any potential major change, which may include closure, in the way a service is provided can be an unsettling and traumatic event for those at the heart of service currently provided.

The purpose of this guidance is to ensure that the preparation of proposals, any required consultations, decision-making processes, and subsequent implementation of changes or closures are carried out thoroughly and transparently.

Any proposals for change, consultations, decisions made, and subsequent actions will need to be carried out sensitively, and with full regard to the needs of the residents or clients.

This guidance sets out how the process should be conducted from inception of the proposal to cabinet through to supporting individuals affected by the change.

The guidance is set out in four sections:

1. First stage: agreeing the strategy and plan
2. Second stage: consulting on the delivery plans
3. Third stage: working with individuals to manage the change or closure
4. Fourth stage: making the transition – the practical steps.

The guidance in this document is based on established and emerging best practice using information gathered from other local authorities, research-based evidence, guidance from the Association of Directors of Adult Social Services, and the outcomes of judicial reviews and legal challenges. As such, any new change or closure being considered by the authority will also need to be measured in the light of any recently issued best practice and guidance.

2. First Stage: Agreeing the Strategy and Plan

The modernisation and maintenance of accommodation, care and support to meet the needs of a rapidly ageing population must respond to increasing expectations around choice and personalised outcomes as well as regulatory requirements.

2.1 The case for change

Reviewing services, and considering alternative proposals, should fit within a strategic framework or plan. A sound plan should:

- serve as a framework for decisions or for securing support/approval
- provide a basis for more detailed planning
- explain the business proposal to others in order to inform, motivate & involve
- assist benchmarking & performance monitoring
- stimulate change and become a building block for next plan

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

It is important that the strategy or plan is backed up by a business case to support any proposals within it. As the authority is governed by the county council cabinet any strategy or plan for major changes or closure will need to be approved by cabinet.

2.2 Consulting on the strategy or proposals

In preparing the business case or report for cabinet it is important to consider the views of the local populations that could be affected by the proposals. Some large-scale changes require statutory consultation, others do not. Specific guidance should be sought from the authority's legal department on whether statutory consultation is required.

The Cabinet Office Code of Practice on Consultation¹ provides seven criteria that should be considered if consultation is to be carried out at this strategic level. They are:

Criterion 1 When to consult

Formal consultation should take place at a stage when there is scope to influence the policy outcome.

Criterion 2 Duration of consultation exercises

Consultations should normally last for at least 12 weeks with consideration given to longer timescales if required by the particular circumstances of the service concerned.

Criterion 3 Clarity of scope and impact

Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.

Criterion 4 Accessibility of consultation exercises

Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.

Criterion 5 The burden of consultation

Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.

Criterion 6 Responsiveness of consultation exercises

Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.

¹ HM Government, Cabinet Office Code of Practice on Consultation, July 2008

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

Criterion 7 Capacity to consult. Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.

Derbyshire County Council is keen to ensure that consultation is appropriate and meaningful. The authority aims to optimise the way it consults by adopting a proportionate and targeted approach, so that the type and scale of engagement is proportional to the potential impacts of the proposal. The emphasis is on understanding the effects of a proposal and focusing on real engagement with key groups.

The Derbyshire County Council Adult Care Stakeholder Engagement and Consultation team and/or the authority’s legal section will be available to provide guidance and advice on appropriate consultation for each individual circumstance in line with the criteria and principles set out above.

2.3 Criterion for agreeing change or closure

A proposal for strategic change, which could include closure of a service, will be based upon a set of key objectives. A criterion should be agreed and used to analyse the relevant factors set out within the proposal or business case. These should be published within the consultation documentation.

Criterion could include such issues as:

- changes in demand based on joint strategic needs assessment and current service provision
- any agreed commissioning priorities
- performance data, including service delivery and financial costs
- condition of any buildings
- regulatory compliance issues, including both building quality and service e.g. health and safety and Care Quality Commission
- the current circumstances of the service including location, ability to adapt within the proposed strategy, and any opportunity costs for the service, building or land
- availability of comparable or complementary services within the locality
- potential impact on different groups with protected characteristics as defined by the [2010 Equality Act](#)

The criteria selected for consultation should be based on the specific requirements of any proposed strategy.

2.4 Preparing for the consultation

In order to undertake an effective consultation, the following checklist should be used:

	Task	
1.	Gain cabinet approval, if required, to go out to consultation by setting out the subject of consultation, the proposed methodology and the proposed target group(s)	
2.	Identify the criteria to be used during the consultation	
3.	Prepare the consultation document – make it useful and accessible. It should include:	
3.1.	Introduction – does it recap the situation; does it set out what is non-negotiable; does it give feedback on what people have said previously?	
3.2.	Outline of the proposal and elements within it	
3.3.	Description of the benefits of the proposal and planned services or facilities	
3.4.	Description of the rationale for the changes eg demographic changes, available funding etc	
3.5.	Description of any background analysis that will need to be done, and set out the criteria that will be used to inform any specific proposals within the strategy; and where there are a number of options for consideration, be clear what the preferred option(s) is / are	
3.6.	How individuals or groups can have their say, any support that may be available to help them have their say, and how long the consultation period will last	
3.7.	Description of what options might be available to individuals who currently use services or facilities that might be affected	
3.8.	Description of what will happen once the consultation period has closed	
3.9.	Confirmation of how individuals can contact the organisation, submit their views and confirm any confidentiality issues	
3.10.	How individuals can obtain any supporting documents	
4.	Review whether the documentation is transparent	

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

5.	Agree what formats the consultation documentation should be available in; digital, hard copy, large print, other languages etc	
6.	Set out the dates for the consultation, and who will lead / support in the consultation itself	
7.	Set out the recording and reporting procedures to be used	
8.	Set out the timescale for analysing the feedback from the consultation	
9.	Set out the timescale for reporting the outcome of the consultation to the appropriate decision-making group (including cabinet where necessary)	
10.	Discuss the consultation plan and any likely risks or issues with the authority's Public Relations team	

2.5 Undertaking the consultation

Once the preparations have been made, the consultation should be undertaken over the required period. It will be important to ensure:

- consultation should be undertaken simultaneously in all services affected
- an equality impact analysis should be undertaken at the same time as the consultation
- all staff involved in facilitating the consultation are briefed in advance
- there is ongoing support for those undertaking the consultation
- appropriate support is provided for anyone who has identified communication needs
- there is a central co-ordinating role to ensure consistency where the consultation involves multiple groups, services or facilities
- records of meetings and consultation events are stored in an appropriate format and in a timely manner - they should be easily retrievable if they are required during or after the end of the consultation (for further guidance see meeting standards)

2.6 Analysis and submitting the proposal for consideration and approval

2.6.1 Gathering and analysing the information

Supporting information should be gathered in parallel with the consultation being undertaken, so that the analysis can consider:

- qualitative and quantitative data regarding the relevant criteria as set out in section 2.3 above

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

- feedback provided by all groups and individuals as part of the consultation
- Involvement of partner organisations will be required at this stage, where appropriate, to help complete the analysis and formulate any revisions to the proposed strategy or plans.

2.6.2 Selecting the best format to present the proposals

The outcome of the consultation and the resulting proposal should be set out in a format that can be used to inform and seek approval from cabinet.

In addition to this, other means of presenting the proposals may be required to inform a wider audience of the outcome of consultation. These could include:

- an information sheet such as the adult care ‘Perspectives’
- a power point presentation/DVD

2.6.3 Including key information in the report or presentation

The format of the report should be appropriate to the intended audience, but should include some or all of the following:

- the background and reason for the proposed strategy or plan (eg financial effectiveness of the service, service no longer appearing to meet required standards, changes in demand for the service etc)
- the criteria used to develop the proposal
- the methods used to analyse the information
- the process used to consult on the criteria
- any changes to the criteria that need to be considered as a result of consultation
- the main points arising from any options considered (any detail should be included as appendices)
- the outcome of any option appraisal
- the preferred option and the reason for it being the preferred option
- any property, financial, human resource, legal, equal opportunities and other consideration (which could include prevention of crime and disorder, environmental, health and transport considerations)
- any specific officer recommendations for approval

2.6.4 Confirming the outcome of the consultation and the proposed strategy

There may be a range of outcomes once cabinet has considered the report, including:

- the officer recommendations are not approved, and an alternative proposal or strategy may need to be developed and consulted upon
- the officer recommendations are approved with conditions, and the proposal or

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

strategy may need to be revised (with or without further approvals required)

- the officer recommendations are approved without conditions, and more detailed planning will start

In all cases it will be necessary to feedback the outcome to all relevant parties, with information on what will happen next and when. The level and method of communication should be appropriate to the target audience and should form part of a project or service communication plan. Close working with the authority’s public relations team will be essential at this stage.

2.7 Preparing for the next stage – consultation on proposed delivery plans

At the conclusion of the first stage, if approval has been given for the proposals to be implemented there will be detailed planning work to set out a delivery plan for the approved strategy. The delivery or implementation plan will require an appropriate level of governance and programme or project management supported by necessary specialists across the authority.

Consideration should be given on how best to include current clients or other potential stakeholders in taking forward the implementation plan. The Adult Care Stakeholder Engagement and Consultation team will be able to support in identifying and initiating contact with potential community reference group members.

The delivery plan will include proposals for managing the change of individual services or facilities. The delivery plan will include contingencies or alternatives should it not be possible to proceed with any one specific element of the proposals.

Where individuals or groups are going to be directly affected by the specific delivery plans it will be necessary to consult on those plans.

3 - Second Stage: Consulting on the Delivery Plans

3.1 Background to consultation on specific delivery plans

Consultation will be required on a specific proposal for change of service or service closure. It is important to differentiate between consultation about the proposed closure (with residents, families and other key stakeholders) and subsequent consultation with staff once a decision to change or close a specific service has been made. Second stage consultation on the delivery plans is aimed at the former. Consultation with staff about their employment will only start once cabinet has made its decision on the future of the service in which they work. This consultation will take place in line with human resource policies agreed with trade unions.

Second stage consultations should be carried out as and when required to ensure people are given timely information, at a point when a decision on the future of

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

their individual service is business critical, so that they can contribute fully to the process.

3.2 Good practice in second stage consultation

This round of consultation will provide information about the implications of the previously approved strategy, the likely timescales, options and choices, and any special considerations that should be applied to their specific service that might prevent their establishment being taken forward as proposed. As well as providing information, the consultation must seek to gather the views of all with a legitimate interest who wish to participate in the consultation. An equality impact analysis should be conducted in parallel with the consultation.

