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| <b>Mrs Amanda Jupp, Cabinet Member for Adults and Health</b>                               | <b>Ref No: AH5 (19/20)</b>        |
| <b>July 2019</b>   | <b>Key Decision:<br/>Yes</b>      |
| <b>Contract Arrangements for Adults In-house Social Care Day Services Change Programme</b> | <b>Part I</b>                     |
| <b>Report by Executive Director of People Services and Director of Adults Services</b>     | <b>Electoral Division(s): ALL</b> |

## **Summary**

Following the decision by the Cabinet Member for Adults and Health in October 2018 to change the way that in-house day services are provided<sup>1</sup>, the Cabinet Member is asked to agree to the commencement of a procurement process starting in August 2019 for the redevelopment of Chestnuts and Judith Adams Adult Day care centres for work to be completed by March 2020.

The 'Choices for the Future Programme' is being implemented as follows:

- Rationalisation of day service provision moving from 14 to 7 sites by October 2020; and
- Develop a plan for the seven 24hr/residential services and align with the strategic commissioning priorities of People Services by the end of 2019

The day services rationalisation is in two, related parts:

- **Part A** - Move provision at the Wrenford Centre into current Chestnuts Day Centre and Judith Adams sites (**complete by 1<sup>st</sup> QTR 2020**)
- **Part B** - Move provision at Coastal Enterprises, New Tyne day centre and the Pines to Laurels, Rowans and Glebelands (**complete by end of 2020**).

This decision relates to part A. The overall programme benefits, including the £750k of allocated efficiencies is reliant on the completion of both parts of the day services change programme. A separate key decision for part B will be sought during Spring 2020.

The estimated capital cost of part A is £2.425m (£0.110m Design and £2.315m construction) and the estimated capital cost of part B is £2.150m (£0.150m Design and £2.000m construction). This gives a total programme cost of £4.575m. This will be delivered through the capital programme budget.

The existing centres are under capacity, have outstanding maintenance and compliance issues and currently are not used to their full potential. Part A of the change would allow people from the Wrenford service to move to the Chestnuts and Judith Adams. This would enable the Wrenford building to be declared surplus to service use.

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<sup>1</sup> Choices for the Future – see decision [here](#)

The procurement will be conducted using an open book tender and a decision will be based on quality and cost. A pre-tender exercise will be undertaken to determine quality of contractors prior to inviting to tender.

## **West Sussex Plan: Policy Impact and Context**

The day services change programme will deliver a model of modernisation to ensure that services are developed and delivered so they meet the changing needs and aspirations of people requiring the Council's support both now and in the future.

|  |   |
|--|---|
| <b>Putting the person first</b><br><i>Independent for later life<br/>A prosperous place</i>                      | <ul style="list-style-type: none"><li>• Reaching people earlier and being more accessible in local communities;</li><li>• Helping people access community solutions and improve their connections with others to reduce isolation and loneliness;</li><li>• To focus on need rather than customer groups and help people maximise their strengths to develop and maintain skills that will support independence and control;</li><li>• Emphasizing the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible</li></ul> |
| <b>Best use of resources</b><br><i>A strong and sustainable place<br/>A council that works for the community</i> | <ul style="list-style-type: none"><li>• Contribute to sustainability in the social care market place</li><li>• Actively seek to build partnerships in the community to provide local solutions</li></ul>  |

## **Financial Impact**

The proposals will deliver on-going annual savings of £0.75m by 2020/21 (see table at 4.1 below). This recommendations detailed in this report will be to spend £2.315

Part B works costs are yet to be finalised and are currently expected to be £2m. Feasibility work is expected to be completed for part B by the end of August 2019.

## **Recommendations**

1. The Cabinet Member for Adults and Health is asked to agree the allocation of funds from 'Choices for the Future' capital programme for the first part of the day services rationalization programme (part A) which is estimated at £2.315m and the commencement of procurement, and the contract award be delegated to the Director of Adult Services.
2. That the Wrenford day centre is declared as surplus to service requirements.

## **Proposal**

### **1. Background and Context**

- 1.1 There is currently a wider plan to develop sustainable and effective social care services in line with the Adults Services Vision and Strategy and People Services strategic commissioning priorities<sup>2</sup>, of which this decision is part. The project is also working closely with the One Public Estate (OPE) and Community Hub initiatives to ensure a coordinated approach to delivery and a maximisation of space to provide the best use and most benefit for each local population.
- 1.2 Further information can be found in the Cabinet Member decision report from October 2018 [here](#).

