

**Agenda Item: (6k)**

**DERBYSHIRE COUNTY COUNCIL**

**CABINET**

**10 September 2020**

**REPORT OF THE EXECUTIVE DIRECTOR, FOR ADULT SOCIAL CARE  
AND HEALTH**

**REFURBISHMENT OF THE COUNCILS HOMES FOR OLDER PEOPLE**

**ADULT SOCIAL CARE AND HEALTH**

**1. Purpose of the Report**

To seek Cabinet approval:

- for the refurbishment of 3 Homes for Older People as follows:
  - Briar Close, Borrowash
  - New Bassett House, Shirebrook
  - Rowthorne, Swanwick
- for the allocation of project funding from the Older Peoples Housing Strategy Reserve

The proposed procurement process is set out in the associated exempt report. The information included in the exempt report is considered to be confidential on the basis that disclosure of the financial information included would prejudice the procurement outcome.

**2. Information and Analysis**

**Background**

The plan to refurbish three homes follows public consultation on the future of ten of the Council's own homes for older people. The homes require refurbishment works, including rewiring.

The proposals were set within a revised Strategy which is based upon a need's analysis contained in the 'Housing and Accommodation for an Ageing Population: A Strategic Vision for Derbyshire 2035' which was approved by Cabinet in October 2018.

Following the consultation, Cabinet approved the following on 4 June 2020:

- Further to the consultation, none of the homes proposed for closure will close unless a local care home or alternative provision is available to replace, and further consultation is undertaken as appropriate.
- That a further report setting out a programme of repair and refurbishment for these seven homes, to include any works required immediately to ensure their soundness and safety, will be presented to Cabinet in due course.
- That the proposed plan to undertake refurbishment works to New Bassett House, Briar Close and Rowthorne will continue, with a further report presented to Cabinet seeking a business case and procurement approval.
- That People Scrutiny Committee will be invited to consider oversight of the next steps (with particular reference to the need for and type of local provision required) to ensure transparency of decision making and to make any recommendations to Cabinet or elsewhere that may arise as a result of such scrutiny.
- That a revised strategy and investment plan taking into account reviews of the Market Position Statement and of the strategic needs analysis will be presented to Cabinet by the end of 2020.

### **Business Case**

Direct Care provision plays a key role in the local care market in Derbyshire as the largest sole supplier of residential care beds. The Direct Care homes for older people and Community Care Centres can play an important role in the wider market by fulfilling the following functions:

- Providing specialist long-term care placements for people living with Dementia
- Working in partnership with NHS colleagues to provide rehabilitation and re-ablement support via Community Support Bed provision commissioned by Derby and Derbyshire Clinical Commissioning Group (these often require additional space due to the increased need for moving and handling equipment)
- Providing respite care or short breaks for carers
- Jointly working with health services via Place Alliances or other locality working arrangements. Providing a limited amount of long-term care

placements to assist with the authority's wider market management function under the Care Act (2014)

In order to continue to fulfil its responsibilities Direct Care will need to ensure that services can continue to be provided in the three homes identified in this report for at least 5 years.

## **Project Options**

The following options have been considered:

- Phased refurbishment of the buildings which will remain occupied and fully operational during the proposed works
- A potentially quicker refurbishment of vacated buildings with residents relocated elsewhere.

The existing buildings feature residential wings around a central hub. This will permit refurbishment work to be phased, with residents being relocated within the home, to allow work to be undertaken wing by wing in a planned manner.

Although residents and staff will be inconvenienced during the refurbishment, and the works will take longer to complete, this was the preferred approach as expressed by residents and their relatives during the recent consultation. Any adverse impact on residents as a result of this approach would be addressed on an individual basis with support from the local social work team as appropriate, including consideration of a temporary move where this was desired.

Alternatively, if the homes were fully vacated and residents are relocated to other homes, the work could be completed more quickly but residents will be more inconvenienced for a significant period of time. This is therefore not the recommended option.

## **Scope of Works**

The scope of proposed refurbishments has been carefully considered to address necessary repairs and renovations without significant structural alterations, and remodelling of the layouts.