Good practice guidelines set out in the section on first stage consultation should be adhered to. The following checklist should be used to prepare and undertake the consultation on delivery plans:

	Task	
1.	The Consultation team and equality impact analysis are in place (consider any need for independence from either the current service or the proposed changes)	
2.	The consultation timetable is agreed	
3.	Public relations are advised of the consultation proposals and timetable	
4.	Supporting materials are in place, including:	
4.1.	key messages from any first stage consultation	
4.2.	background analysis on the circumstances surrounding particular establishment affected	
4.3.	an outline of any options that can be considered / or any that are non-negotiable	
4.4.	any list of pledges that may be relevant to the service or people affected	
4.5.	any press releases that may support the consultation process	
5.	Advocacy e.g. Independent Mental Capacity Advocate (IMCA) is available if needed	
6.	The consultation team and those facilitating the consultation are briefed and the consultation plan agreed	
7	Those directly affected by the proposal are notified of the consultation process:	
7.1.	those receiving the service family carers, advocates and any close friends acting in effect as	

7.2.	next of kin staff are notified that the process will begin and their role within it
8.	Consultation start and finish dates are adhered to but with flexibility to extend the finish date in exceptional circumstances
9	The views and comments of all stakeholders are captured recorded. Stakeholders are encouraged to express their in a manner that suits them which may include some or all of the following:
9.1.	<ul style="list-style-type: none"> • digital or hardcopy questionnaires
9.2.	<ul style="list-style-type: none"> • group meetings or one to one conversations *see
9.3.	<ul style="list-style-type: none"> • web-based comments
9.4.	<ul style="list-style-type: none"> • letters and emails
9.5.	<ul style="list-style-type: none"> • telephone enquiries
10.	A communication plan is in place to ensure that the broader range of agencies and voluntary sector groups with a legitimate interest in the future of the particular service are contacted and asked to contribute their views
11.	Clear lines of accountability are in place in adult care to respond to ad-hoc queries from interested parties and the press, and to disseminate the outcome of any considerations, approvals, or agreed actions
12.	Time and resources are allocated to analyse the information and write the consultation outcome report including the conclusions of the consultation and the draft recommendations on the future of the service or establishment
13.	The report and officer recommendations are prepared and submitted to appropriate approval processes, including cabinet where required
14.	A briefing session is held with managers as soon as possible after the approval process has completed. This will provide them with information about any decisions made, the implications of any outcome to the report, and our next steps, enabling them to manage communication with staff and residents/clients ensuring the right messages are being received

Note 1: it is recommended that:

- a minimum of two group meetings will take place within each affected service
- the first meeting should take place in daytime and the second meeting should

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

take place in the evening

- the two meetings should take place no less than two weeks apart
- these steps will ensure relatives and residents/clients have a choice of time they can attend
- a lead officer from the Consultation team should attend each meeting plus the service’s manager or deputy manager
- a stakeholder event for agencies and voluntary sector groups with a legitimate interest in the proposal should be organised approximately halfway through the consultation process and will involve those stakeholders identified within the communication plan

3.3 Next steps after the second stage consultation

If, as a result of the approval process, it is decided that a major change or closure will go ahead, then time and energy must centre on how the needs of residents/clients are to be best met during a period of transition to assist them in making the right choices for their future.

Underpinning this will be the set of pledges, tailored to the service and target group of individuals involved, set out in the consultation process detailing how the authority would address the concerns of residents/clients.

<h2>4. Third Stage: Working with individuals to manage the change or closure</h2>

When a decision has been made to change or close a service currently being provided to individuals, the authority has a duty to assess the needs of **all** residents/clients irrespective of the individual arrangements for paying for their care.

This section sets out the process by which fieldwork service case workers and direct care staff will support individuals to manage the change or closure. A basic principle running throughout the process is that relevant agencies should work together in the best interests of the residents.

4.1 Process of Assessment

Fieldwork services case workers need to undertake individual assessments of the residents/clients, using the standard documentation on the case management system, considering all appropriate elements of the pledges and ensuring these are covered within the documentation. The process will include family carers, advocates (where required), staff at the home/unit and relevant health care professionals to ensure that the fullest picture possible is gained of needs, wants and aspirations of the individual resident/client. Ensuring the health and wellbeing of all individuals throughout this very significant change will be of central importance.

An assessment must be carried out by a fieldwork services case worker with an individual resident/client within an appropriate timescale relevant to the timescales

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

for decommissioning of the service. The assessment should be carried out no sooner than 5 months before they would be resettled and allow plenty of time once the assessment has been completed to allow that information to be used to identify options and choices for the individual. Given that in any care setting, friendship groups will have been formed, it is important that close consideration is given as to how these can be maintained, either by friends moving together if they so wish or by making arrangements for continued contact to be made through visits for example. These friendships may in some instances be as important, or indeed more important, than the relationships individuals have with people visiting them.

4.1.1 Supporting individuals to communicate their needs and wishes

Any specific communication needs of individuals will be addressed to ensure they play the fullest possible part in setting out their needs, wishes and aspirations and how these are best met.

The provisions of relevant legislation such as the Mental Capacity Act 2005 and the Mental Health Act 1983 will be considered wherever appropriate and where required a referral made to the IMCA service requesting support for the individual resident/client.

4.1.2 Consideration of risks

Particular attention in the assessment and the subsequent recording must be paid to the risks involved in a resident /client moving from their current setting. As with any major change in the circumstances of an individual, significant life changes (of which moving home/day-care setting is one) can be traumatic and in extreme cases life threatening, and this may be exacerbated if the resident/client has had to deal with other major changes in their lives. Risk cannot necessarily be eliminated but good planning will help to mitigate its impact.

Some individuals are more susceptible to the impact of relocation than others. They are likely to be more affected by any life event. Characteristics which identify people likely to encounter the greatest difficulty include:

- evidence of previous breakdown in response to stress
- age, with very advanced age making it more difficult to adapt
- gender – men by and large adapt less well to change and stress than women
- the presence of pathological impairments which may produce physical problems, reduced mobility or urinary incontinence and/or make it more difficult to understand the environment (e.g. reduced eyesight, reduced hearing or deafness or other sensory loss)
- the presence of depression, anxiety or a demonstrated vulnerability to such symptomology is likely to be exacerbated by any move
- the presence of cognitive impairments, such as loss of the facility to understand, comprehend, remember and reason with the information that a move is to be made makes the individual particularly vulnerable - no matter

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

how much effort is put into explaining the situation and to help them come to terms with it, all that work may be lost because of the failure to register and remember

- in addition to this, anxieties associated with fragments of an understanding (or half understanding) may come back repeatedly to haunt the individual

Combinations of these vulnerability factors increase the risk of adverse reactions to the stress of relocation and their presence should be noted. Additionally, residents with a history of falls are more at risk of increased falls in a new environment and this should be highlighted so that additional falls precautions/preventions can be considered in any future location.

4.13 Multi-disciplinary contribution to the assessment

As part of the assessment process, the case coordinator must obtain the views of the GP or consultant in writing as to what risks there may be in a resident/client moving, whether these can be mitigated, and if so what needs to be done to achieve this. This could involve medical supervision during the transfer process. Contributions from other members of multi-disciplinary teams should be sought as appropriate to the individual.

4.14 Important and useful information about an individual

All residents/clients should be offered the opportunity to complete a life book and move book. The content of the former will be determined by the individuals though the suggested framework is likely to cover such areas as personal history, likes and dislikes, relationships, education, memories and interests. It could also include photographs (past or present). The contents of the latter will focus on what important factors need to be considered in the move itself. This will be more appropriate where the client is moving into a care setting supported by a different group of staff, rather than circumstances where there is continuity of care and support.

4.2 Care and Support Planning

A new and detailed care and support plan will be produced in conjunction with residents/clients. This document will provide clear statements of future care needs and of the preferred way this care should be provided in the new care setting. It will specify in detail the ways the resident/client's care and support should be provided to ensure that their personal dignity, independence, abilities and control over services is maximised.

4.3 Monitoring the transition arrangements

Internal monitoring processes, overseen by a member of the Senior Management team, need to be in place to ensure that progress is being made at an appropriate rate on the assessment and future care and support planning for all residents/clients. It is important that residents do not feel rushed into making a

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

decision.

4.4 Providing independent information and support

Residents/clients and families/carers will have access to an independent information, support and advocacy service. The advocacy service is primarily aimed at those people who lack capacity or have communication difficulties and do not have other support available, or where there is conflict between the views of the resident/client and others involved in the process.

4.5 Resettlement

The identification of the appropriate resource to meet the needs and preferences of individuals will be based on the assessment and the resulting agreed care and support plan.

4.5.1 Choice and control

It will be important for people to feel that they are given the maximum amount of control over their future care provision. This will be enhanced by them being able to consider all available options, and to make an active positive choice about which provision they prefer. They will be helped to visit alternative provisions that appear to be able to meet their support needs, and for which they appear to meet any admission criteria. Fieldwork services case workers will provide details to individuals of the current potential resources that are available. The Care and Support After-Care (Choice of Accommodation) Regulations (number 26a 70), 2014 are applicable in the selection of a new home.

4.5.2 Financial implications

The financial implications to the individual of the various options they are considering will be carefully explored with them in order to assist them to make the best decision for themselves. For many clients this will involve the use of a personal budget if they are living independently. If they are in a residential home this will cover primarily the costs of a new potential placement and how any difference in cost between current and future fee levels are met.

4.5.3 Considering the options available

Fieldwork services case workers will be updated about vacancies across a range of services by brokers on a regular basis so that as vacancies occur residents can be informed of potential opportunities for moving.

Care Quality Commission (CQC) inspection care home reports will be made available to assist individuals to make a comparative judgement on the quality of homes.

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

454 Making the transition

In order to facilitate the smoothest possible transition from the present home to the new care setting, a number of checklists have been drawn up to provide guidance on issues that need to be covered. The checklists cover the areas of:

- pre move arrangements (appendix 1)
- the process of the move (appendix 2)
- post move arrangements and review (appendix 3)
- transfer to new provision summary and feedback Sheet (appendix 4)

The day of the move will be a particularly significant event in the life of an individual. No matter how much planning goes into this to make it as positive and supportive as possible, some factors cannot be accurately foreseen. These include the health of the resident, the weather, and the last-minute unavailability of key staff in the actual move. However advanced the plans may be, it may be necessary for the move date to be re-scheduled because of unforeseen circumstances. This should be kept under close review by the fieldwork services case workers, care staff and relatives/advocates.

