

Cabinet Member for Adults and Health	Ref No: AH05 20/21
June 2020	Key Decision: Yes
Contract Arrangements for Adults In-house Social Care Day Services Change Programme (Part B)	Part I
Report by Interim Executive Director of Adults and Health	Electoral Division(s): ALL

Summary

During 2017 and 2018 a full review of the Adults in-house social care services took place. The review (titled 'Choices for the Future') sought to develop sustainable and effective social care services that support the statutory duties of Adults' Operations, Life-long Services and ensure appropriate supply as part of the strategic commissioning priorities. Extensive engagement place during this period and officers spoke to over 800 people to understand what was, and what was not working within current services, and what people thought "good" looked like for them in terms of future provision. This culminated in formal public engagement during April and May 2018.

Following the decision by the Cabinet Member for Adults and Health in October 2018 ([Report Ref: AH8 18/19](#)) to change the way that in-house day services are provided, the Cabinet Member is asked to agree to the commencement of a procurement process starting in July 2020 to secure a contract relating to the provision for the redevelopment of Rowans, Laurels and Glebelands day centres in West Sussex for delivery of work to be completed by May 2021. The completion date has slipped from February 2021 due to the Covid19 pandemic.

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. The critical success factors and links to the West Sussex plan are shown below;

Putting the person first <i>Independent for later life</i> <i>A prosperous place</i>	<ul style="list-style-type: none"> Reaching people earlier and being more accessible in local communities; Helping people access community solutions and improve their connections with others to reduce isolation and loneliness; 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; 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
Best use of resources <i>A strong and sustainable place</i> <i>A council that works for the community</i>	<ul style="list-style-type: none"> Contribute to sustainability in the social care market-place Actively seek to build partnerships in the community to provide local solutions

Financial Impact

£4.587m is required to deliver the Part B scheme and this is proposed to be funded by a capital programme budget approved for Part B of £0.205m plus capital programme budget allocations for Part B of £3.400m and £0.982m from Adult In House Residential services capital allocations. The Choices for the Future Programme will deliver on-going annual savings of £0.750m in the Adults and Health budget and this has been reflected in reductions to the revenue budget in 2019/20 and 2020/21. The capital financing cost borne corporately for the Part B scheme is £0.200m a year.

In addition to the direct service savings other benefits include the potential for capital receipts from the release of two WSCC owned buildings. These are the Pines in Durrington and Coastal Enterprise in Worthing. This is in addition to the Wrenford day centre in Chichester being surplus to requirements following Part A of the rationalisation programme.

Recommendations

The Cabinet Member for Adults and Health is asked to;

- 1) approve the commencement of procurement at the estimated value of £4.382m and delegation to the Executive Director of Adults and Health in consultation with the Director of Property and Assets to award contracts;
- 2) approve that the Pines and Coastal Enterprise day centres are declared as surplus to service requirements; and
- 3) note that the Wrenford day centre in Chichester has been declared surplus to requirements to complete Part A of the rationalisation programme.

Proposal

1. Background and Context

- 1.1 This is the second part of the 'Choices for the Future' day services change programme (Part B). The first part of the Capital investment programme, a refurbishment of the Chestnuts and Judith Adams sites, has now been completed ([Part A – Report Ref: AH8 18/19](#)). However, the 'move in' date has been paused until Summer 2020 due to Covid 19.
- 1.2 This change programme includes the rationalisation of day service provision, enabling the service to move from 14 buildings to 7 by May 2021. Part B (Southern area) reduces 5 sites to 3 and once completed will achieve the 50% reduction target of buildings being used by the Adults in-house day services.