## **2. Proposal Details**

- 2.1 Faithful and Gould Limited were appointed as the multi-disciplinary consultants (MDC) following a rigorous procurement exercise in 2018.
- 2.2 The change in required space and increased use in space allowed for an initial project brief to be developed to include the following items:

### **Chestnuts Adult's day service**

- Second entrance.
- Designated and separate areas for different needs.
- Upgrade of bathroom areas.
- Upgrade of independent kitchen areas.
- Mobility suite.
- Sensory rooms.
- Allotment areas.
- Training areas.
- Reconfiguration to accommodate complex needs customers (LD)
- Other TBD

### **Judith Adams Adults day service**

- Repurposing of upstairs space.
- Full diagnostic/maintenance of lift.
- Designated and separate areas for different needs.
- Upgrade of bathroom areas.
- Upgrade of independent kitchen areas.
- Sensory room
- Training area.

- 2.3 The development of the brief through an initial stage 1 highlighted that current buildings had existing statutory compliance and maintenance issues.

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<sup>2</sup> Adults services vision and strategy [here](#)

This led to increasing the scope to ensure that the project was fit for future use. The increased scope included:

- To ascertain current building condition and existing issues
  - Full review of buildings to understand safe guarding on site and full access for users
  - Full review of building to ensure compliance of doors and rooms
  - Full review of toilets for compliance
  - To review and update fire strategy and compartmentation
  - To review that current mechanical and electrical services within the building are sufficient
- 2.4 The project design team followed the Royal Institute of British Architects (RIBA) stages throughout the design process. This process allowed all client requirements to be met. It also focused on involvement of key stakeholder including staff, users of the services, families and carers, budget holders and other professionals (e.g. occupational therapists). The focus of the design was to ensure the buildings could support the efficient delivery of the service for a wide range of people with varying support needs.
- 2.5 The involvement of access consultants and fire risk consultants has been used throughout. The design has been developed for consideration of the end user moving around the building independently and safely ensuring that building regulations are met.
- 2.6 The building design has been developed so spaces can be used for multiple functions in order to maximise best use of the space and accommodate future changes in delivery of services and peoples changing needs. Rooms have been developed alongside the service, public and council employees, incorporating changing spaces facilities (at the Chestnuts), talk local rooms, training facilities and staff hot desks. The spaces provided will accommodate all users and staff with adjustable height kitchen, working desks, induction loops and accessible changing beds and hoists.
- 2.7 It was decided to use a two stage traditional procurement route (RFI followed by ITT) for project delivery to ensure control over budget. Due to the specialist requirements of the service this will ensure full control over the design. The council will carry out an open book tender exercise for the delivery of works. An initial exercise will be undertaken with project specific questions to develop a list of tenderers who will be competent in delivery of a project of this size and complexity. The MDC have developed a list of initial contractors which will also be reviewed during this process prior to tendering.
- 2.9 An open RFI will be conducted to qualify any further contractors who have the relevant experience in working on adult social care buildings and in a

safeguarding environment. Any additional qualified suppliers will be invited to tender, but must demonstrate experience by way of a case study or reference in advance.

2.10 To deliverer this project in full the required services are needed:

1. Appointment of a building surveyor (project manager), quantity surveyor, architect and designer, contract administrator, technical advisers, access consultant and fire consultant all via the MDC.
2. Appointment of a traditional building contractor to manage and undertake the proposed building works via JCT contract.
3. Appointment of the council's commercial partner, Capita PLC, to design, supply and project manage installation of ICT related goods and services.
4. Appointment of the council's internal supplies team to procure, deliver and install FF&E goods and services.

| <b>Tasks:</b>                   | <b>Forecast Completion:</b> |
|---------------------------------|-----------------------------|
| Feasibility - RIBA Stage 0-1    | 13/12/18                    |
| Concept Design – RIBA Stage 2   | 29/03/19                    |
| Developed Design – RIBA Stage 3 | 30/05/19                    |
| Technical Design – RIBA Stage 4 | 30/07/19                    |
| Judith Adams Landlord consent   | 07/08/19                    |
| Issue tender                    | 07/08/19                    |
| Tender return Date              | 10/09/19                    |
| Appoint contractor              | 04/10/19                    |
| Start on Site                   | 18/11/19                    |
| Construction Completion         | 16/03/20                    |
| Defects Liability Period        | 16/03/21                    |