The pre-move checklist and process of move checklist (appendices 1 and 2) are designed to ensure that all aspects of the move have been considered in advance and that all arrangements have been made for a smooth transition, ensuring that the resident/client moves to a new setting with the maximum possible continuity of care to meet their health and social care needs.

455 Reviewing the transition and new arrangements

A review of the new arrangements for each individual will be co-ordinated by the fieldwork services case workers no later than 28 days after the move. An earlier review can be arranged if required at the request of any party. The fieldwork services case workers will arrange for notes and outcomes of the review to be provided to all those in attendance and to those who it is agreed should also receive them. The review will consider all aspects of the new support package.

Particular attention needs to be paid in the review to the health and wellbeing of the resident in the light of the risks identified in the assessment and how effective the mitigation has been. The review must also consider whether fresh risks have been identified now the move has taken place and how these can be addressed through mitigation.

After the first review the fieldwork services case workers must complete on the case management system the transfer to new provision summary and feedback sheet, available as appendix 4. These will be read by the senior manager involved in the re-settlement process for that particular care setting to address any lessons that need to be learnt for the current process of re-settlement and any future similar events.

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

Further reviews need to be carried out on a minimum of an annual basis once all parties have agreed that the placement is settled. Up to that point reviews need to be carried out at a frequency which enables all parties to discuss and resolve how best to ensure the resident/client becomes settled in their new setting. If this proves to be unachievable, a fresh assessment will be required to consider other options which need to be explored.

4.5.6 Timescales for making the move

Research undertaken by the University of Birmingham summarises the recommendation by individuals and relatives about closure timescales for care homes. The key recommendation made is that notice of closure (or departure date) should be flexible and allow time for alternatives to be properly explored and choices considered. Some establishments have waiting lists, and these must be taken into account. At least two months is recommended, more in areas where there is limited supply. A specific day should not be named.

In order to ensure that enough time is available for assessments and resettlement plans with all individuals at a home, it is anticipated that the process will take about 6 months to complete.

4.6. Managing any complaints

A fast track complaints process will be in place so that if any party is concerned about any aspect of the process, then they can draw this to the attention of the adult care complaints manager promptly.

5. Fourth Stage: Making The Transition – The Practical Steps

If the building is to be replaced and there is a particular item that clients and staff would like to be put in the building, ensure the new build design team knows this at an early stage. Examples of things that can be incorporated into the scheme are stained glass, a fire surround.

5.1 Closing down a service or building

The closure tasks will be phased over a period of approximately three months. This needs to be flexible and require handling sensitively to allow the service to operate normally until all the effected individuals have moved.

5.1.2 Pre-planning: at least three months before closure

At least three months before closure it will be necessary to prepare for the move ahead. At this stage it is important to think about what, if anything will need to move into any new build, or will need to be taken by current clients / residents to their new facility or home. The following checklist can be used:

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

Task	
Start to clear out all unwanted items, furniture and rubbish	
Check existing inventory for accuracy, have items to be disposed of written off. This inventory must be retained, and must be accurate for audit purposes	
Ask for confidential waste to be removed when required	
Advertise a list of items available for re-use, first to local Adult Care establishments, then to all Adult Care establishments. Ensure they know they will have to make arrangements for collection. If there are still items available advertise to	
REMEMBER chairs, settees, beds and mattresses that do not meet FIRE STANDARD IGNITION SOURCE 5 must be put in a skip and disposed of	
Label items with the name of the establishment it is to go to and keep a list where everything has gone	
REMEMBER a skip must be 10 meters away from the building and if it is to stay on the grounds overnight should have a lockable lid. If rubbish is to be collected it should not be piled up next to a building	
Label all keys to building	

5.13 Four weeks notification of closure

The following tasks include the formal notifications that will be required to ensure that a building can be closed down and will not be liable for any ongoing amenity bills etc.

The list is not comprehensive and each establishment should ensure it has notified any other organisations or sections relevant to their establishment or service.

Task – The following external organisations have been notified in writing:	
District council for business/council tax	
Utilities for gas, electric and water (with a copy to county procurement section to ensure the establishment is taken off any contract lists)	
Post Office, with provision of a forwarding address for mail	
Waste companies, sanitary bin suppliers, food suppliers, papers, linen hire, call system, burglar alarm	

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

Task – The following internal organisations have been notified by e-mail:	
Insurance section	
The adult care general office with provision of a forwarding address for mail	
Audit services	
Exchequer division	
Human resources	
ICT section for telephones, MFD (multi-functional devices e.g. printers, scanners) and computer equipment. BT for final telephone bill	

5.14 Reminders to agencies and contractors: one week before closure

As the date of closure approaches it is important to ensure that the final practical and safety arrangements are in place. These will include, but may not be limited to:

Task	
Inform property services to collect fire-fighting equipment, turn off gas, electric and water. Drain down the heating system.	
Inform the police and ask them to keep an eye on the property	
If the property is to be sold, when the building is completely empty all the keys are to be given to the Estates department. Fixed items must not be removed without prior consent	
If the building is to be demolished fixed items are not to be removed unless permission has been given before the demolition contract is awarded	
During the period leading-up to the closure of an establishment the unit manager should seek the co-operation of the suppliers of goods and services by asking them to render their final few invoices promptly, thereby enabling as many invoices as possible to be processed for payment before the property is vacated.	

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

5.15 Final task for closure: on the last day and beyond

Task	
Take meter readings and keep a record of them	

5.2 Preparing to take up occupancy in a new building

As with closure of a facility, preparation for opening a new facility will need to be planned ahead and phased. Colleagues from property services or any relevant project teams will be able to assist the new manager in this process.

5.3 Ordering furniture and equipment: four months ahead of completion

All furniture and equipment will be purchased from approved suppliers on the Derbyshire County Council framework agreement. This will optimise purchasing power, reduce administrative costs and meet DCC financial regulations.

Task	
Place orders with manufacturers.	
Give manufacturers estimated delivery dates	
Arrange for quotation for the supply and fitting of curtains and bed throws	
Arrange with builder when curtain contractors can take an accurate measurement	
8 weeks before occupation start the registration of the service with Care Quality Commission.	
Contact the accountancy section to arrange for a new imprest account, if required.	

5.4 Confirm delivery dates – one month before completion

Task	
Confirm delivery dates with builders and manufacturers	
Arrange contracts for waste disposal, window cleaning etc.	

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

5.5 Initial tasks upon occupancy

The manager of the new facility will need to:

Task	
Ensure registration of service has been approved by Care Quality Commission.	
Update travel plan to reflect journeys of staff appointed.	
Complete fire risk assessment. This will need to be reviewed when the building is occupied and as and when required	
Prepare fire evacuation procedures	
Prepare booking in and out procedure for tracking fob / pagers	
Accept delivery of remaining furniture and equipment	
Arrange for commissioning/demonstration/instruction of equipment such as baths, cooking equipment, call system, fire alarm, heating controls	
Ensure all operating manuals and certificates are handed over to the manager	

5.6 Settling in: the first twelve months

Task:	
Ensure staff are aware of who to contact about any defects in the fabric of the building, fire alarm and electrics. (The builder for the first 12 months)	
Ensure staff are aware of who to contact about any defects in the cooking equipment, dishwasher, laundry equipment and baths. (The manufacturer for the first 12 months or until extended guarantee expires)	
Ensure staff are aware of who to contact about any defects in any installed telecare or nurse call system (contact the	
Where accommodation and services are provided through partnership arrangements, ensure all staff are aware of whether the initial contact as set out above is direct or via partners and any differences to contact	

Please note: If property services are called to repair equipment in the first twelve months the guarantee is invalid.

6. Urgent vacation of a care home in emergency situations

Sometimes it is unavoidable that a building needs to be urgently vacated because of a catastrophic occurrence. These kinds of occurrences, although rare, give rise to concerns about the immediate health and safety of the residents and staff in the building. Some examples are as follows:

- major failure of electrical systems which cannot be rectified immediately
- major failure of heating systems which cannot be rectified immediately
- structural damage caused by flooding, trees falling, or other severe weather related incidents
- disruption to essential services or supplies, for example gas, water, drainage or electricity
- a dangerous occurrence in the local area (e.g. major fire or gas leak)

In these circumstances a decision would be made by a member of the Adult Social Care and Health Senior Management team (in consultation with relevant senior managers from the council's Property team) to immediately vacate the building. The senior manager will appoint a group manager to lead and co-ordinate the arrangements required.

Given the urgency of the situation most of the arrangements described in the major change and closure guidance do not apply. It is however essential that communication with staff, residents and their families is facilitated as soon as practicable. This needs to include:

- the reason why it is necessary to evacuate the building
- what arrangements are being made for residents to move to other suitable facilities
- if possible how long these arrangements might be required

A nominated Direct Care service manager should take responsibility for coordinating contact with residents' families to inform them of the situation as soon as practicable.

All unit managers of establishments have a responsibility to keep and maintain a business continuity plan. If the emergency occurs outside of normal office hours, or if a place of safety is required on a temporary basis, it may be necessary to use an emergency rest centre. The council's Emergency Planning team will be able to assist with arrangements in these circumstances.

If it is anticipated that the care home needs to be vacated for more than 8 hours the priority must be to find alternative placements for residents. Where it is possible to make arrangements for residents to move to other local care homes this will be facilitated. The local social work team service manager will be responsible for identifying any local available care home places and securing these for residents to move to.

A nominated Direct Care service manager will be responsible for arranging transport for residents to a rest centre (if required) or directly to another care home if this is practicable. The service manager will be responsible for ensuring that the resident's belongings

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

(enough for the immediate requirements) plus any equipment and medication are transported with the resident to the new care home.

A nominated Direct Care service manager will be responsible for ensuring that an up to date personal service plan is transferred with the resident to any temporary placement. This should include all the necessary documentation to support the provision of support to the resident (i.e. risk assessments, moving and handling plan, medication records, log sheets, etc.).

It may be that depending upon the nature of the situation parts of the building may not be accessible and that arrangements will need to be made to secure clothing or equipment from another source. The nominated group manager will need to liaise with the relevant property services and health and safety advisors on this matter and instruct a service manager to make the necessary arrangements.

