



**CABINET**

**12TH JULY 2016**

**DIRECTOR OF ADULT SOCIAL CARE & MANAGING DIRECTOR OF OLYMPUS CARE SERVICES: DR CAROLYN KUS**

**CABINET MEMBER WITH RESPONSIBILITY FOR ADULT CARE DELIVERY:  
COUNCILLOR BILL PARKER**

<b>Subject:</b>	<b>Shaping the Future Accommodation for Older People</b>
<b>Recommendations</b>	<p>That Cabinet:</p> <ol style="list-style-type: none"><li>1. Takes into consideration the consultation carried out with regard to the proposed closure of Ecton Brook.</li><li>2. Agrees to the recommendation to begin the closure process of Ecton Brook over a period of three months.</li><li>3. Delegates authority to the Director for Adult Social Care Services in consultation with the LGSS Director of Finance, and the Cabinet Member for Adult Social Care to take forward any recommendations with regard to the future use of the property.</li><li>4. Takes into consideration the consultation carried out over the past three months with regard to the future of the remaining five Olympus Care Homes for Older People.</li><li>5. Delegates authority to the Director for Adult Social Care Services in consultation with the Cabinet Member for Adult Social Care to take forward the recommendations outlined for each of the five remaining Olympus Care Homes: Evelyn Wright, Boniface House, Southfields House, Obelisk House and Ridgway House.</li></ol>

**1. Purpose of Report**

- 1.1 To outline the outcomes of the consultation undertaken with regard to the proposed closure of Ecton Brook and the future use of the remaining five Olympus Care Homes. To ensure that the provision of residential care and support within Northamptonshire is fit for purpose and meets the future needs of Older People residing within the County.
- 1.2 To propose that work is now progressed to ensure that the five remaining Olympus Care Homes are aligned to the Older People’s Accommodation Strategy. Ensuring the development of an individual business case for each home is produced which will highlight how the home will contribute to meeting the needs of current and future service users.

## **2. How this decision contributes to the Council Plan**

2.1 The Council's vision is to make Northamptonshire a great place to live and work. This is achieved through increasing the wellbeing of your County's communities and/or safeguarding the County's communities.

## **3. Background**

3.1 There have been significant demands placed upon Council resources in meeting the needs of Older People. The demographic predictions facing Northamptonshire mirror those faced by many of our neighbouring Counties. In order to meet this growing demand Local Authorities and County Councils need to fundamentally change how they offer support to older people, and the type of Accommodation available to enable more personalised choice.

3.2 The development of Northamptonshire's Accommodation Strategy outlines how the Council intends to respond to these demands. In particular, Northamptonshire in partnership with District/Boroughs, and independent partners is looking at reshaping its own stock and influencing future developments, towards more Extra Care Housing, Retirement Villages, Supported Living and Dementia Care. The intention is to undertake this at both scale and pace to meet the growing demands over the next five years.

3.3 Government policies have and will continue to influence how Local Authorities, County Councils and Health should provide services. From these policies there are a number of common themes, which have helped inform our Accommodation Strategy as follows:

- That Older People have the best quality of life and the equality of opportunity for independent living.
- That Older People and Younger Adults have greater choice and control over the way their needs are met.
- That with better use of technology to support people, and provide a wide range of supported housing options older people can maintain their independence.
- That housing services should be able to provide a continuum from prevention, early intervention to end of life.
- That services should be outcome focused and person-centred to meet individual needs in a way that is tailored to their particular requirements and preferences.

3.4 Achieving the desired outcomes will take time and we foresee the work around the current Olympus Homes as the start of re-designing future accommodation which will be flexible, adaptable and affordable to meet the future needs of Older People within Northamptonshire.

## **4. Consultation and Scrutiny of the Six Olympus Care Homes**

4.1 A previous Cabinet report tabled in February 2016 agreed the Accommodation Strategy for Older People with delegated authority to commence a consultation with regard to the proposed closure of Ecton Brook, as well as consideration to how the remaining five Olympus Care Homes could contribute to the longer term strategy.

4.2 The following is an overview of the consultation which took place over the last three months in respect of both the proposed closure of Ecton Brook and the future of the remaining five Olympus Older People's Care Homes (Appendix1).

4.3 There were a number of approaches considered for the consultation regarding the proposed closure of Ecton Brook Care Home and the retention of the remaining five homes, taking into account the best practice examples and current legal advice and precedent.

4.4 The approach undertaken for Ecton Brook Care Home considered the following:

- To make no change to the existing facilities
- To redevelop and refurbish
- A planned closure of the home
- The consultation also asks recipients for alternative proposals.