## **Factors taken into account**

### **3. Consultation**

- 3.1 The project will be managed on behalf of the County Council by the nominated council contracts officer who ensures client and end-user requirements are met and the project is delivered by the requisite timescales and that the gross cost of the project does not breach the approved capital budget, and furthermore that any changes are reported to senior managers and approved through the change control system.
- 3.2 Through-out the project the MDC and consultants have undertaken key engagement meetings with design team and stake holders. This is to reduce the risk of building not being fit for purpose.

| <b>ENGAGEMENT</b>            | <b>DATE</b> | <b>DETAILS</b>   |
|------------------------------|-------------|--|
| The council briefing meeting | 29 Nov 2018 | The council and MDC meeting to review project plan and develop initial brief / |

|   |                 |   |
|---|-----------------|---|
|   |                 | stakeholder management and reporting  |
| Project Kick off meeting                          | 6 Dec 2018      | Meeting on site with the MDC delivery team and the council's key stakeholders, to review the initial proposals and for the MDC to familiarise themselves with the buildings |
| Senior Stakeholder presentation                   | 24 Jan 2019     | Presentation of Stage 2 Report to Senior Stakeholders   |
| Staff presentation                                | 5 Feb 2019      | Stage 2 Presentation to Staff - 3 Workshops   |
| Physio's / OT's & Senior Stakeholder presentation | 14 Mar 2019     | Meetings with Physio's/OT's and Senior Stakeholders   |
| Users of services                                 | Feb/ March 2019 | 62 users (60%) of these services were supported to give views of the plans;   |
| Cabinet Member presentation                       | 25 Mar 2019     | The council's presentation to Cabinet Member  |
| MEP Workshop                                      | 02 Apr 2019     | MEP workshop with the council M&E and fabric surveyors to review stage 3 information  |
| Family and Friends presentation                   | 30 May 2019     | Stage 3 Scheme Presentation to Family and Carers (Including Play Back Of Journey So Far)  |

#### **4. Financial (revenue and capital) and Resource Implications**

##### *4.1 Revenue consequences of proposal*

- 4.1.1 The budget agreed by the Council in February 2018 assumed that 'Choices for the Future' would deliver on-going annual savings of £0.75m. The day service proposals will deliver that outcome as shown below.

|                | Current year<br>2019/20<br>£m | 2020/21<br>£m | 2021/22<br>£m |
|----------------|-------------------------------|---------------|---------------|
| Revenue budget | 12.8                          | 12.23         | 12.05         |

|                         |       |       |       |
|-------------------------|-------|-------|-------|
| Change from<br>Proposal | -0.57 | -0.18 | 0     |
| Remaining<br>budget     | 12.23 | 12.05 | 12.05 |

4.1.2 It is predicted that capital receipts and/or further revenue savings will be generated from vacating existing building. These may include cost savings as a result of reduced buildings maintenance, rates, utilities, waste collection etc.

#### 4.2 *Capital consequences*

4.2.1 This decision report seeks approval for the allocation of £2.315m funds for the first part of the day services rationalization programme (Part A)

4.2.2 £3.000m was allocated for the whole Adults In-House Social Care Day Services Change Programme in the Capital Programme 2019-20 to 2023-24 approved by Full Council in February 2019.

4.2.3 To deliver the overall programme benefits, including the £0.750m of allocated efficiencies, changes across day services in the Northern, Western and Southern areas will need to be completed (Parts A and B). The design of the new model and resources needed to deliver it are intrinsically linked together.

4.2.4 £0.260m of the funding has already been approved for design work and is split £0.110m for Part A and £0.150m for Part B. The remaining £2.740m is currently in pipeline.

This decision report seeks approval for the allocation of £2.315m funds for the first part of the day services rationalization programme (part A).