The nominated group manager will confirm to property services that the building has been evacuated in order that arrangements can be made for security and turning off utilities (if appropriate). It may be possible (depending on the nature of the incident) for the unit manager or deputy manager to remain in the building in order to close down finances and empty the contents of the safe, but this would only be after consultation with the relevant property and health and safety advisor.

7. Temporary vacation of a care home

It may become necessary to vacate a care home, either fully or partially, on a temporary basis whilst work is carried out on the building. This is normally the case when health and safety concerns indicate it would not be safe for residents and staff to remain in the building whilst work is undertaken. The kind of situations where this might apply are as follows:

- when rewiring is required meaning that the electrical systems need to be out of action for prolonged periods
- any works which involve large scale removal of asbestos material from the building roof
- replacement or major repairs to the structure of the roof
- heating system replacement requiring new pipework and boilers which mean that the heating and hot water systems are out of action for prolonged periods

Wherever possible the provisions in the Major Change and Closure Guidance will still apply, the following key points and exceptions should be noted however:

Consultation and communication with residents and their families should be undertaken in the same way as for a proposal to close a care home. It may be necessary to adjust the arrangements depending on the planned work programme. If there is concern that the home is unsafe and work is required immediately then this is covered by the arrangements set out in section 6 above.

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

The resident and their family's choice of a temporary placement in another care home will also apply as far as possible as per the provisions of section 4.5.1 in the Major Change and Closure Guidance above.

The sections of the Major Change and Closure Guidance which do not apply in the case of a temporary vacation of a care home in large part relate to the building once it has been vacated. It will not be necessary to shut down systems as these are likely to still be required to be operational whilst work is undertaken. It may still be necessary to arrange for security at the building at night, the unit manager should consult with property about these arrangements.

Appendix 1: Pre-move checklist

Task	Person
Are all relevant assessments up-to-date, detailed and available?	case
Has the new support plan been completed and made available?	case
Have the new personal support plan, life book and moving book been completed and made available?	unit manager
Is there a contingency plan for what happens if the person is not fit to move on the day?	case worker
Have arrangements been made for a settling in period in the receiving care setting?	case worker
Has there been discussion with the manager in the receiving care setting who will be responsible for the resident/client?	case worker
Does the resident/client and their relatives or carers know who this will be?	case worker
Have arrangements been made for staff in the receiving care setting to get to know the resident/client prior to transfer through one or more visits to the new care setting?	unit manager
Are the staff of the receiving care setting familiar with the resident/client's personal support plan, including issues such as how to handle distress and any necessary falls prevention considerations?	case worker
Have the staff of the receiving care setting been involved in drawing up the transfer plan?	case worker
Has medical cover been discussed and arranged – in particular what arrangements are in place for transfer to another GP where this is necessary? Also has access to district nursing support been confirmed where required?	case worker
Has an adequate (at least two weeks) supply of medication, dressings, and equipment been ordered to cover the post transfer period?	unit manager
Has the local pharmacy been informed about any special needs?	unit
Have the assessed needs and the support plan been reviewed in the 3 to 4 weeks before the planned transfer?	case worker
Has it been decided who will be travelling with the resident/client during the transfer?	unit manager
Has transport been arranged taking account of how many people will be travelling with the resident/client and who they will be?	unit manager
Have arrangements been made in the new setting for relatives and carers or friends to be able to contact or visit the resident/client?	case worker
Does this allow for continuation of previous visiting patterns?	case
Has the resident/client had the opportunity to say goodbye to friends and staff?	unit manager
Has it been agreed what the individual is taking with them? This will include the personal possessions they have in their room. It may also include a particular item such as a picture or ornament which belongs to the home.	unit manager

Appendix 2: Process of the move

Task	Person
Is the resident well enough to move and if not, what contingencies are in place?	unit manager
Is all the following documentation completed, dated and ready to travel with the resident/client? <ul style="list-style-type: none"> • moving book • life book • personal service plan • manual handling plan • medication assessment record sheet • key contacts for family, friends and adult care staff • details of when the most recent medical examination took place 	unit manager
Has the assessment documentation been shared with special note made of any significant risk factors identified and an agreed plan of action if intervention is required?	case worker
Are the identified equipment, aids and supplies, either ready for travel with the client or in place in the receiving setting?	unit manager
Have arrangements for packing and transporting the resident/client's possessions been made which include: <ul style="list-style-type: none"> • identifying the items to travel with them and those to arrive in advance • packing personal possessions in a suitcase or suitable travel bag (not in a plastic bag) 	unit manager
Have travel arrangements been made which include: <ul style="list-style-type: none"> • who is to travel with the resident/client (eg, key worker, relative or carer, or a combination) • the date and time of day travel is to take place, avoiding times that would disrupt routine 	unit manager
Have arrangements been made for the resident/client to be received in the new setting which include: <ul style="list-style-type: none"> • confirmation, in advance, by staff in the receiving care setting that the new setting is fully prepared • identification of the manager on duty in the new setting to receive them 	unit manager

Task	Person
<p>Is the resident well enough to move and if not what contingencies are in place</p> <ul style="list-style-type: none">• whether the resident/client and their relatives or carers accompanying them are to receive a meal or snack and drink on arrival• the receiving staff knowing what is likely to be the resident/client's greatest concern - for example where their personal possessions are• informing relatives and carers or friends of their safe arrival• the capacity of the receiving setting to cope with the new arrivals if a large group are arriving on one day	unit manager

Appendix 3: Post move arrangements and review

Task	Person Responsible
<p>Have the following contact details been provided to the receiving home?</p> <p>Originating home Health contacts, particularly the GP / district nurse / CPN with responsibility for the client at the new home Fieldwork services case workers Partner /family / next of kin Contact details of residents/clients of the previous setting that the person wishes to continue have contact with.</p>	unit manager
<p>Have arrangements been made for a follow up visit by the fieldwork services case worker?</p>	case worker
<p>Has a provisional date for reviews been set for no later than 28 days after the move? Are all potential attendees aware of at least the date?</p>	case worker
<p>Are arrangements clear for any agreed visit from staff of the previous setting – date / time, for how long? This may be to support the resident or to offer advice to the new care setting.</p>	unit manager
<p>Has the transfer to new provision summary and feedback sheet been completed and passed to the group manager (Performance)?</p>	case worker
<p>Has the required review or reviews been held?</p>	service manager
<p>Was it on schedule? If not, why not?</p>	service manager
<p>Has the care and support plan been revised if necessary to address any identified risks and issues?</p>	case worker

Appendix 4: Transfer to new provision – summary and feedback sheet

This feedback sheet is designed to collect information about the experience of each of the moves arranged. This information will be used to inform the way other moves are arranged.

NAME OF CLIENT:

Summary of move:

Aspects of the move that went well:

Aspects of the move that did not go well:

Any general comments or observations:

Fieldwork services case workers:

Date of move:

Date sheet completed:

Version: 6b FOI Status: Public	Major Change and Closure Guidance - Accommodation, Care and Support for Older People Derbyshire County Council – Adult Social Care	Originally Issued: Oct 2012 V6b Issued: Dec 2020 Review Due: Dec 2022 Author: Rob Moore
--	---	--

Author History

Approval History

Authored by: David Gurney & Katey Twyford	Group Manager Performance Project Group Manager Capital Investment	August 2012
Approved by: Bill Robertson	Strategic Director	August 2012
Authorised by: Quality Assurance Group		November 2017

Change History

Version 1	October 2012	Name: David Gurney and Katey Twyford	New Guidance
Version 2	November 2014	David Gurney	Review and Update
Version 3	May 2015	David Gurney	Changes to Appendices 2-3 to reflect best practice
Version 4	November 2015	Jenny Hudson	Changes to reflect best practice for stages 3 and 4
Version 5	August 2017	David Gurney	Review and update to include information from the Stakeholder Engagement team
Version 6	December 2019	Rob Moore	Review and inclusion of arrangements for urgent evacuation and temporary vacation of a care home
Version 6a	February 2020	Rob Moore	Change of review date to May 2020
Version 6b	June 2020	Rob Moore	Document reviewed. No changes

OUR PLEDGES TO RESIDENTS

1. We will treat you with dignity and respect, consulting with you and keeping you informed throughout the process
2. We will ensure relatives and friends chosen by you are informed of the home closure and are able to remain involved in the process too
3. We will name a member of staff from your present care home who knows you well to listen to you, support you and stay in contact with you
4. We will provide an advocate to assist anyone who does not have mental capacity to make decisions about their future arrangements and has no family or friend to do this
5. We will discuss your preferences, and care and support needs with you; addressing any concerns you or your family or friends have about you moving. We will update your assessment if necessary and check you agree with what has been written
6. We will try our best to meet your own personal priorities, for example you may have friends you particularly wish to stay together with when you move
7. We will ensure you have as much choice as possible about the type of care service you choose. We will arrange for you to visit ones you consider may be suitable, or for your family or friends to do this if you are unable to do so
8. We will complete a new 'support plan' and 'life book' with you to make clear your likes, things you want to do or be assisted with, your interests and priorities now and in earlier life. Once you are in agreement with what is in the plan/book this can be used to brief your new service providers and help them prepare for your arrival
9. We will ensure within reason you do not incur any additional costs through moving to a new provider
10. We will carefully plan the day of your move with you to reduce stress or worries. We will take into consideration things like how you travel, who you want to travel with you, and write a list of your personal items
11. Finally, we pledge to visit you and find out how you are doing after the move and check if there is anything else you wish to be done

This page is intentionally left blank

Indicative Timetable

<u>Activity</u>	<u>Timescale</u>
Informal discussions with TUs <ul style="list-style-type: none"> • advise of proposals and date for Cabinet • dates for formal consultation meetings 	w/c Monday 2 May 2022
Informal discussions with affected staff (and TU representation) <ul style="list-style-type: none"> • advise of proposals and date for Cabinet • dates for formal consultation meetings 	w/c Monday 2 May 2022
<u>Cabinet Report</u>	Thursday 5 May 2022
5 day call in period ends	Thursday 12 May 2022
Commence formal collective consultation (45 calendar days); <ul style="list-style-type: none"> • Section 188 letter issued to Trade Unions with confirmation of date of consultation meeting • Letter issued to affected employees, with copy of Section 188, confirming the approach and employees' redeployment status and reaffirming date of consultation meetings • Approved report to be circulated with above • Provision of consultation document. • Offer of individual consultation meetings and drop in sessions • BOOH VR VER expression of interest forms 	Monday 16 May 2022 to 3 July 2022.
Initial Formal Consultation meeting with TUs	Commencing 16 May 2022
Initial Formal Consultation meetings with affected staff <i>Group and individual employee meetings, and trade unions (go through report/new proposed structure/ways of mitigating losses; advise of voluntary schemes)</i>	Commencing 16 May 2022.
Completion of formal consultation with employees and trade unions, any changes implemented where necessary	3 July 2022.