4.4.1 The approach undertaken for the current and likely future usage of the five remaining Olympus Care Homes is as follows:

- Boniface House, Brixworth
- Evelyn Wright House, Daventry
- Obelisk House, Northampton
- Ridgway House, Towcester
- Southfields House, Northampton
  
- To make no change to the existing facilities, and for the Care Home(s) to continue to operate in the same manner that they do now.
- To redevelop and refurbish the Care Home(s). This would mean some upheaval and building works. This would re-develop the Care Home(s) and make them comparable to similarly sized care homes in both quality and design. It is likely that in order to affect the necessary changes that residents would have to leave the Care Home(s) for a period of time for this to be effective re-development.
- To sell or lease the Care Home(s) to the market as a going concern so it can be run by a new provider or to facilitate alternative provision.
- The consultation also asks recipients for alternative proposals.

4.4.2 In order to involve as many stakeholders as possible a number of Methodologies were utilised:

- Online questionnaire published on NCC's Consultation Register, and distributed to all known interested stakeholders.
- Paper questionnaires have been circulated to each resident/ family carer, along with an offer of advocacy support.
- Each resident (and their family/carer) offered an individual meeting with NCC Commissioners and Olympus Management to ascertain their feedback and requirements.
- Face-to-face meetings offered to relevant key stakeholders.
- Videobooth placed on-site at Ecton Brook for a week to enable recorded feedback from anyone not wishing to engage with the consultation via other channels.
- Written submissions welcomed via the consultation promotional material.

## 4.5 Proposed Options For the Six Olympus Care Homes

### 4.5.1 Ecton Brook Care Home

- The home is closed and alternative provision be sought for the residents
- Staff are redeployed where appropriate
- Proposals of the future use of the building are brought back to Cabinet.

### 4.5.2 Boniface House, Brixworth

- Further integration with local community
- Possible co-location of services across Health & Social Care
- Development of facility across adjacent sheltered housing and Boniface House to develop increased facilities and a Community Hub.

### 4.5.3 Evelyn Wright House, Daventry

- Evelyn Wright will remain open and in the same building for the short to medium term.
- Building work is required to ensure this home remains fits for purpose. As a result it is proposed that current accommodation is still fully utilised while a new building is constructed within Daventry to replace the existing premises.
- All current and new residents and staff to be transferred to the new facility once built.

### 4.5.4 Obelisk House, Northampton

- Vanguard Dementia Care Facility
- Respite/Reablement
- Single Sex Dementia Support Unit

### 4.5.5 Ridgway House, Towcester

- Extra Care/Small Village
- Community Hub

### 4.5.6 Southfields House, Northampton

- Respite Care Facility
- Step Down/ Intermediate Care
- Vanguard Dementia Care Facility

## 4.6 Conclusions

4.6.1 The consultations were undertaken over a three month period and any changes to services, and in particular a proposed closure, is always difficult. The staff within all homes have been fully involved and professional throughout, and are to be commended. In particular, the high standard of care and support currently being delivered by Olympus Care staff, was a common theme throughout. As was expected in situations of a proposed Care Home closure there was reluctance by both residents and families in regards to the proposed closure.

- 4.6.2 It is worth highlighting that during the period of consultation a number of residents have already chosen to move from Ecton Brook Care Home to alternative provisions; the majority of these residents have chosen to move to other Olympus Care Homes and have settled well. Of the original 31 residents in situ in this 46 placement Care Home, only 18 currently reside, six of these residents have a diagnosed Learning Disability. It is anticipated that several of the remaining residents will be supported to access other housing based solutions in the community, as opposed to alternative Care Home placements. The closure of the Care Home will be co-ordinated in a planned and systematic approach ensuring sensitivity to individuals' needs are paramount, and that these individuals are transferred to appropriate alternative provision in a safe and timely manner with the service user at the centre of any decisions made. For those individuals, if any, that lack capacity, appropriate actions will be taken in accordance with the Mental Capacity Act 2005.
- 4.6.3 The parallel consultation undertaken with regard to the future of the remaining five Olympus Care Homes also emphasised the quality of the care and support delivered. It was recognised that there is a need for modernisation and reshaping of the current provision in order to meet future demands. Full Business Cases will be developed for the remaining five homes incorporating the proposed options around each one. It is intended to bring the business cases to Cabinet for final agreement, as each one is developed with outlined timelines.