The proposed works will typically include:

- building fabric refurbishments
- complete rewire
- renewal of the fire alarm system
- new heating and lighting installations
- installation of new sprinkler systems

- new Wi-Fi throughout
- renewing flat-roofs, roof-lights and high-level windows
- additional bracing to the pitched roofs.
- refurbishing offices, toilets, bedrooms and bathrooms etc,
- redecoration throughout.
- external areas will be landscaped and made secure, to improve circulation, remove trip hazards and make outdoor spaces more appealing.

The proposed works will significantly enhance safety, energy efficiency, and environmental quality. It is not proposed to undertake significant structural alterations. The scope of works therefore does not include the creation of en-suite facilities, widening of corridors, increase in bedroom size or an increase in the number of disabled accessible bathrooms and toilets.

### **Project Milestones**

Key project milestones have been set as follows:

<b>Key milestones</b>	<b>Completed by</b>
Cabinet approval	September 20
Commence procurement	September 20
Award Contract	December 20
Contractor design period	Dec 20-Jan 21
Start on site	Feb 21
Practical Completion	September 22

## **3. Financial Considerations**

### **3.1 Capital costs**

The projected project costs are the subject of the exempt report on this agenda which seeks approval for the commencement of procurement processes. The estimated works costs contained in the exempt report are based on phased refurbishment of occupied buildings with concurrent delivery across all three sites with residents remaining in situ. The total estimated costs are £13.150m.

The capital costs will be funded from the Older Peoples Housing Strategy Reserves set aside for this purpose in the January 2020 Cabinet report. The uncommitted balance in the reserve will be required to meet the cost any additional works or other costs associated with the additional homes for older people which require refurbishment., including fire safety mitigation works and additional staffing.

### 3.2 Revenue costs:

The revenue cost associated with the refurbishment of the three homes will include the impact of a reduction in occupancy which is estimated to be £3.849m based on the estimated timescales for completion of the work. Some of this may be offset by managing staff recruitment to vacant posts during this time at these homes (i.e. delaying recruitment of some posts until work is completed). In addition, the costs for the seven homes which were subject to the recent consultation which are operating with reduced occupancy to assist with mitigating risks is estimated to be £2.830m per annum which is in addition to the figure above. Any overspends within the care home budgets will be reflected in the monthly budget monitoring report for Adult Care and managed accordingly.

## 4. Human Resources Considerations

As the preferred option is that works are carried out whilst residents remain in situ there will be no direct impact on staff employed to work at the three homes. Effectively the homes will continue to operate as business as usual albeit with a reduced number of residents living in the home.

## 5. Property Considerations

The renewal of the fixed wiring installations, and upgrade of the building services systems will significantly enhance the safety of the existing buildings and achieve compliance with current standards. The installation of new sprinkler systems will reduce risk to life and property in the event of fire.

The refurbishment will also significantly extend the design life of the existing building elements for typically 10 years minimum. To extend the life of the building further would require complete re-roofing, and window replacement which is not warranted at this time.

The option to deliver some of the proposed works using the internal construction team will be considered where this can be shown to deliver further benefits.

## 6. Other Considerations

In preparing this report the relevance of the following factors has been considered: Legal, Social Value, Human Rights, equality of opportunity, health, environmental, transport, property and crime and disorder considerations.

## **7. Background Papers**

4 June 2020 Cabinet report: Outcome of the consultation on the future of Direct Care homes for older people

23 July 2020 Adult Social Care and Health Business Case: Refurbishment of Briar Close, Rowthorne and New Bassett House HOPs Project

## **8. Key Decision**

Yes

## **9. Is it required that the Call-in period be waived in respect of the decisions being proposed within this report? -**

No

## **10. Officer's Recommendation**

That Cabinet approves:

- 10.1 the refurbishment of 3 Homes for older People as follows and that further to this approval agree that this decision and appropriate supporting information can be made public:
- Briar Close, Borrowash
  - New Bassett House, Shirebrook
  - Rowthorne, Swanwick
- 10.2 the use of the Older Peoples Housing Strategy Reserve to fund the project.

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**Executive Director – Adult Social Care & Health**  
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**MATLOCK**