Appendix 7

Final proposals following consideration of collective consultation feedback	Week commencing 11 July 2022.
<p>Write to affected individuals with outcome of consultation.</p> <ul style="list-style-type: none"> • Confirm final position. • Redeployment status and support to affected staffed • Confirmed process and implications with affected staff. • Letters to staff on individual status, along with right of representation and individual consultation meetings. • Open applications for Voluntary Redundancy/Voluntary Early Retirement. 	Week commencing 18 July 2022.
Deadline for applications for Voluntary redundancy and voluntary early retirement.	Friday 5 August 2022.
EOI re VR/VER outcomes communicated	Friday 19 August 2022.
<p>Individual Consultation Meeting for all individually ‘at risk’;</p> <ul style="list-style-type: none"> • <i>Redeployment skills audit and support/meetings – ongoing throughout process</i> 	Commence w/c 22 August 2022.
Issue 12 weeks Compulsory Redundancy notices to staff not redeployed/released under VR/VER schemes, and right of appeal	Week commencing 5 September 2022.
Appeals hearings take place	w/c Monday 3 October 2022
Final date of dismissal	2 December 2022.

Derbyshire County Council

Equality Impact Analysis



Department	Adult Care
Service Area	Direct Care
Changes or Proposals	Consultation regarding the future of seven of Derbyshire County Council's Homes for older people, including the potential closure of the homes; The Spinney, Gernon Manor, Ladycross, East Clune, Homlea, Goyt Valley House and Beechcroft
Chair of Analysis Team	Helen Greatorex
Date of Analysis	March 2022
Version	1

1. Prioritising what is being analysed

a. Description of current service arrangements

The Council currently operates seven homes for older people that are the subject of this report: Gernon Manor, Beechcroft, Ladycross, The Spinney, Goyt Valley House, East Clune and Holmlea.

These homes require a significant amount of essential maintenance and refurbishment work which means that arrangements must be made for the homes to be rewired by September 2022 which in turn means that people will be required to move out of the properties before this date.

At the time of writing there are 65 residents living across the 7 homes and 321 staff are employed.

b. Details of proposals or changes

The Council has proposed that all seven homes are vacated for a period of up to 40 weeks with the options for residents to return to live at the property after the work is completed or for residents to move out on a permanent basis if a

decision is made to close the home. Residents will be supported to find alternative accommodation when they move out, whether this move is on a temporary or permanent basis.

It is proposed that staff will be redeployed on a temporary basis if a decision is made to carry out the essential refurbishment work, or on a permanent basis, where this is possible, if a decision is made to close the homes following consultation.

C. Rationale for proposed changes

The detail setting out the rationale for these proposals and the advantages and disadvantages of each approach are set out in the cabinet report dated 18 November 2021.

This Equality Impact Analysis (EIA) seeks to identify the potential impact on residents, their families and carers, older people generally, the wider community with a legitimate interest in the proposals regarding the future of the seven homes referred to in the report and the staff who work at the homes.

In the Cabinet paper on 18 November 2021, permission was sought to consult for twelve weeks on three proposals for the future of seven homes referred to in the report.

- One option is to rewire and carry out major works to refurbish the homes including a full reinstall of the boiler and heating system, removal of any asbestos, the fitting of sprinklers in the ceiling, the replacement of all bathrooms, a kitchen refit and full decoration, as described in paragraph 4.7 of the report. This would require current residents to move out for a period of up to 40 weeks.
- One option is to close the homes and support residents to move to 'local', 'reasonable' and 'suitable' alternative provision as recommended by the Improvement and Scrutiny Committee – People, the detail of which was set out at Appendix 2 of the report.
- One option is to close the homes and support residents to move to any suitable alternative provision.

2. The team carrying out the analysis

Team	Area of expertise/ role
Service Manager, Stakeholder Engagement and Consultation Team	Effective and meaningful consultation
Group Manager, Quality and Compliance, Adult Care	Regulatory Framework within which the services operate
Unit Manager for each impacted home	Knowledge of residents and staff

3. Existing information and consultation based feedback

a. Sources of data and consultation used

Source	Reason for using
Cabinet report 18 November 2021	Sets out available options and rational
Interim Market Position Statement and the Older People's Housing Accommodation and Support Strategy	Provides information on the social care and health needs of older and disabled people in Derbyshire
Resident data	Makeup of the residents of the home, their family and carers, including levels of need, age, disability, ethnic origin, gender, whether they have family support, whether they have dementia and care cost information
Consultation feedback	Views and concerns of residents and their families/ family carers, partner organisations, and other stakeholders, including people in the local community
Other consultation	Feedback from local people (those not directly connected to the home) and potential users of future services and other stakeholders.
Employee consultation	To obtain the views of those employees working at the home who may be affected if the Council proceeds with its proposals

4. Known impact on different protected characteristic groups

- a. From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?

This section reflects the numbers of residents using the service in January 2022

Protected Group	Findings
Age including children and families, older people	The Spinney – currently 12 residents living at The Spinney. 2 of the residents are between 75 - 84, 9 residents are between 85 – 94 and 1 is 95+
	Holmlea – currently 11 residents are living at Holmlea. 3 of the residents are aged 74-84, 7 are aged 85-94 and 1 is 95+
	Gernon Manor – currently 7 residents are living at Gernon Manor. 5 of the residents are aged between 75-84 and 2 are aged between 85-94.
	Goyt Valley House – currently 9 residents living at Goyt Valley House. 2 are aged between 75-84, 4 are aged between 85-94 and 3 are 95+
	East Clune – currently 5 residents living at East Clune. 1 is aged 75-84, 2 are aged between 85-94 and 2 are 95+
	Ladycross – currently 7 residents at Ladycross. 1 is aged 75-84, 5 are aged 85-89 and 1 is 95+.
	Beachcroft – currently 14 residents living at Beechcroft. 1 is 64-74, 9 are 75-84, 2 are 85-94 and 2 are 95+.
Disabled people including mobility, sensory, learning, mental health, HIV, and also include carers and relatives	<p>The Spinney - all residents at The Spinney could be described as ‘frail elderly’ of whom 5 have some form of dementia either formally diagnosed or based on the experience of staff.</p> <p>Dementia can impact upon on a persons’ capacity to make an informed decision about moving home, whether this is on a permanent or temporary basis and those who lack capacity to make this decision would need to be supported by relatives, people with power of attorney or independent advocates where required/ appropriate in accordance with mental capacity law.</p> <p>A number of residents at the Spinney were not able to</p>

	<p>engage fully in the consultation as a result of their dementia and relatives of these residents who did not attend the virtual meeting or who had already had their views recorded were contacted by the Stakeholder Engagement Consultation Team (SECT) by telephone and the received comments were recorded as part of the feedback.</p> <p>A number of residents require support with their mobility, have sensory impairments and/ or have needs relating to their mental health.</p>
	<p>Holmlea - all residents at Holmlea could be described as 'frail elderly' of whom 5 have some form of dementia either formally diagnosed or based on the experience of staff.</p> <p>Dementia can impact upon on a persons' capacity to make an informed decision about moving home, whether this is on a permanent or temporary basis and those who lack capacity to make this decision would need to be supported by relatives, people with power of attorney or independent advocates where required/ appropriate in accordance with mental capacity law.</p> <p>A number of residents at Homlea were not able to engage fully in the consultation as a result of their dementia and relatives of these residents were contacted by the Stakeholder Engagement and Consultation Team (SECT) by telephone and the received comments were recorded as part of the feedback. 1 further resident who lacked capacity did not have family or friends to advocate on their behalf therefore an independent advocate was appointed.</p> <p>A number of residents require support with their mobility and have needs relating to their mental health.</p>
	<p>Gernon Manor - all residents at Gernon Manor could be described as 'frail elderly' of whom 5 have some form of dementia either formally diagnosed or based on the experience of staff.</p> <p>Dementia can impact upon on a persons' capacity to make an informed decision about moving home, whether this is on a permanent or temporary basis and those who lack capacity to make this decision would need to be supported by relatives, people with power of attorney or independent advocates where required/</p>

	<p>appropriate in accordance with mental capacity law.</p> <p>A number of residents at Gernon Manor were not able to engage fully in the consultation as a result of their dementia and relatives of these residents were contacted by the Stakeholder Engagement and Consultation Team (SECT) by telephone and the received comments were recorded as part of the feedback.</p> <p>A number of residents require support with their mobility, have sensory impairments and/ or have needs relating to their mental health.</p>
	<p>Goyt Valley House - all residents at Goyt Valley House could be described as 'frail elderly' of whom 6 have some form of dementia either formally diagnosed or based on the experience of staff.</p> <p>Dementia can impact upon on a persons' capacity to make an informed decision about moving home, whether this is on a permanent or temporary basis and those who lack capacity to make this decision would need to be supported by relatives, people with power of attorney or independent advocates where required/ appropriate in accordance with mental capacity law.</p> <p>A number of residents at Goyt Valle House were not able to engage fully in the consultation as a result of their dementia and relatives of these residents were contacted by the Stakeholder Engagement and Consultation Team (SECT) by telephone and the received comments were recorded as part of the feedback.</p> <p>A number of residents require support with their mobility and/ or have sensory impairments.</p>
	<p>Ladycross - all residents at Ladycross could be described as 'frail elderly' of whom 5 have some form of dementia either formally diagnosed or based on the experience of staff.</p> <p>Dementia can impact upon on a persons' capacity to make an informed decision about moving home, whether this is on a permanent or temporary basis and those who lack capacity to make this decision would need to be supported by relatives, people with power of attorney or independent advocates where required/</p>