- 1.3 It will also enable the service to reduce transport provision¹ due to services operating locally to where people live, whilst retaining similar levels of available Adult social care places.
- 1.4 The existing centres are under capacity, have outstanding maintenance and compliance issues and currently are not used to their full potential. Part B of the change will allow people from the Pines and Coastal Enterprise day services to move to the Laurels, Glebelands and Rowans. This would enable the Pines and Coastal Enterprise buildings to be returned as surplus to requirements to the West Sussex County Council's Property and Assets team.
- 1.5 Part B is the largest of the 3 geographical areas in terms of people using services (approximately 60% of the 494 day-service users are within the Southern area, the majority of which are Adults with a Lifelong Service requirement e.g. learning disabilities).
- 1.6 Day services will offer a clear focus on supporting people to connect to their local community and increase their confidence in using what is on offer. Whilst the aim is to move people from formal social care provision over time it is also recognised that there will be people that will require site-based services as well as effective and responsive short-breaks provision for families and carers. These sites will offer a range of accessible resources to cater for different needs such as an OT assessment area, space for Talk Local sessions, additional work areas for council staff, training suite space (overseen by WSCC Learning and Development) and opportunities for leasing space to the wider community.
- 1.7 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 priorities², of which this decision is part.
- 1.8 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. Further information can be found in the Cabinet Member decision report from October 2018 (Report Ref: AH8 18/19)

Day Services during Covid19

¹ 40% of people using the service will experience a significant reduction in travel time, with 51% of people experiencing a small reduction or no change at all – Choices for the Future- Results from Public engagement and survey – Page 3 – May 2018.

² [Adults services vision and strategy](#)

- 1.9 Day services are currently providing a physical ‘critical’ service to those whose family members/carers are keyworkers and where the person’s needs cannot be fully met at home.
- 1.10 A ‘virtual’ service is also being provided which includes social groups with small groups of people, quizzes, discussions and chair-based exercise groups using a range of technology, apps and social media. For those without internet access physical activity packs are being delivered individually to people.
- 1.11 Frequent phone calls (minimum of once a week) are being made to the 494 people who would usually attend day services in order to assess the sustainability and safety of current home-based arrangements.
- 1.12 At present 250 of the 494 people (51% of the total in house day services cohort)³ are primarily being supported during this period through family and informal carer networks. This is possible due to people being furloughed and schools being closed.
- 1.13 However, as restrictions are lifted, and schools reopen, family members providing support at home will return to work and this will in turn increase pressure on direct support from Adults services.
- 1.14 In addition, a proportion of families and informal carers are older, and have their own health issues and support needs. If these arrangements break down this will also require additional formal support from Adults social care.
- 1.15 Work is currently underway to look at how a phased increase of day service attendance can start during Summer 2020. This will be done slowly following government guidance.
- 1.16 This will build on the existing principles being used in the delivery of the critical day service provision:
 - Continue with existing sites – will not reopen all buildings initially (to manage continuing staff issues and need to continue support at some residential sites);
 - Building space is divided into smaller cohorts of people with dedicated staff teams to minimise cross contact and protect most vulnerable;
 - Consider different entrance/exit routes and how space is used to adhere to social distancing where possible;

³ For LLS 39% are supported by family/informal networks and for Older People it is 61%

- Build on existing protocols and risk assessments applied to the critical day service (e.g. checks with the person and family re possible Covid 19 symptoms prior to and on day of attendance etc)⁴;
- Limiting group transport runs as much as possible;
- Maintaining welfare calls and virtual activities/engagement with those who are unable to attend;
- Maintaining high infection control measures.

2. Proposal Details

- 2.1 The estimated capital cost of Part B is £4.587m. The approved capital programme budget for the scheme is £0.205m approved for design and £3.400m allocated mainly for construction works. An increase in estimated costs, largely due to the outstanding buildings statutory and maintenance work (sections 3.3 and 4.14) means an additional £0.982m will be required from the Adults in house residential homes capital programme allocation to provide the funding to complete Part B.
- 2.2 Work is underway to understand costs of priority refurbishment work for the Adults in-house residential homes for the short to medium term to ensure current demand can be met. It is not yet known how the transfer of £0.982m from the Adults in house residential capital budget will affect delivery of that programme, although the service does not anticipate any significant impact.
- 2.3 The new delivery model is designed so that day services can cater to the local population based on need and not continue segregated day services under the banners of older people and learning disability. The new day services will include opportunities for: older people, adults with learning disabilities, adults with an acquired brain injury and adults with physical and sensory impairments.
- 2.4 The procurement will be conducted using an open book tender and the decision will be based on a combination of quality and cost. A restricted two stage pre-tender exercise will be undertaken to determine quality of a short list of experienced and capable contractors prior to being invited to Stage 2 of tender. This final stage has a pass/fail quality threshold and then will be based on lowest cost.
- 2.5 Faithful and Gould Limited were appointed as the multi-disciplinary consultants (MDC) following a rigorous procurement exercise in 2018.
- 2.7 The change in required space and increased use in space allowed for an initial project brief to be developed to include the following items:

Laurels day service

- Complete internal remodelling and refurbishment.
- Provide independence by creating more usable, flexible spaces.

⁴ A letter/checklist detailing expectations of person attending, their family/carer is sent prior to agreeing service

- Remodelling designed for the future and flexibility for all.
- Improve safeguarding.
- Reduce future maintenance costs.
- Carbon reduction through improved design.
- Ensure buildings comply with statute.
- Better community connections.
- Improved facilities to support life skills and development.

Rowans day centre

- Extension to increase service capacity.
- Complete internal remodelling and refurbishment.
- Remodelling designed for the future and flexibility for all.
- Improve safeguarding.
- Reduce future maintenance costs.
- Carbon reduction through improved design.
- Ensure buildings comply with statute.
- Better community connections.
- Improved facilities to support life skills and development.

Glebelands day centre;

- Complete internal remodelling and refurbishment.
- Provide independence by creating more usable, flexible spaces.
- Remodelling designed for the future and flexibility for all.
- Improve safeguarding.
- Reduce future maintenance costs.
- Carbon reduction through improved design.
- Ensure buildings comply with statute.
- Better community connections.
- Improved facilities to support life skills and development.

- 2.8 The development of the brief through an initial Stage 1 report highlighted that current buildings had existing statutory compliance and maintenance issues. 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 safeguarding 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 compliant and meet with the new service requirements.
- 2.9 Key design changes have been made from Stage 2 to Stage 3. The design changes have created a cost movement which equates to a total reduction of £297,000.00 to the total project cost. A summary of Cost Movement items is as follows;
- + £220,975.00 – Enhanced external works design following receipt

of clients brief and surveys

- - £20,680.00 – Allowances for structural works have been reduced as more design information has been issued
- -£34,000.00 – Sanitaryware allowances structural work have been reduced as this item has been fully specified
- -£193,579.00 – Loose FF&E (Group 3) legacy items – Potential estimated cost saving
- -£226,716.00 – Design Development Contingency
- -£43,000.00 – General reduction in provisional sums

- 2.10 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.
- 2.11 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.
- 2.12 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, talk local rooms, training facilities and additional work-space for WSCC staff desks. The spaces provided will accommodate all users and staff with adjustable height kitchens, working desks, induction loops and accessible changing beds and hoists.
- 2.13 It was decided to use a two-stage restricted procurement route (Pre-Quality Questionnaire, PQQ, followed by Invitation to Tender, TTT) 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 open advertisement will be published on the Council's e-Tendering portal as an initial PQQ exercise, which will contain project specific questions to develop a list of tenderers who will be competent in delivery of a project of this size and complexity.
- 2.14 The second stage will be an invitation to tender to those who are approved from the PQQ stage. This stage has an additional project specific quality question which has a pass/fail threshold. Those who pass will then be evaluated based on lowest cost.

2.15 The following are required to deliver this project in full:

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 Multi-Disciplinary Consultants (MDC), Faithfull and Gould.
2. Appointment of a traditional building contractor to manage and undertake the proposed building works via Joint Contracts Tribunal (JCT) contract.
3. Appointment of the Council's commercial partner, Capita Public Limited Company, to design, supply and project manage installation of information technology related goods and services.
4. Appointment of the Council's internal supplies team to procure, deliver and install the furniture, fittings and equipment required.

