

Adults Select Committee

Asset Management Strategy

Joint working between Adult Social Care,
Finance & Strategic Assets and
Estates Planning & Management (EPM)

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Presentation by:

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respect



trust



listen



responsible

Asset Strategy for Adult Social Care

Two Key workstreams

- Administrative Portfolio (Office Moves in Adult Social Care)
- Developing a Strategy for Service Delivery (Residential homes/day services)

- **2010 situation**

- Various freehold / leasehold offices (Area Offices, County Hall, hospitals (extensive use of Health Care services), District & Borough leased space)

- **Restructure and changes in 2010-2011:**

- Reduction in Office Portfolio to support strategic shift (local, integrated services and partnership- working)
- 11 locality teams (D&Bs co-location)
- Management / Sourcing / Long Term Teams with Locality Teams & Admin Offices

Other Key factors

- Successful implementation of new ways of working partly dependant on availability of mobile technology (flexible working, maximum time with people who use services)
- IMT issuing new equipment to support building closure programme (May/June 2011)
- Extended opening hours for locality offices: local offices closing at 6pm vs. general team working up to 8pm
- Links to the IESE Surrey Public Sector Estates Review: looking at how to make better use of existing operational assets.

Update on the Admin portfolio

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Currently occupying space in;

- Elmbridge
- Epsom and Ewell
- Tandridge

In discussion with;

- Guildford - move date confirmed 20 May 2011
- Woking - planned September 11
- Surrey Heath - planned September 11
- Runnymede - planned June 11
- Spelthorne - planned June 11
- Waverley - planned June 11
- Reigate and Banstead -space recently visited

Accommodation not currently available at;

- Mole Valley

Note: it is not just about collocating in the same building, but it is also looking at service integration

Borough & District	FTE
Epsom BC	94
Woking BC	90
Guildford BC	65
Surrey Heath BC	47
Elmbridge BC	44
Spelthorne BC	40
Runnymede BC	24
Tandridge DC	21

Consultation is taking place with other teams; results expected in June 2011
→ potential increase in FTE located in B&Ds.

- **Adults key portfolios***

- Six Residential homes for the Older People
- Five Residential homes for People with Learning Disabilities (PLD)
- Ten Day Centres

* Note: externalised facilities (Anchor and Care UK) have not been included of this presentation.

- **Our work**

- Finance & Strategic Assets and EPM are working with Adults Services to support the delivery of services to local residents (using a dedicated Asset Strategy Partner)
- Need to understand the commissioning side of Adults services to inform the present and future property needs

Residential homes for older people- 6 homes

- Old portfolio, desirable locations but do not meet current Care Quality Commission (CQC) standards (property).
- Traditional use do not support strategic shift (move away from residential provision to supporting people at home)
- But, may have role to play in reablement, short breaks, flexible services
- Future work must link to PVR (Public Value Review) for Older People and commissioning intentions

Next steps:

- Full option appraisal for each facility. Three possible scenarios in line with service direction:
 - Valuation as a going concern → business valuation
 - Valuation of the assets → market value
 - Cost of refurbishment to bring homes up to standard (in addition to the £1.5m programme which is being delivered)

Residential homes for people with learning disabilities (PLD): 5 homes

- Mixed portfolio of some old and other newer properties, none meet current Care Quality Commission (CQC) standards (property)
- PVR for People with Learning Disabilities is ongoing
- PVR to pilot some bed based services (short term breaks, reablement)

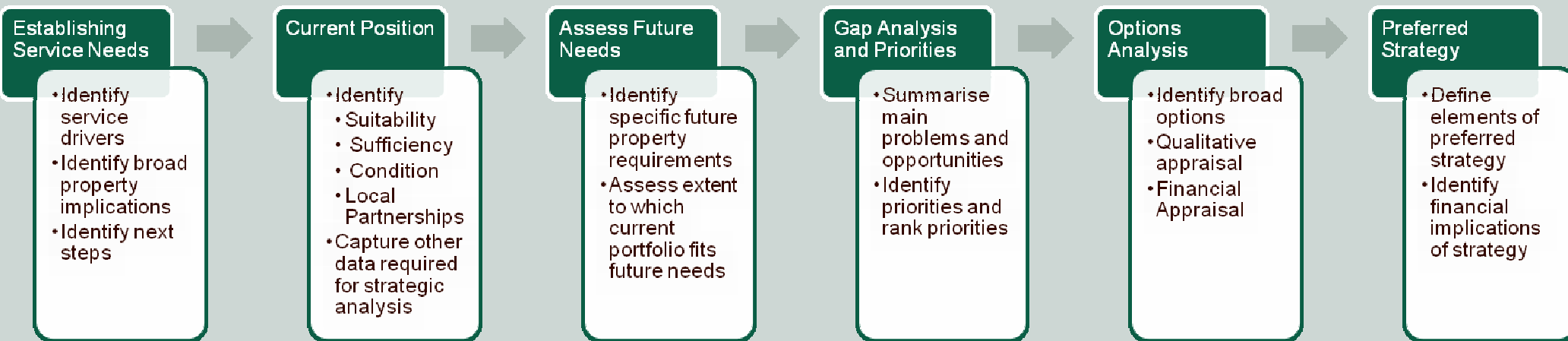
Next steps:

- Valuations on asset values including appraisal on alternative uses for sites
- Identification of refurbishment costs and on going maintenance programme for key sites where services may be needed to meet specific needs (e.g. specialist services provided at Mallow Crescent, Autism, complex needs)

Day Centres

- 10 services, 7 for learning disability and 3 for physical and sensory impairment
- Portfolio is largely older buildings, under utilised as services move into community. Mix of leasehold and freehold.
- Consultation paper on the future of day services (Select Committee Autumn 2009) identified need for community based day opportunities not big day services
- Current work supporting alternative models based on local provision and partnership working (support on lease negotiations and building improvements);
 - Epsom, The Larches (Epsom & Ewell): drop in
 - Camberley, Ian Goodchild Centre (Surrey Heath)
 - Greeno Centre, Shepperton (Spelthorne Borough Council)
 - Cobham Day Service (Elmbridge Borough Council)
- Lead on asset values for each site including alternative uses

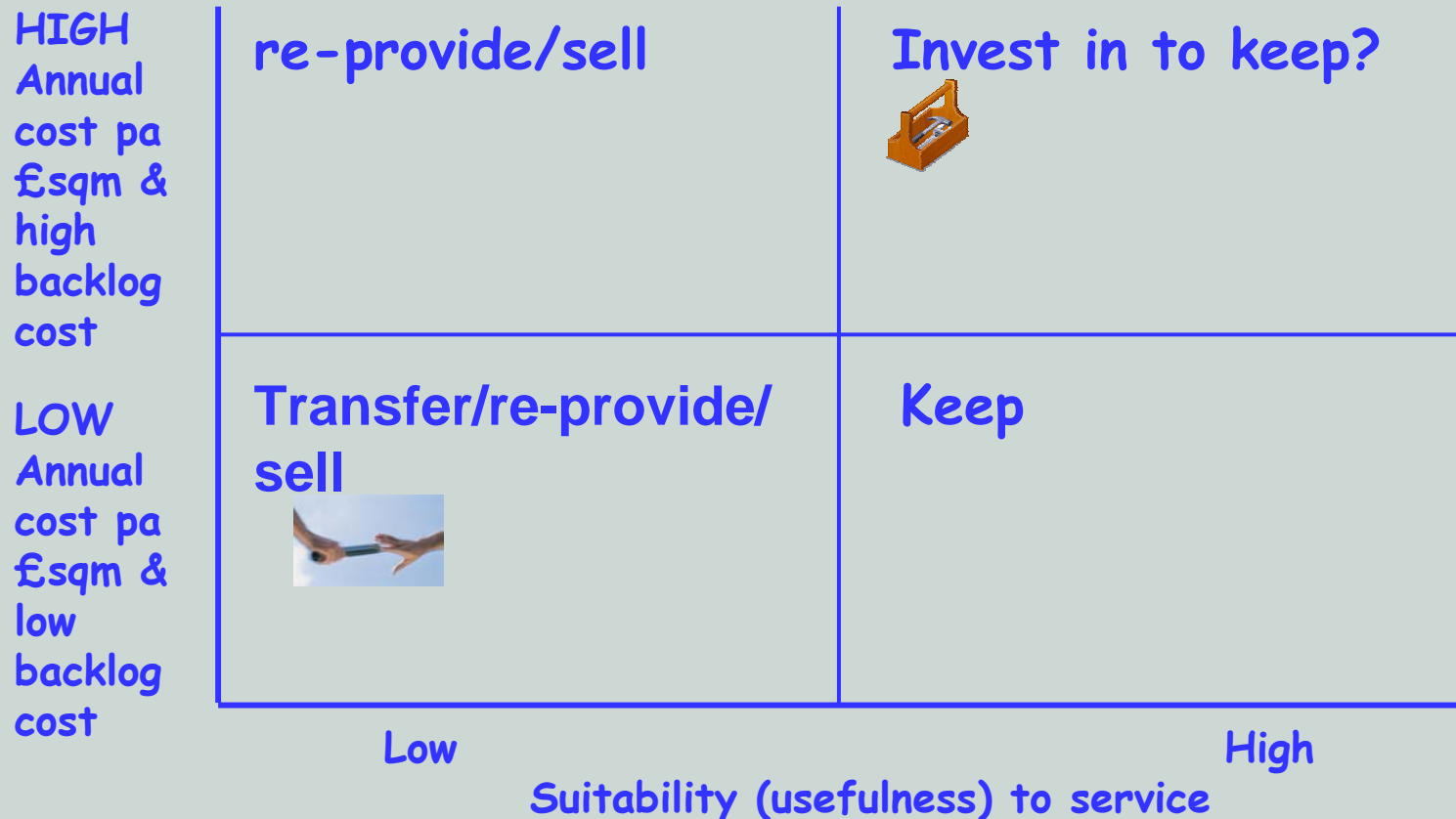
a. Methodology



Supporting service delivery

www.surreycc.gov.uk

b. Example of a tool: Boston Matrix



Working together to support delivery of Adults Services in Surrey for the benefit of local residents.

- Understand the property needs
- appraise options
- and deliver the facilities needed to support service delivery.