	<p>appropriate in accordance with mental capacity law.</p> <p>A number of residents at Ladycross were not able to engage fully in the consultation as a result of their dementia and relatives of these residents were contacted by the Stakeholder Engagement and Consultation Team (SECT) by telephone and the received comments were recorded as part of the feedback. 1 additional resident did not have family or friends to advocate therefore an independent advocate was sought.</p> <p>A number of residents require support with their mobility, have sensory impairments and/ or have needs relating to their mental health.</p>
	<p>Beechcroft - all residents at Beechcroft could be described as 'frail elderly' of whom 8 have some form of dementia either formally diagnosed or based on the experience of staff.</p> <p>Dementia can impact upon on a persons' capacity to make an informed decision about moving home, whether this is on a permanent or temporary basis and those who lack capacity to make this decision would need to be supported by relatives, people with power of attorney or independent advocates where required/ appropriate in accordance with mental capacity law.</p> <p>A number of residents at Beechcroft were not able to engage fully in the consultation as a result of their dementia and relatives of these residents who did not attend the virtual meeting or had previously contacted the SECT were contacted by the Stakeholder Engagement and Consultation Team (SECT) by telephone and the received comments were recorded as part of the feedback.</p> <p>A number of residents require support with their mobility, have sensory impairments and/ or have needs relating to their mental health.</p>
	<p>East Clune - all residents at East Clune could be described as 'frail elderly' of whom 4 have some form of dementia either formally diagnosed or based on the experience of staff.</p>

	<p>Dementia can impact upon on a persons' capacity to make an informed decision about moving home, whether this is on a permanent or temporary basis and those who lack capacity to make this decision would need to be supported by relatives, people with power of attorney or independent advocates where required/ appropriate in accordance with mental capacity law.</p> <p>A number of residents at East Clune were not able to engage fully in the consultation as a result of their dementia and relatives of these residents were contacted by the Stakeholder Engagement and Consultation Team (SECT) by telephone and the received comments were recorded as part of the feedback.</p> <p>A number of residents require support with their mobility, have sensory impairments and/ or have needs relating to their mental health.</p>
<p>Gender (sex) including men and women, boys and girls</p>	<p>Each of the homes referred to in the consultation cater equally for both male and female residents.</p>
<p>Gender reassignment – including impact if any on transgender people</p>	<p>There are not any residents who have gone through gender reassignment or who identify as transgender currently residing at the homes.</p>
<p>Marriage and civil partnership – also include impacts on lone parents and unmarried couples</p>	<p>6 residents across the homes describe themselves as single.</p> <p>1 resident across the homes describe describes themself as married</p> <p>34 residents across the homes describe themselves as widowed</p> <p>4 residents across the homes describe themselves as divorced.</p> <p>The marital status of the remainder of residents is not on record.</p>
<p>Pregnancy and maternity – including new mothers/ parents</p>	<p>Not relevant to the demographic element served by these facilities.</p>

Race – including all racial groups, including impact if any on Gypsies and Travelers	All 65 residents (100%) across the homes define themselves as being of White British ethnic origin. To place this within context the population of Derbyshire is 92.5% white (derived from Office for National Statistics 2009 data).
Religion and belief including non-belief, including religious minority communities, Humanists	32 residents across the homes describe themselves as being Christian, 1 person describes themselves as Methodist and the religion and belief of 32 residents is unknown.
Sexual orientation – including the impact if any on LGBT people	All 65 residents describe their sexual orientation as heterosexual

Non-statutory

Poorer and disadvantaged communities and groups, including people who experience financial exclusion	Each of the homes is situated in a unique socio-economic environment with some of the homes situated in area with significant levels of unemployment. Closing any of these homes would impact upon the job opportunities for the local community.
	5 residents currently living at the Spinney fund their own care and all of the most frequent visitors have access to a car.
	Of the 7 residents at Gernon Manor 6 fund their own care. Most frequent visitors have access to a car although two residents are visited most frequently by people that do not have access to a car and who walk or take public transport to the home. Transport links to any alternative home and the ability (including cost implications) of family and friends to continue to visit their loved one will be important in any planning process.
	Of the residents currently living at Goyt Valley House 3 fund their own care. Most frequent visitors have access to a car although one resident is visited most frequently by a person who does not have access to a car and who walks to the home.

	<p>Transport links to any alternative home and the ability (including cost implications) of family and friends to continue to visit their loved one will be important in any planning process.</p>
	<p>Of the residents currently living at East Clune 3 fund their own care. Most frequent visitors have access to a car although one resident is visited most frequently by a person that does not have access to a car and who walks to the home.</p> <p>Transport links to any alternative home and the ability (including cost implications) of family and friends to continue to visit their loved one will be important in any planning process.</p>
	<p>All of the residents currently living at Ladycross fund their own care. Most frequent visitors have access to a car although one resident is visited most frequently by a person that does not have access to a car and who walks to the home.</p> <p>Transport links to any alternative home and the ability (including cost implications) of family and friends to continue to visit their loved one will be important in any planning process.</p>
	<p>Just under half of the residents currently living at Beechcroft fund their own care. Most frequent visitors have access to a car although one resident is visited most frequently by a person that does not have access to a car and who uses public transport to travel to the home.</p> <p>Transport links to any alternative home and the ability (including cost implications) of family and friends to continue to visit their loved one will be important in any planning process.</p>
	<p>3 of the residents currently living at Holmlea fund their own care. Most frequent visitors have access to a car although two residents are visited most frequently by people that do not have access to a car and who walk or take public transport to the home.</p> <p>Transport links to any alternative home and the ability (including cost implications) of family and friends to continue to visit their loved one will be important in any</p>

	<p>planning process.</p>
	<p>General info - The Council has included within its Pledges (which set out the help it will give to residents and their families and carers) an undertaking to consider providing additional financial assistance, within reason, to residents for the costs of new accommodation, care and support.</p> <p>The Council will need to make clear to residents, their families and carers, exactly what this assistance will include. The availability of alternative appropriate accommodation and care and support could be, in part, determined by the willingness of the Council to provide top ups to help cover the additional costs of care.</p> <p>It is possible that some of the relatives and friends of residents will find it hard to meet the increased cost of transport, depending on their own personal financial circumstances and the degree to which the care home to which the resident moves is further away from their own home. Maintaining friendships and links with relatives may in some instances be dependent on the a Council providing assistance that ensures that friends and relatives are able to continue to visit.</p> <p>Ensuring that the wishes and needs of residents, their families and carers are taken into account is important. The Council will need to be aware of the links that residents have with the local community or any other communities, where family and other carers reside and their ability to travel to other locations, and how these links can be supported for each residents at a new location, whether this is on a temporary or permanent basis.</p>

Impact on employees of Derbyshire County Council or prospective employees

The proposals will have an impact upon 321 staff employed at the seven homes that are subject to consultation. 296 are women, 285 are White British and 10 have a disability. If a decision is made to temporarily close the homes whilst essential

work is undertaken, staff will be redeployed to alternative workplaces. The ability of staff to travel to alternative locations will need to be considered and detailed work will be undertaken following any decision that is made.

If a decision is made to close any of the homes on a permanent basis, this will lead to some staff being redeployed to other workplaces and may lead to redundancies. Most of the staff are care staff and domestics on low incomes who are likely to live in close proximity to the home and who may find it hard to consider redeployment if it involves considerable travel.

The particular circumstances of the staff group will only become clearer if the proposal to close is agreed by Cabinet at which point consultation would start with the staff groups affected.

If a decision is made to close any home on a permanent basis this will impact upon the local community in that employment opportunity in the local areas would be reduced although there are extremely high number vacancies in the care sector at present which is significant.

- b. From existing customer and other feedback – who is likely to be adversely affected, how and to what degree? Will anyone gain or benefit?

<i>Protected Group</i>	<i>Findings</i>
Age	<p>The proposal will impact on older people as the care home provides primarily long term accommodation for older people, including a number of people who have dementia.</p> <p>Residents, their families and others consulted have all raised concerns over the impact of moving to alternative accommodation will have on the current residents. In particular people are concerned that moving will cause stress and illness amongst residents, break the ties people have within the home and local community, and make it difficult for families and friends to continue to provide the support and care they do currently</p> <p>As part of an Equality Impact Analysis completed in 2015 at the time when other home closures were planned, Public Health selected 38 individual academic papers written from the 1970s up to 2017. All examined some aspect of the impact on health and wellbeing of elderly residents experiencing enforced relocation from institutionalised care home settings.</p> <p>The findings varied significantly between the studies, from increased mortality right through to relocation having beneficial effects. As a result no single study could be relied upon for conclusions but there were broad overall findings</p>

which were significant to those 2015 home closures. The findings from that review of academic papers led to changes in the Council's Major Change and Closure Guidance, which sets out for staff how best to address the needs of residents and their families affected by closure

The research carried out by Public Health drew the following broad overall findings of significance in terms of potential impacts:

- Increased falls
- Increased depression and stress
- Increased cognitive impairment
- Reduced ability to manage activities of daily living
- Increased mortality
- Moves can be beneficial (particularly if moving to a better quality or more appropriate setting)

The impacts tend to be worse for elderly and frail residents. One study, however, did show the impact on residents with significant cognitive impairments was less than for those without.

Whilst impacts may vary, they tended to be small and relatively short-lived, generally around 4 weeks although one study demonstrated effects at 3 months.

Two further studies had been published by 2017; one being a retrospective quantitative study exploring morbidity and mortality following the relocation of highly dependent long terms residents. The other being a qualitative study exploring the way in which a protocol for the relocation of older adults was used. It explores the perspectives of residents, family members and care homes staff.

Whilst the quality of the first study is not considered by colleagues within the Council's health protection team to be the highest (because it does not provide information about the analysis process and statistical methodology used to derive its results), the outcomes are of general interest. The study found that there were no significant variations in mortality between the group of people who moved and a control group, although there were significantly higher levels of anti-depressants prescribed to the group who were moved prior to the move taking place than was prescribed for the control group.