Tasks:	Forecast Completion:		
	Rowans	Laurels	Glebelands
Feasibility - RIBA Stage 0-1	20/09/19	20/09/19	20/09/19
Concept Design – RIBA Stage 2	11/02/20	11/02/20	11/02/20
Developed Design – RIBA Stage 3	02/10/20	02/10/20	02/10/20
Technical Design – RIBA Stage 4	16/06/20	16/06/20	16/06/20
Issue tender	26/06/20	26/06/20	26/06/20
Tender return Date	24/07/20	24/07/20	24/07/20
Appoint contractor	18/09/20	18/09/20	18/09/20
Start on Site	02/11/20	18/01/21	18/01/21
Construction Completion	08/03/21	10/05/21	10/05/21
Defects Liability Period	12-month	12-month	12-month

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 Throughout the project the MDC and consultants have undertaken key engagement meetings with design team and stake holders. This is to reduce the risk of buildings not being fit for purpose.

ENGAGEMENT	DATE	DETAILS
The Council briefing meeting	10/05/19	The Council and MDC meeting to review project plan and develop initial brief / stakeholder management and reporting
Project Kick off meeting	04/06/19	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	13/02/20	Presentation of Stage 2 Report to Senior Stakeholders
Staff presentation	31/03/20	Stage 2 Presentation to Staff - 3 Workshops
Physio's/OT's & Senior Stakeholder presentation	31/03/20	Meetings with Physio's/Occupational Therapists and Senior Stakeholders
Users of services	02/03/20	Users of these services were supported to give views of the plans;
MEP Workshop	13/02/20	MEP workshop with the council mechanical, engineering and fabric surveyors to review stage 3 information
Family and Friends presentation	02/04/20	This was paused due to the Covid 19 pandemic. However, Stage 3 designs were sent out to families, friends and carers for comment.

4. Financial (revenue and capital) and Resource Implications

4.1 Revenue consequences of proposal

- 4.2 The budget agreed by the Council in February 2018 assumed that 'Choices for the Future' would deliver on-going annual savings of £0.75m from the Adults and Health budget. The day service proposals are on track to deliver that outcome shown in the table below.
- 4.3 The savings and benefits identified in the programme are only sustainable if both parts of the Capital Programme are completed (A and B).
- 4.4 Whilst the savings below have been delivered, it has created some budget pressure during 2020/21. Plans are in place to mitigate this in year.

- 4.5 However, these budget pressures would increase in 2021/22 if Part B is not completed as the full building rationalisation programme allows for further efficiencies in transport and overall management costs which will offset current pressures.

	2019/20 £m	2020/21 £m	2021/22 £m
Revenue budget	12.8	12.23	12.05
Change from Proposal	-0.57	-0.18	0
Remaining budget	12.23	12.05	12.05

- 4.6 The capital financing cost borne corporately for the Part B scheme is £0.200m a year.
- 4.7 There is the potential that capital receipts could be generated from declaring as surplus to requirement the Pines and Coastal Enterprise sites and 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.

Capital consequences

- 4.8 The estimated capital cost of Part B is £4.587m is to be funded by an approved capital programme budget of £0.205m for Part B design costs plus capital programme budget of £3.400m allocated to Part B mainly for construction works. Due to an increase in estimated costs, largely due to the outstanding buildings statutory and maintenance work (section 3.3.), an additional £0.982m will be required from the Adult in house residential capital programme.
- 4.9 The capital programme allocation to the Adults in house residential services budget was an estimated amount based on the cost of a full new build for priority services. However, since then the Adults vision for 2019/2021 has set out its intention to 'invest in models of support that are fit for the future, those which promote independence rather than dependence, encourage partnerships and collaboration' and 'move away from traditional types of support, towards solutions that work with people to keep them independent for longer and living in their own home and community'.
- 4.10 This includes a reduced reliance on traditional residential care through an increase in different 24-hour models of care (e.g. extra care, supported living, Shared Lives) and its capacity to support people to connect with their local communities.
- 4.11 £6.030m was allocated for the Part A and Part B Adults In House Social Care Day Services Change Programme in the Capital Programme 2020-21 to

2024-25 approved by Full Council in February 2020. £2.425m is approved for Part A, £0.205m is approved for design work for Part B, with the remaining £3.400m allocated for Part B. There are also Adult In House Residential allocations in the Capital Programme comprising £10m for Residential Services Phase One and £10m for Hobbs Field. The funding sources are all WSCC Corporate Funding.

- 4.12 Work is underway to understand costs of priority refurbishment work at our in-house residential homes for the short to medium term to ensure current demand can be met. It is not yet known what impact the transfer of £0.982m from the Adults In House residential capital to Part B will have.
- 4.13 Any longer-term decisions regarding Adults in house residential services will be considered within the wider Adults Accommodation strategy.

Table of costs and funding arrangements

Adults In House Day Services Part B Budget	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Approved Capital Budget				
Total Budget	0.146	0.059	0.000	0.205
Change From Proposal				
Convert Adults In House Day Services Part B Budget to delivery	0.000	0.968	2.432	3.400
Convert Adults Services Budget (from Hobbs Field £10m or Residential Services Phase One £10m)	0.000	0.000	0.982	0.982
Remaining Budget				
Total Budget	0.146	1.027	3.414	4.587

Proposed expenditure (Part B)					
Item	18/19	19/20	20/21	21/22	Total
Professional Design fees (1-4) including surveys		£0.146m	£0.115m		£0.261m
Construction			£0.664m	£3.000m	£3.664m
Other Costs			£0.248m		£0.248m
Risk and Contingency				£0.414m	£0.414m
Total		£0.146m	£1.027m	£3.414m	£4.587m

- 4.14 Included in Part B are a number of key maintenance and statutory compliance issues. These are accounted for in the project budget and include the following:

Rowans

- All sanitaryware will be replaced and updated allowing for easier use.

- Accessibility improvement to allow for more independence.
- All walls to be redecorated with a unified decoration scheme throughout
- Improvements to fire stopping and fire doors
- Sprinkler systems will not be required
- Upgrades to the centre's security
- Lighting throughout the centre to be replaced with lower energy LED
- Exposed hot water pipes to be boxed in.

Glebelands

- The existing doors will be reviewed in conjunction with the Access Audit to ensure the opening sizes meet the needs of the proposed end users.
- Accessibility improvement to allow for more independence.
- Improvements to fire stopping and fire doors
- All walls to be redecorated with a unified decoration scheme throughout
- All sanitaryware will be replaced and updated allowing for easier use.
- Sprinkler systems will not be required
- Upgrades to the centre's security
- Lighting throughout the centre to be replaced with lower energy LED

Laurels

- Replacement of the existing gas fired water heater with more efficient system.
- Accessibility improvement to allow for more independence.
- Improvements to fire stopping and fire doors
- All walls to be redecorated with a unified decoration scheme throughout
- All sanitaryware will be replaced and updated allowing for easier use.
- Sprinkler systems will not be required
- Upgrades to the centre's security
- Lighting throughout the centre to be replaced with lower energy LED

Human Resources, IT and Assets Impact

- 4.15 By their nature, the proposed changes in service delivery will have an impact on staff and how they work.
- 4.16 The direct service 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.
- 4.17 There is a natural reduction in vehicles and mileage as there will be less sites, with people's travelling time reduced as well as more people travelling independently due to the remaining services being geographically closer to where they live.

- 4.18 The new in-house day services staffing model has been formally consulted on with staff and is 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;
 - offer flexible transport services with driving and escorting delivered by the in-house social care staff.

- 4.19 There are no TUPE implications as part of this decision.
- 4.20 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.
- 4.21 The renovation of the Rowans, Laurels and Glebelands will allow for the Pines and Coastal Enterprise sites 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 total contract sum is just under the OJEU Works threshold and therefore the works contract does not need to comply with Public Contract Regulations 2015. However, the EU principles of fairness, transparency, etc. should be followed.
- 5.2 The works contract must comply with the Council's Standing Orders on Contracts and Procurement.
- 5.3 To ensure an effective procurement exercise is completed, the tender documents will need to address the fact the successful contractor will be working on adult care centre refurbishments which will include vulnerable people. The contractor will need to conduct its working practices to allow sensitivity to these peoples' needs and to comply with safeguarding guidelines.
- 5.4 The Procurement Team have been consulted on the suitable route to market to select a suitable contractor and demonstrate value for money.

- 5.5 Due to the current Covid-19 situation, the successful contractor will need to provide method statements to evidence compliance with current Covid-19 operating practices on building sites.

6. Risk Implications and Mitigations

	Risk	Mitigating Action
1	Insufficient allowance in capital programme to award the construction stage contract tender to the contractor	<p>Balance of £0.982m to be transferred from Choices for the Future Capital line for Hobbs Field as this project is paused to ensure it aligns with the wider Adults accommodation strategy.</p> <p>The construction works will have to be subjected to value management i.e. reduced scope or redesigned and/or value engineered</p> <p>Regular cost reporting and review and FBC seeking confirmation of funds.</p>
2	The contractor's ability to deliver this project on time and to budget	<p>The contractor and design team have a successful track record of delivering projects.</p> <p>MDC and the Council Contracts Officer regularly review programme, quality and cost.</p>
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.

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

- 6.1 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.
- 6.2 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 Following extensive engagement with customers, families and staff, over the last two years we have worked with budget holders to:
 - Agree best use of existing resources
 - Define the purpose and function of an in-house service provision
 - Meet future need so that in-house services compliment but do not unnecessarily duplicate what the market can provide
 - Use resources more effectively through the rationalisation of building usage and having a focus on population and need through joint service planning across customer groups. This includes building disposal and Capital investment at some of the day service sites.
 - Increase reablement and prevention and independence focused services including a greater emphasis on short term community-based day opportunities.
 - Re-provide through partner agencies and/or work jointly in delivery where evidence supports this as being the most effective and efficient solution (e.g. closure of two older people day services in the Northern area and transfer of provision to Shaw and other day services).
- 7.2 Prior to the commissioning of the MDC, extensive work was done in 2016 in conjunction with WSCC facilities, estates and the asset strategy team to undertake a full diagnosis of the current building stock position. In addition to a thorough review of all data held on the asset register, condition surveys were commissioned for all assets. In 2016 of the 14 day-service buildings, 9 were owned by WSCC and 5 were leased. Once the rationalisation programme is completed, only one building will be leased - Judith Adams in Chichester which is on a long term (99 year) lease with Chichester District Council.
- 7.3 It was evidenced in 2016 that for the 14 day-service buildings it would cost approximately £9.8m over 10 years to able to meet statutory compliance issues and outstanding maintenance issues only. This was as a result of the buildings not being built with a changing and aging population in mind,

together with a significant lack of investment, which led to the dilapidation of the estate.

- 7.4 This figure did not include costs relating to a different service model or the changing needs of the customer group which had been identified as needed.
- 7.5 Whilst these services are currently separated as 'older people' and 'learning disability' services, the reality is that these services span a range of ages and diagnoses (including an increasing number of older people with a learning disability and a diagnosis of dementia). Addressing the benefits of rationalising the day services building stock whilst also exploring the benefits of meeting the changing and cross-cutting needs across customer groups seemed an obvious way forward.
- 7.6 Adults' in-house learning disability day services have 56 people (15%) over 65 of which over 40% of those have a diagnosis of dementia. In the next few years (if all remains the same) the number of people over 65 in learning disability day services will increase to 109, equating to almost a third (33%) of the total number of people receiving a service.
- 7.7 Commitment to a costed programme of improvement and development of capital assets linked to the WSCC Plan and Adults Vision and Strategy was required for the in-house day services provision in order to meet the objectives shown below and deliver the critical success factors agreed with the budget holders.
- 7.8 Further details of the options process can be found in the Cabinet Member decision report from October 2018 ([Report Ref: AH8 18/19](#)).

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 as well as 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 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 16th June 2020.

Theme/subsection	Result	Applicable Questions
Best Start in Life		Very positive 100%
Strong, Safe and Sustainable Place		Slightly positive 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%
A Prosperous Place		Very positive 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%
Independence for Later Life		Very positive 100%
A Council that works for the community		Very positive 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

Not Applicable.

Alan Adams

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Appendices

Appendix A – Equality Impact Assessment

Appendix B – Sustainability Impact Assessment