4.2.5 Part B will require a separate decision report before any expenditure can be incurred. The remaining required budget is earmarked in the Capital Improvement Budget

#### 4.2.6 **Table of costs and funding arrangements**

| <b>Proposed expenditure (Part A Judith Adams and Chestnuts)</b> |              |                   |                 |                   |                   |
|---|--------------|-------------------|-----------------|-------------------|-------------------|
| <b>Item</b>   | <b>18/19</b> | <b>19/20</b>      | <b>20/21</b>    | <b>21/22</b>      | <b>22/23</b>      |
| <b>Available<br/>Budget</b>                                     |              | <b>£500,000</b>   | <b>£500,000</b> | <b>£1,000,000</b> | <b>£1,000,000</b> |
| <b>Expenditure</b>  |              |                   |                 |                   |                   |
| <b>Professional<br/>Design fees</b>                             |              | <b>£260,000</b>   |                 |                   |                   |
|   |              |                   |                 |                   |                   |
| <b>Construction<br/>(Part A)</b>                                |              | <b>£2,315,000</b> |                 |                   |                   |
|   |              |                   |                 |                   |                   |

|                             |  |                 |  |  |
|-----------------------------|--|-----------------|--|--|
| <b>Budget<br/>Remaining</b> |  | <b>£425,000</b> |  |  |
|-----------------------------|--|-----------------|--|--|

4.2.7 Included in Part A are a number of key maintenance and statutory compliance issues. These are accounted for in the project budget and include the following.

### **Chestnuts**

- 4.2.8 Key statutory improvement works at chestnuts include: replacement of existing doors for new 30-minute fire rated doors as well widening of doors to ensure sufficient space for wheel chair access and to be compliant with building regulations. Replacement of a number of internal walls and installation of 30-minute fire protection walls to align with building fire strategy. Alterations to existing brick paving to form appropriate level access to ensure safe access in and out of the building. Replacement of radiators, wall mounted extract fans, AC units in sensory rooms throughout the building due to poor performance and current equipment coming to the end of their life expectancy.
- 4.2.9 Key maintenance works includes: new emergency lighting, optical smoke detectors, fire alarms and break glass call points (these are all at the end of their life expectancy and expected to be replaced within the next 2 years).

### **Judith Adams**

4.2.10Key statutory improvement works at Judith Adams include: replacement of existing doors for new 30-minute fire rated doors, widening of doors to allow for wheel chair access and compliance. Replacement of a number of internal walls and installation of 30/60-minute fire protection walls to align with fire strategy. Alterations to existing concrete paving to form appropriate levels to allow for level access in and out of the building including all fire exist.

4.2.11Key maintenance works includes: removal and installation of new lighting throughout as current lighting system is at the end of the life expectancy anticipated to be replaced in 1 year, replacement of radiators as they are at the end of their life expectancy being the original radiators for the building. Replacement of existing distribution boards, replacement of lighting in the sports hall.

4.2.12The cost plan is indicating an overall build cost rates of £958 per m<sup>2</sup> for Chestnuts and £926 per m<sup>2</sup> for Judith Adams, which are within the BCIS project range of £699 to £1,491 per m<sup>2</sup> for refurbishment.

4.2.13Cost per m<sup>2</sup> is based upon GIFA of 1,033m<sup>2</sup> for Chestnuts and 623 m<sup>2</sup> for Judith Adams.

4.2.14 The original strategic outline case (SOC) requested funding for £3.000m for Part A and Part B following a viability study undertaken by Hampshire County Council. After further design development by Faithful and Gould it was raised that the funding required to undertake design for Part A and B would be increased to £4.575m. This was ratified through Council's capital asset programme.

4.2.15 However part B works are still at feasibility stage and the final overall project costs for Part B won't be known until the end of August.

4.2.16 Throughout the design RIBA stages the MDC and the council have undertaken stringent value engineering exercises to reduce the project costs. These included:

- Reduction in ICT requirements in reduction in laptop provision,
- Reduction in the use of whiterock walls across the building,
- Reduction in external resin around the building,
- Re-use of existing furniture, fittings and equipment, rather than purchase new,
- Reduce number of kitchenettes and
- Reduced design contingency

#### 4.3 *Human Resources, IT and Assets Impact*

4.3.1 By their nature, the proposed changes in service delivery will have an impact on staff and how they work.

4.3.2 The expected efficiencies of £0.75m will be achieved through the changes in day service provision. The majority of these will arise from a reduction in transport expenditure – the new arrangements will result in a reduction in the average journey length – with the balance being delivered from changes in the staff structure.

4.3.3 There is a natural reduction in vehicles and mileage as there will be less sites, with peoples travelling time reduced, and more people travelling independently due to the remaining services being geographically closer to where they live.