	<p>The second study found that ensuring involvement of residents, relatives and staff and a person-centered approach are important for improving residents' experiences of being relocated. This is in line with the other 38 studies published between 1970 and 2015 and is fundamental to the thinking behind the Council's Major Change Guidance and the Council's Pledges.</p>
Disability	<p>The frail nature of many of the residents and the fact that a number also have dementia means that in terms of disability, the proposals could result in a worse impact for people affected who might be deemed to be disabled as well as elderly.</p> <p>The authority will need to take the individual health and wellbeing of each resident, as well as the needs of families and carers, into account as part of its arrangements for supporting residents to move, should the proposals go ahead.</p> <p>Applying the Major Change Guidance will assist in ensuring that the risks which can be associated with a move are kept to a minimum. This is based on thorough assessments, including risk to health and wellbeing, and ensuring that all factors are fully taken into account in the process of identifying where a resident moves to and ensuring the move itself is properly handled.</p>
Gender (sex)	<p>No specific issues have been raised or highlighted which link directly to the gender of the residents that would be affected if the proposals go ahead.</p> <p>As most of the existing residents and employees of each facility are female, there is a gender impact, but as the proposals would not affect male and female residents or employees particularly differently, providing that consideration was taken of the needs of all individuals, then this would not amount to unlawful discrimination or another form of prohibited conduct under the Equality Act 2010.</p>
Gender reassignment	<p>No specific issues have been highlighted during the consultation in relation to gender re-assignment/ gender identity. There is no evidence to suggest that the</p>

	proposal will result in unlawful discrimination or adverse impact on grounds of gender re-assignment/ gender identity.
--	--

Marriage and civil partnership	No specific issues have been highlighted in relation to marriage and civil partnership. There is no evidence to suggest that the proposals will result in unlawful discrimination or adverse impact on grounds of marriage and civil partnership.
Pregnancy and maternity	No issues have been highlighted during the consultation in relation to pregnancy and maternity issues, including by residents' families or carers. There is no evidence to suggest that unlawful discrimination or adverse impact will result on grounds of pregnancy and maternity.
Race	No specific issues have been raised in relation to ethnic or racial origin, or race equality. There is no evidence to suggest that the proposals will result in unlawful discrimination or adverse impact on grounds of race or ethnicity.
Religion and belief including non-belief	The Council will need to take account of individual faith commitments and links when seeking to identify suitable alternative supported housing should the proposals go ahead, as part of its pledges of support.
Sexual orientation	No specific issues have been raised in relation to sexual orientation. There is no evidence that the proposals will result in unlawful discrimination or adverse impact because of sexual orientation.

Non-statutory

<p>Poorer and disadvantaged communities</p>	<p>The feedback from residents and their families/ carers has highlighted their concerns over the affordability of alternative supported accommodation in care homes, and a number of concerns were expressed about the perceived quality of care in the care home sector and the costs of care.</p> <p>The Council's Pledges state: 'We will ensure that within reason you do not incur additional costs through moving to a new provider'.</p> <p>The authority will need to provide more clarity on an individual basis about exactly what costs would be covered, for how long and on what basis, should the proposals go ahead, so that residents, their families, carers or any advocate on their behalf have clear information about the costs of moving and how the costs of alternative accommodation would be met.</p>
---	--

Employees or prospective employees

Consultation with employees can only formally take place once a decision has been made by Cabinet on the future of the homes that are subject to consultation. If a home were to close then Human Resources will begin work with the staff affected to consider the options open to them. Wherever possible Adult Care would wish to retain the skills and experience these staff have gained in this field of work but this is subject to individual discussions with staff and is dependent on their circumstances and the range of options which may then be available to them.

- c. Are there any **other** groups of people who may experience an adverse impact because of the proposals?

The proposed closure of any of the 7 homes would have an impact on other carers in the local areas as local people will have less choice of homes they can potentially move into. This may impact on ease of access to see a relative or friend once they have moved into a care home. This will need to be addressed through a detailed understanding of the circumstances of each resident and their family and friends.

- d. Gaps in data

What are your main gaps in information and understanding of the impact of your policy and services? Please indicate whether you have identified ways of filling

these gaps.

<i>Gaps in data</i>	<i>Action to deal with this</i>
<p>Because the Council wants to be clear with residents who wish to remain in their current home until the outcome of the consultation, whether they are being asked to move out on a temporary or permanent basis, it is not possible to gather detailed information about the impact upon each individual resident and their family at present and this is not known for all current residents.</p>	<p>Once the outcome of the consultation is known, an up-to-date needs assessment will need to be undertaken for each resident. These assessments will be carried out with family carers, staff and the residents themselves on an individual basis. This will include being able to clarify the detailed questions and concerns that residents, their families and carers will have.</p>

5. From the consultation carried out specifically in relation to proposed changes, what views or issues have been raised by those who have responded? (Include both the views and any issues which have been raised and alludes to the likely impact)

a) Please summarise the consultation which has been carried out

A wide range of consultation methods have been used by the authority to record the views and opinions of people who could be affected by the proposal including:

- Current residents
- Users of the service, their families and carers
- Potential users of the service and future services provided by the authority
- Other stakeholders including the wider local community

This included:

- Virtual meetings with relatives and residents for each individual home.
- A briefing to employees working at the homes to outline the proposals and enable them to ask questions about how it would affect residents and employees and offer their comments
- The provision of information to residents and families about the Cabinet report and Pledges and to explain the proposals, outline the consultation process and to invite them to provide their views in a number of ways
- Online consultation via an online or paper based questionnaire about the proposals
- the 'Have Your Say' webpages of the Council's website. This invited people to contact a named officer by telephone, email or letter to provide their views or make enquiries about the proposals etc.
- Three virtual sessions were facilitated and any interested person could dial in and make comment about the proposals.

- b) Please summarise the feedback received. This should make clear where those who have responded have highlighted any potential adverse impact as well as their opinions on the proposals.

The full report setting out in detail what consultees had to say about the proposal can be found as an Appendix to the full Cabinet report.

6. Are there any ways of avoiding or reducing possible adverse impact on any groups of people, what are those actions, and how will Derbyshire County Council assist?

The research carried out by Public Health drew the following broad overall findings of significance which need to be addressed to mitigate the impact of any

move:

Factors identified relating to successful adjustment to relocation fall into 4 categories:

1. People characteristics
2. The level of planning and preparation
3. Whether the move is voluntary or involuntary
4. The quality/similarity of the new setting

The Pledges being made by the Council to residents provide the basis for the detailed support that residents will need in relation to moving, should the proposals be agreed and go ahead. These Pledges are set out in detail in the Cabinet report.

Additional depth is provided to the Pledges within the Major Change and Closure Guidance, which is included as an Appendix to the Cabinet report. This guidance sets out all the points that need to be covered by social workers and staff in the care home to ensure that assessments are carried out fully; that appropriate choices are made by residents and relatives; that the move itself is handled sensitively to mitigate the impact on the resident; and the circumstances in which it is not appropriate to proceed with a move. This is a key document for Adult Care staff in undertaking the assessment and the moves of residents to new settings

Proposed Mitigation

1. The Council has a set of Pledges and comprehensive guidance in place to assist in ensuring any moves of residents as a result of a home closure are handled sensitively and thoroughly. This also provides a point of reference for residents and their relatives to ensure that staff work to these high standards. In line with the guidance itself these documents should be made available to staff, residents and relatives should any closures be agreed by Cabinet
2. Adult Care, through its Adult Care Brokerage Service and Direct Care Management Team, should seek to maximise the range of choices available to those residents and respite care users affected by home closures, whether these are temporary or permanent.

Those directly affected if their current home is closed on a permanent basis are understandably concerned over what the future could hold for them. The residents are old and frail and a number have dementia and other disabilities, which means that moving for any reason could be disruptive, stressful and affect health and wellbeing in an adverse way. People affected by the proposals clearly think very highly of the care and support they receive. There is no evidence which suggests that this would amount to unlawful discrimination or any other form of prohibited conduct as defined under the Equality Act 2010

The findings of this analysis should be utilised by Cabinet along with the more detailed record of consultation required to make the decision regarding the potential closure of each of the seven homes subject to consultation. In doing so it will assist the Council to demonstrate that it is meeting its public sector equality duty to have due regard for the need to advance equality of opportunity, eradicate unlawful prohibited conduct and promote good relations

7. Main conclusions and recommendations

Conclusions

The research analysed did not demonstrate that the relocation of residents brought about by a home closure will necessarily have a detrimental impact on residents provided that care and attention is paid to the planning at each step along the way. This will be an essential part of the planning process whether residents are asked to move on a temporary or permanent basis.

The Council has an important part to play through its Direct Care Service, which is responsible for the management of its in-house care homes, and Brokerage Team in ensuring that the choices for alternative placements are maximized.

Recommendations (if any)

It is recommended that:

Adult Care, through its Adult Care Brokerage Service and Direct Care Management Team, seeks to maximise the range of choices available to those residents and respite care users affected by home closure, whether this is temporary or permanent.

Social workers from the Prevention and Personalisation team will need to work closely with families and residents to ensure that the impacts of any move are carefully considered for each resident.

8. Action planning in response to the completed analysis

<i>Objective</i>	<i>Planned action</i>	<i>Who</i>	<i>When</i>	<i>How will this be monitored?</i>
Maximize choice for residents affected by the decision	Direct Care to maximise the numbers of vacancies held for potential use by those residents requiring relocation whether this is on a temporary or permanent basis.	Group Managers for Direct Care and Prevention and Personalisation	Ongoing	Through monitoring how many beds are/ are not made available to those affected by a closure
Maximize choice for residents affected by the decision	Brokerage service to circulate information on the wishes of those residents affected by the decision	Service Manager (Brokerage)	Ongoing	Through email communication with providers

9. Monitoring and review arrangements

Please outline what steps will be taken to monitor and review the implementation of proposals here:

Responsibility for the monitoring of the implementation rests with the Adult Care Senior Management Team. Responsibility for identifying shortfalls in alternative service provision rests with the Group Managers for Prevention and Personalisation and Direct Care in the areas within which the homes are situated.

10. Conformation that equality impact analysis (EIA) completed and read

Name of officer signing off EIA as completed: Jenny Harper

Date: nnnn

This Equality Impact Analysis has been read by:

Name	Date	Position
Cllr Barry Lewis		Leader of the Council
Cllr Natalie Hoy		Cabinet Member for Adult Care
Cllr Wayne Major		Cabinet Support Member for Adult Care

Where and when published e.g. Cabinet Report, on Derbyshire County Council website

Alongside the Cabinet report on the Derbyshire County Council website

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

5 May 2022

Forward Plan

Report of the Managing Director

(Corporate Services & Budget)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is not a Key Decision

3. Purpose

3.1 To present the Executive's Forward Plan for the period 1 June – 30 September 2022 and provide an opportunity for Cabinet to comment on future decisions for inclusion in the forthcoming Forward Plan.

4. Information and Analysis

4.1 An independent review of the Council's Scrutiny function was undertaken in 2020 by the Centre for Governance and Scrutiny. The report commented upon several areas, including the proposal for a Forward Plan which looks to the future, for a period longer than the statutory requirement.