## **5. Equality Screening**

- 5.1 The Equality Impact Assessments that were completed to accompany the Cabinet Paper in February have been updated to include the findings from the consultation, subsequent work carried out by Adult Social Care gives a final impact assessment in relation to the recommendations being made in this paper. These findings should be considered before Members make their final decision.
- 5.2 The Equality Impact Assessment for Ecton Brook acknowledges that the recommendation to close will have a particular impact upon women, older people and people with disabilities. It also impacts upon their human rights, namely Article 8 of the Human Rights Act 1998 (the right to respect for private and family life, home and correspondence).
- 5.3 In order to mitigate the potential negative impact that moving current Ecton Brook residents might have to facilitate the closure of the home, Adult Social Care staff will follow a carefully planned phased closure programme and work closely with individual residents, their families, Care Home staff and medical professionals to ensure, as much as possible, a safe transfer to alternative accommodation. Lessons can be learned from the moves that have already taken place from Ecton Brook to other Care Homes to ensure the smoothest possible transition.
- 5.4 The Equality Impact Assessments for the other five homes acknowledges that while any change for elderly residents in Care Homes has the potential to have a negative effect, there will be no immediate change for residents in the other five homes. Any work to develop future plans will be carried out on a home-by-home basis, and the Council will work with residents, their families, staff and local stakeholders. This would be subject to further consultation and EqlAs on specific proposals.

5.5 To read the Equality Impact Assessments in full, please go to our website [http://www3.northamptonshire.gov.uk/councilservices/adult-social-care/policies/Pages/EglAs.aspx#\\_ga=1.161429949.1218670778.1446474453](http://www3.northamptonshire.gov.uk/councilservices/adult-social-care/policies/Pages/EglAs.aspx#_ga=1.161429949.1218670778.1446474453)

## 6. Alternative Options Considered

6.1 The alternative options considered form part of the consultation methodology and are highlighted in section four of this Cabinet Report and in **Appendix 1**.

## 7. Financial Implications

7.1 The financial savings arising from the closure will contribute to deliver the budget saving proposals approved at February 2016 full Council including the saving proposal 15-001-37 (£150k) relating to Ecton Brook Care Home.

7.2 Up until the property is disposed of there will be costs incurred whilst the property is vacant as well as costs of disposal, these costs have already been accounted for as part of the £150k saving.

## 8. Risk and Business Continuity Management

### 8.1 Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
Cost of alternative placements	Utilisation of existing Block	Amber
Moving Vulnerable People	<ul style="list-style-type: none"> <li>• Thorough planning</li> <li>• Service user at the centre of the decision</li> <li>• Involvements of family and Health</li> <li>• Move in a timely manner</li> </ul>	Amber
Human Rights ( Article 8)	<ul style="list-style-type: none"> <li>• Existing alternative placements</li> <li>• Economically Viable</li> <li>• Residential Care not a home for life</li> <li>• Accessing housing based solutions in the community for some service users</li> </ul>	Amber

### 8.2 Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
Services not fit to meet future demand	Red
Lack of choice and control	Amber
Under utilisation of current block agreements	Red

## 9. List of Appendices

- Appendix 1 - Executive summary of the Consultations on both Ecton Brook and the remaining five Olympus Care Homes

Author:	Name: Dr Carolyn Kus Team:
Contact details:	Tel: 01604 367670 Email:
Background Papers:	Executive Summary of Consultations
Does the report propose a key decision is taken?	YES
If yes, is the decision in the Forward Plan?	YES
Will further decisions be required? If so, please outline the timetable here	NO
Does the report include delegated decisions? If so, please outline the timetable here	YES Ecton Brook (12 <sup>th</sup> July 2016) Remaining Five Homes (Ongoing)
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications been cleared by the Capital Investment Board (CIB)	YES Name of SFM: Yalini Gunarajah  NO
Has the report been cleared by the relevant Director?	YES Name of Director: Dr Carolyn Kus
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Cllr Bill Parker
Has the relevant scrutiny committee been consulted?	NO Scrutiny Committee:
Has the report been cleared by Legal Services?	YES Name of solicitor: Salma Kantharia  Solicitor's comments: This report has been considered. The consultation has taken place reporting factually on the outcomes including the legal implications which must be considered for each individual as well as in relation to the EqIA. It is understood these considerations are underway.
Have any communications issues been cleared by Communications and Marketing?	YES/NO Name of officer:
Have any property issues been cleared by Property and Asset Management?	YES Name of officer: Roger Moore

Are there any community safety implications?	NO
Are there any environmental implications:	NO
Are there any Health & Safety Implications:	NO
Are there any Human Resources Implications:	YES This will be undertaken by Olympus Care Services which will include the redeployment of majority of staff. However it is likely that a small number of redundancies may be required.
Are there any human rights implications:	NO
Constituency Interest:	