4.3.4 The new in-house day services staffing model will therefore be designed to fully support the services principles, implementation plan and produce a flexible workforce which can:

- develop and manage the service in line with the new delivery principles and meet the performance targets set in service level agreements;
- focus on the customers' needs and provide a flexible and effective response (including provider of last resort functions);
- directly support individuals to access community-based opportunities as well as within the Council's service buildings;

- provide access to short-term reablement/enablement focussed day opportunities; and
- offer flexible transport services with driving and escorting delivered by the in-house social care staff.

4.3.5 Ways of working for the current staff teams will need to change and any impacts following a Cabinet Member decision to proceed will include formal staff consultation and full involvement of UNISON. There are no TUPE implications as part of this decision.

4.3.6 The design of the building has been worked alongside the Facilities management team to ensure that the maintenance strategy has been incorporated as well as reduce the amount of ongoing maintenance overall that is required in the building.

4.3.7 The renovation of Chestnuts and Judith Adams will allow for the Wrenford site to be released back to the council's property and assets team to be reviewed to establish options for maximum benefit for future use.

## **5. Legal Implications**

5.1 The following considerations were advised from the Legal team and have been taken into account as part of the process;

- Ensure effective procurement exercise completed for a contractor experienced with working on adult care centre contracts that involve vulnerable people. The contractor needs to be able to conduct itself sensitively to these peoples' needs.
- The correct form of JCT contract needs to be considered carefully as well as an analysis made of any potential frameworks which may be utilised.

## **6. Risk Implications and Mitigations**

|   | <b>Risk</b>   | <b>Mitigating Action</b>  |
|---|---|---|
| 1 | Insufficient allowance in capital programme to award the construction stage contract tender to the contractor | The construction works will have to be subjected to value management ie reduced scope or redesigned and/or value engineered<br><br>Regular cost reporting and review and FBC seeking confirmation of funds. |
| 2 | The contractor's ability to deliver this project on time and to budget  | The contractor and design team have a successful track record of delivering projects.<br><br>MDC and the Council Contracts Officer regularly review programme, quality and cost.                            |

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|---|---|---|
| 3 | Changes in building are not fit for purpose | The design team has held a number of stakeholder and design team meetings to develop a design suitable for the services requirements. |
|---|---|---|

| <b>Dependency &amp; Impact</b>   | <b>Dependency Management</b>  |
|--|---|
| <p><b>Dependency</b> - Client and End User Approval, Cabinet member approval, Director approval</p> <p><b>Impact</b> – Project is stalled</p> <p><b>Dependency</b> – Chichester District Council permission for license to alter at Judith Adams</p> <p><b>Impact</b> – Project is stalled</p> | <p>WSSC project management governance</p> <ul style="list-style-type: none"> <li>• RIBA client design off agreed</li> </ul> <p>Council Project Manager engagement with Asset Management and Estates on time scales.</p> <ul style="list-style-type: none"> <li>• Design sent for approval<br/>29/05/19</li> </ul> |

- 6.3 All appointed specialists, consultants and contractors will be procured in accordance with the County Council's Standing Orders and will be required to hold the correct insurances and enter into appropriate terms and conditions.
- 6.4 The risks will be closely monitored, managed and reviewed on a regular basis and will become a standing item on the project team meeting agenda. The impact of delay to the project programme and other key risks associated with this project will need to be closely monitored and managed with mitigation actions adopted where necessary. This will be the responsibility of the Council Contracts Officer.

## 7. Other Options Considered (and reasons for not proposing)

- 7.1 The evidence base established throughout the Choices for the Future project confirmed what had been suspected for some time:

- Demand is predicted to increase across all geographic areas;
- Some services are better used than others;
- There is better external (market) provision in some areas in terms of geography than others;
- There is some over provision in certain service types and some under provision in others within the current in-house services;
- In-house services were generally cost competitive around short stay, complex care and shared lives but more expensive for long stay beds and day services;
- Learning disability services have a rising need for much more short stay and complex physical needs;

- Buildings are generally under-invested in and are not able to meet people's needs in some places;
- A lot of the available space in the day service buildings is not being used and
- Day service buildings are not easily accessible – 5 out the 7 LD day service buildings are placed on industrial sites.

7.2 The following four options were then explored and considered:

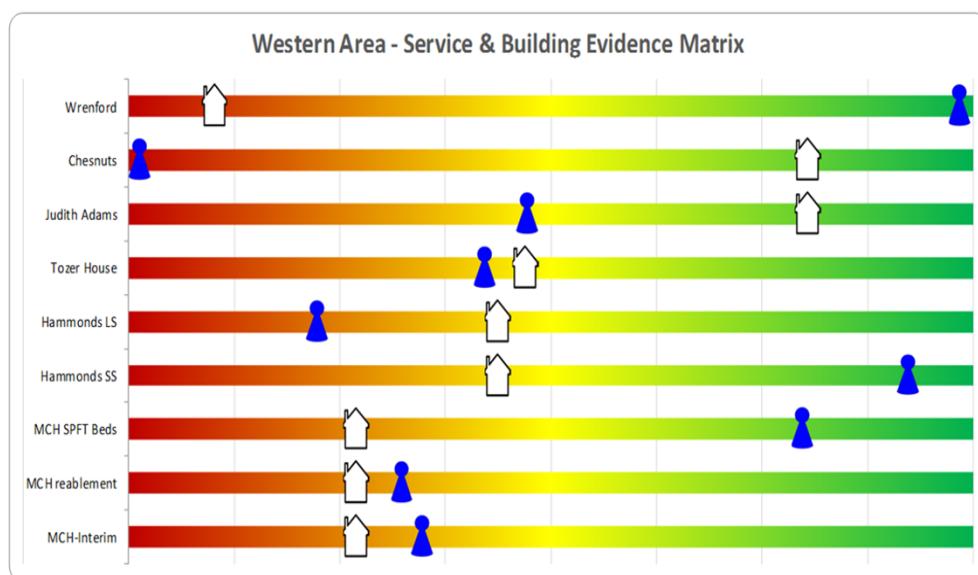
| Option  | Description   |
|---|---|
| <b>1. Do nothing</b>  | <ul style="list-style-type: none"> <li>• The service and offer remains unchanged for people using the services and the existing arrangements for staff largely stay the same.</li> </ul>  |
| <b>2. Programme of outsourcing to external market across all in house services</b>  | <ul style="list-style-type: none"> <li>• This assumes a full programme of outsourcing all current in-house provision, based on current market position and costs across all services.</li> <li>• This does not preclude opportunities to work in partnership with some external providers in Option 4 just that a wholesale option of outsourcing would not result in meeting the success factors described below.</li> </ul>   |
| <b>3. Close non-statutory services (day services)</b>   | <ul style="list-style-type: none"> <li>• Close all of the 14 in-house day services and re-provide based on existing market availability.</li> </ul>   |
| <b>4. Full programme of rationalisation and capital investment based on current service proposals and delivery mechanism.</b> | <ul style="list-style-type: none"> <li>• Implement detailed service proposals drawn up for each of the current services, based on engagement with stakeholders and data analysis</li> <li>• 2/3 year programme of building and service rationalisation for day services. This includes some provision being delivered through the existing Shaw contract to maximise existing voids within their day service provision.</li> <li>• Align in-house residential/24hr services with strategic priorities for Adults and People services.</li> <li>• Explore partnerships as part of delivery where appropriate and effective.</li> <li>• Full implementation of service model to deliver agreed principles (critical success factors)</li> </ul> |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Full implementation of new staff structure and supporting structures (e.g. learning and development)</li> <li>• Strategically located assets to support future service delivery.</li> </ul> |
|--|--|

7.3 **Option 4** represents the proposals that were agreed in the Cabinet member decision report in October 2018.

7.4 The evidence shows the findings from the analysis for the Western area:

## Evidence grid – Western area



### Is the current service model effective and efficient?

- ▢ Unique service offer (it has a strong market position)
- ▢ The service occupancy is good
- ▢ The service is full to capacity
- ▢ Predicted increase in demand is immediate
- ▢ The unit cost is competitive

### Is the current building suitable?

- ▢ Level of investment in building is reasonable
- ▢ The building meet changing customer needs/required delivery model
- ▢ The building space is well used
- ▢ The building location is good

7.5 From a day service perspective this told us that the need for in-house learning disability day services was very strong (Wrenford) but the building was wholly unsuitable or sustainable. Conversely it showed us that the older people's services (Chestnuts and Judith Adams) were small (but specialist provision) in largely good environments, right by town centres, which were underused.

7.6 Wrenford currently uses 58% amount of its available space. Only 24% of space is currently used at Chestnuts and 33% at Judith Adams. Whilst the Wrenford service is extremely well used (over 90% occupancy) it is currently situated within an industrial estate on the outskirts of Chichester city centre

making it difficult for people to get to community based activities as they are unlikely to be within a short walking distance. In addition original estimates produced in 2017 showed that maintenance and statutory building cost projections over 10 years were twice as much at Wrenford than for Chestnuts and Judith Adams put together.

- 7.7 The majority of people who attend Wrenford live in Bognor Regis (62%) so it makes sense for those people to start using a more local service so they can build up confidence and independence near their home. In addition the proposal would reduce travel time for the people living in Bognor and would position the service to attract new people who want to build on their confidence and independence in the area they live.
- 7.8 The council insight team were commissioned to map comparable day service provision across all districts in West Sussex to understand the current market position. The mapping exercise showed that the current market supply is not sufficient for the external market to take on all existing in-house day services and that there is limited interest in supplying services for short stay, complex physical and behavioural needs.
- 7.9 The older people's day service provision is made up almost exclusively of in-house provision and Shaw, with in-house having the largest market share (71%). Whilst LD Day Services account for 45% of overall spend it is by far the largest single provider with a spend of £3m. The next three largest providers are Outreach 3 Way (£814k), Ferring Country Club (£741k) and Aldingbourne Trust (£696k).

## **8. Equality and Human Rights Assessment**

- 8.1 An Equality Impact Report for the change programme has been completed and is attached as Appendix A.
- 8.2 The proposals are built around service principles that were designed by people using the services, families and carers and they have a strong focus on people's strengths as well as delivering their desired outcomes. The new model will no longer segregate customers by label and services will focus on delivering services that focus on customer outcomes.
- 8.3 Officers have worked closely with UNISON at each stage of the project and will continue to do so following a decision to implement, ensuring a timely and clear staff consultation process that supports the service principles and implementation process.
- 8.4 On award of the contract a pre-requisite will need to be provided as evidence of the contractor's health and safety performance.

- 8.5 During the tender process the contractors will also be required to answer health and safety based questions that will count as 10% weighting within the decision to award the contract.
- 8.6 Health and Safety site management is legislated through the 2015 CDM Regulations. The MDC have been appointed as Principle Designer and the contractor will be appointed as the Principle Contractor, as defined under the Regulations.
- 8.7 The MDC appointment includes the appointment of a CDM Client Advisor to manage and advise client responsibilities under CDM 2015.

## **9. Social Value and Sustainability Assessment**

- 9.1 The Contract is to be procured using standard public sector procurement processes and will comply with the council standing orders.
- 9.2 Employer's Requirements contain certain obligations on the Contractor to make available apprenticeships under the Social Value Act.
- 9.3 The site will be managed proactively through regular communication with the local community as well as the end-user, through weekly site meetings with the end-user, plus various mediums of communication including via school assemblies, community newsletters and community coffee mornings.
- 9.4 A sustainability appraisal has been completed for this project and is attached as Appendix B. The overall impact of the scheme is positive to the local and wider environment particularly by educating pupils near their homes. Detailed and technical building sustainability design will be provided at the end of the design stage on 23<sup>rd</sup> July 2019.

| Theme/subsection                                  | Result  | Applicable Questions          |
|---|---|-------------------------------|
| <b>Best Start in Life</b>                         |  | <b>Very positive</b> 100%     |
| <b>Strong, Safe and Sustainable Place</b>         |  | <b>Slightly positive</b> 100% |
| A Healthy Place                                   |  | Very positive 67%             |
| A Safe Place                                      |  | Slightly positive 33%         |
| A Sustainable Environment                         |  | Very positive 100%            |
| A Place of Culture, Heritage and Beauty           |  | Neutral 100%                  |
| <b>A Prosperous Place</b>                         |  | <b>Very positive</b> 75%      |
| A Place where businesses thrive                   |  | Very positive 67%             |
| Infrastructure that supports a successful economy |  | Very positive 100%            |
| A great place to live, work and visit             |  | Very positive 50%             |
| <b>Independence for Later Life</b>                |  | <b>Very positive</b> 100%     |
| <b>A Council that works for the community</b>     |  | <b>Very positive</b> 100%     |

- 9.5 A sustainability checklist (in accordance with BCD 21) is to be completed in relation to the construction works upon practical completion (October 2019).

## 10. Crime and Disorder Reduction Assessment

None

**Kim Curry**  
Executive Director of Peoples Services

**Paul McKay**  
Director of Adults Services

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## Appendices

Appendix 1 – Equality Impact Assessment

Appendix 2 – Sustainability Impact Assessment