- 4.2 It was believed that such a Forward Plan would enable the four Improvement and Scrutiny Committees to prepare better informed work programmes. This will equally apply to the work programme of the new Improvement and Scrutiny Committee – Climate Change, Biodiversity and Carbon Reduction.
- 4.3 It has been agreed that a four-month rolling Forward Plan be considered by CMT and then by Cabinet monthly. This approach should improve planning and horizon-scanning.
- 4.4 In the interests of effective coordination and public transparency, the Forward Plan includes any item that is likely to require an Executive decision of Cabinet or a Cabinet Member whether a key decision or not. The Forward Plan covers the forthcoming 4 months and will be updated on a rolling monthly basis. All items have been discussed and approved by the Corporate Management Team.
- 4.5 The Forward Plan is ultimately the responsibility of the Leader and Cabinet as it contains executive business due for decision. A copy of the Forward Plan covering the period 1 June – 30 September 2022 is attached at Appendix 2. This document will be published on 18 May to comply with the requirements to give 28 days' notice of key decisions to be considered at the 16 June 2022 Cabinet meeting.

5. Consultation

- 5.1 There is no requirement to consult in relation to the preparation of the Forward Plan.

6. Alternative Options Considered

- 6.1 Cabinet could decide not to agree with any of the items that are suggested for inclusion in the Plan. This would then be referred to the Corporate Management Team.
- 6.2 Cabinet could decide to move the date for consideration of any item provided the requirement to give at least 28 days' notice of a key decision is met.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

8.1 The Scrutiny Review 2020.

9. Appendices

9.1 Appendix 1 - Implications

9.2 Appendix 2 - The Forward Plan for the period 1 June 2022 to 30 September 2022

10. Recommendation

10.1 That Cabinet notes the contents of the Forward Plan attached at Appendix 2 and comments on future decisions for inclusion in the Forward Plan, where appropriate.

11. Reasons for Recommendation

11.1 To promote the items that are due for decision by Derbyshire County Council's Executive during the forthcoming four-month period.

11.2 Whilst the Forward Plan cannot be an exhaustive list of all future decisions, to ensure as far as possible that the Forward Plan gives an indication of those decisions which it is known the executive will need to consider in the coming period and can therefore be used as a planning tool for managing the work programme of the executive and Improvement and Scrutiny Committees.

12. Is it necessary to waive the call-in period?

12.1 No

Report Author: Helen Barrington **Contact details:** helen.barrington@derbyshire.gov.uk

Implications

Financial

1.1 None directly arising from this report.

Legal

2.1 The Council is required by law to give to give 28 days' notice of key decisions that are scheduled to be taken by the Executive. A key decision is one which is financially significant, in terms of spending or savings, for the service or function concerned (more than £500,000), or which will have a significant impact on communities, in two or more divisions in the County. This legal obligation is discharged by including the necessary information in the 'Forward Plan'.

2.2 There is no legal requirement to have a four-month rolling Forward Plan, however it is good practice to do so to support effective work programmes for the executive and scrutiny functions.

Human Resources

3.1 None directly arising from this report.

Information Technology

4.1 None directly arising from this report.

Equalities Impact

5.1 None directly arising from this report.

Corporate objectives and priorities for change

6.1 The Forward Plan will include future decisions which support the Council's corporate objectives and delivery of the Council Plan priorities and deliverables.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None directly arising from this report.

FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 JUNE 2022 TO 30 SEPTEMBER 2022

This Forward Plan sets out the details of the executive decisions (key and non-key) which the Cabinet, individual Cabinet Members or Officers expect to take during the next four-month period.

Please note that a key decision is a decision to be taken by the Executive which:

- (1) is likely to result in the local authority incurring expenditure or making savings of above £500,000 and/or
- (2) is significant in terms of its effects on communities living or working in an area comprising two or more divisions/ county electoral areas.

The current members of the Cabinet are:

Councillor Barry Lewis	Leader of the Council and Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change
Councillor Simon Spencer	Deputy Leader and Cabinet Member for Corporate Services and Budget
Councillor Kewal S Athwal	Cabinet Member for Infrastructure and Environment
Councillor Alex Dale	Cabinet Member for Education
Councillor Carol Hart	Cabinet Member for Healthy Communities
Councillor Natalie Hoy	Cabinet Member for Adult Care
Councillor Tony King	Cabinet Member for Clean Growth and Regeneration
Councillor Julie Patten	Cabinet Member for Children's Services and Safeguarding
Councillor Carolyn Renwick	Cabinet Member for Highways Assets and Transport

The information provided for each key decision includes a list of the documents which will be submitted to the decision maker. Further documents relevant to the matter may also be submitted to the decision maker.

Subject to any restriction on their disclosure, copies of, or extracts from, any document listed will be available on the County Council's website or for inspection at County Hall, Matlock, Derbyshire DE4 3AG at least five clear days before the meeting.

If you wish to request details of documents listed or further documents as they become available please email Democratic Services on democratic.services@derbyshire.gov.uk

June

Subject: Food for Life Grant Extension

Is this a key decision?	No
Date decision to be made	6 June 2022
Decision to be taken by	Cabinet Member for Health and Communities
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Jackie Wagstaffe Jackie.Wagstaffe@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: NHS Health Checks - permission to make a direct award

Is this a key decision?	Yes
Date decision to be made	9 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Kimberly Iles, Adam Norris Kimberly.Iles@derbyshire.gov.uk, Adam.Norris@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Voluntary and Community Sector Review

Is this a key decision?	Yes
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities, Cabinet Member for Adult

	Care
Document to be submitted to the decision maker	Report of the Managing Director, Executive Director - Adult Social Care and Health
Lead Officer	Rob Lowe robert.lowe@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: Update on Covid-19 and Local Government Public Health Response

Is this a key decision?	Yes
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Ellen Langton, Kimberly Iles, Iain Little Ellen.Langton@derbyshire.gov.uk, Kimberly.Iles@derbyshire.gov.uk, iain.little@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Extension of NHS Health Checks contract beyond its original term

Is this a key decision?	No
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Adam Norris, Kimberly Iles Adam.Norris@derbyshire.gov.uk, Kimberly.Iles@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Extension of SAP Upgrade Project

Is this a key decision?	Yes
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Finance and ICT
Lead Officer	Louise Scholes, Wayne Sutton Louise.Scholes@derbyshire.gov.uk, Wayne.Sutton@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Derbyshire Integrated Local Transport Plan 2050

Is this a key decision?	Yes
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Highways, Assets and Transport
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Joanna Jackson, Alan Marsden Joanna.Jackson@derbyshire.gov.uk, Alan.Marsden@derbyshire.gov.uk
Improvement and Scrutiny Committee	Places

Subject: Construction and Property Maintenance Delivery

Is this a key decision?	No
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Property

Lead Officer	Stuart Knight stuart.knight@derbyshire.gov.uk
Improvement and Scrutiny Committee	Places

Subject: Transferring Infant and Toddler Nutrition and Oral Health Promotion contracts into Section 75

Is this a key decision?	Yes
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Jamie Dix, Kimberly Iles Jamie.Dix@derbyshire.gov.uk, Kimberly.Iles@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Cabinet 16 June 2022 Sustainable Procurement Policy

Is this a key decision?	No
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Executive Director - Corporate Services and Transformation
Lead Officer	Stuart Etchells, Sue Pilgrim, Louise Scholes Stuart.Etchells@derbyshire.gov.uk, Sue.Pilgrim@derbyshire.gov.uk, Louise.Scholes@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Urgent Decision taken by the Executive Director - Place to Approve the Direct Award of the Highway Drainage Cleansing Contract

Is this a key decision?	No
Date decision to be made	16 June 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Highways, Assets and Transport
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Joanna Jackson, Richard Ward Joanna.Jackson@derbyshire.gov.uk, Richard.Ward@derbyshire.gov.uk
Improvement and Scrutiny Committee	Places

Subject: Feeding Derbyshire Grant Extension

Is this a key decision?	No
Date decision to be made	20 June 2022
Decision to be taken by	Cabinet Member for Health and Communities
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Louise Noon, Kimberly Iles Louise.Noon@derbyshire.gov.uk, Kimberly.Iles@derbyshire.gov.uk
Improvement and Scrutiny Committee	

Subject: Mental Health Training Addition - mental health skills based training

Is this a key decision?	No
Date decision to be made	20 June 2022
Decision to be taken by	Cabinet Member for Health and Communities
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Adam Norris, James Creaghan

Adam.Norris@derbyshire.gov.uk,
james.creaghan@derbyshire.gov.uk

Improvement and Scrutiny Committee

People

Subject: Contribution towards Community Safety Officer Posts

Is this a key decision?	No
Date decision to be made	9 May 2022
Decision to be taken by	Cabinet Member for Health and Communities
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Organisation, Development & Policy
Lead Officer	Christine Flinton Christine.Flinton@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

July

Subject: The Future of Wirksworth Infant School

Is this a key decision?	No
Date decision to be made	7 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Children's Services and Safeguarding
Document to be submitted to the decision maker	Report of the Executive Director - Children's Services
Lead Officer	Jenny Webster Jenny.Webster@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: Children's Services Capital Programme

Is this a key decision?	Yes
Date decision to be made	7 July 2022

Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Education
Document to be submitted to the decision maker	Report of the Executive Director - Children's Services
Lead Officer	Jill Beacham Jill.Beacham@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Partnership Support of the Homelessness Strategy

Is this a key decision?	No
Date decision to be made	7 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Annette Appleton, Kimberly Iles annette.appleton@derbyshire.gov.uk, Kimberly.Iles@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Recovery Month Grant Funding

Is this a key decision?	No
Date decision to be made	18 July 2022
Decision to be taken by	Cabinet Member for Health and Communities
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Kimberly Iles, Matthew Moore, Jon Townshend Kimberly.Iles@derbyshire.gov.uk, Matthew.Moore@derbyshire.gov.uk, Jon.Townshend@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: Proposed spend of Supplemental Substance Misuse Treatment Grant

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Victoria Clarke Victoria.Clarke@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Adult Social Care Strategy

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Adult Care
Document to be submitted to the decision maker	Report of the Executive Director - Adult Social Care and Health
Lead Officer	Graham Spencer, Linda Elba-Porter Graham.Spencer@derbyshire.gov.uk, Linda.Elba-Porter@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

September

Subject: Refresh of Health and Wellbeing Strategy

Is this a key decision?	No
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health

maker

Lead Officer

Improvement and Scrutiny Committee

Annette Appleton

annette.appleton@derbyshire.gov.uk

Health

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank