



Adult social Care Select Committee
10 April 2015

**The future of Surrey County Council residential care homes
for older people**

Purpose of the report: Scrutiny of Services and Budgets/ /Policy
Development and Review

Following a review and public consultation this report outlines for the Select Committee the Cabinet's decision, 10 March 2015, on the future of the 'in-house' six older people's homes.

Summary:

1. The following paragraphs, 2-11, are taken from the summary in the Cabinet report provided for its meeting on 10 March 2015 to consider the future of Surrey County Council's residential care homes for older people.

On 21 October 2014 the Cabinet took a decision to consult on the future of six Surrey County Council residential care homes for older people. This followed a comprehensive review of the services provided, future commissioning requirements, and consideration whether Surrey County Council should continue operating older people's residential care homes.

The homes under consultation are:

- Brockhurst in Ottershaw
- Cobgates in Farnham
- Dormers in Caterham
- Longfield in Cranleigh
- Park Hall in Reigate
- Pinehurst in Camberley

Between them the homes currently provide a range of services including residential care, respite, day care and reablement services (see glossary of terms, Annex 1).

When the homes were constructed people referred were required to be fully mobile and continent. The infrastructure of these homes was not designed to meet the current and future needs of the elderly who continue to present with complex needs requiring more specialist modern facilities. As a responsible

provider, the council needs to consider how it can deliver a quality dignified care service, meeting current and future needs.

The numbers of people across the six homes using these services include: 133 permanent residents, 28 current day care users (varying frequency use), an average of 36 temporary/respite beds occupied, and an average of 13 people commencing a period of bed based reablement per month (Annex 2, as at January 2015).

Staffing Levels at each care home

Home	Full-time (36 hours per week)	Part-time (less than 36 hours per week)	Bank	Total
Brockhurst	12	31	8	51
Cobgates	2	43	15	60
Dormers	9	37	12	58
Longfield	15	22	6	43
Park Hall	15	38	26	79
Pinehurst	3	43	25	71
Total	56	214	92	362

Residential care homes provide 24 hour care, seven days a week, through care staff working a shift system. The industry regulators, The Care Quality Commission, require each care home to maintain minimum staffing levels directly related to the number of people being cared for. A high proportion of people work less than 36 hours per week. People employed on a bank basis are issued with a Surrey County Council contract and work on an as and when basis.

The public consultation took place from 30 October 2014 and was extended to 31 January 2015. Views were sought from current users of the services provided by the homes, relatives, staff, stakeholders and any other affected people.

Many residents and their families took advantage of face to face meetings where their concerns were aired and discussed. In addition visits were undertaken to relatives living out of the county.

Recognising that the recommendations are likely to lead to disruption of persons using the services and their family members, the needs and wellbeing of those affected are paramount. Careful planning taking account of best practice will mitigate the impact on the users through individual assessment and planning of alternative services, which are available in the independent sector.

It is recognised that refurbishment and upgrading of these homes as laid out in option 2 would cause significant upheaval to the residents through multiple moves which would not be best practice.

The long term service quality, future viability of the homes, and value for money, together with the change in demand for adult services, have been considered alongside the views expressed during the consultation and the

impact of the recommendations on individuals, family members and communities.

Extending, refurbishing or redeveloping any of the homes was not considered viable as the level of disruption for residents would be high due to temporary moves, and the investment necessary to deliver the required quality of environment for residential care for older people would not represent best value for Surrey residents.

The council is determined to ensure future adult social care needs are met appropriately, and working with other partners, will start further work on the potential alternative use of the properties for future services, which could include facilities for extra care, dementia care, and support for carers (such as short breaks). “

2. The recommendations within the report were as follows:

- a) To close residential care provision by Surrey County Council at Brockhurst.
- b) To close residential care provision by Surrey County Council at Cobgates.
- c) To close residential care provision by Surrey County Council at Dormers.
- d) To close residential care provision by Surrey County Council at Longfield.
- e) To close residential care provision by Surrey County Council at Park Hall.
- f) To close residential care provision by Surrey County Council at Pinehurst.
- g) That a phased implementation programme to move people to alternative services is undertaken, which must take account of best practice and be guided by individual assessments of those affected, including carers.
- h) To identify suitable alternative services for each affected person in those homes closing.
- i) That further work is undertaken for each property to fully evaluate potential alternative use to meet future needs for adult social care.
- j) That a full staff consultation begins, with the objective, where possible, of retaining existing staff skills and knowledge.

3. The Cabinet agreed the recommendations.

4. The full Cabinet report has been circulated to Members.

Next steps:

5. As agreed in recommendation G above, a phased approach to closure, closing two homes at a time, will ensure that residents' wellbeing is the key priority and that the following principles are adhered to:
 - Individual assessment of those affected, including carers, will guide the process
 - No resident will be moved in the colder months (December – January) unless explicitly requested by individuals
 - Residents' moves will be considered ahead of staff notice and redeployment
 - Closure plans will take into account the findings and mitigating factors from the Equality Impact Assessment for each individual home
 - There will be central oversight by Programme Management Team who will support local implementation of home closures and ensure that there is a clear communications plan in place
 - Safe staffing levels within the home, and adherence to Care Quality Commission standards will be maintained until the final closure of a home.

6. As agreed in recommendation J above, a full staff consultation will be put in place, with the objective where possible, of retaining existing staff skills and knowledge.
 - There has been full engagement with trade unions.
 - Staff will be supported throughout the implementation period and a redeployment programme will be implemented taking into account the Equality Impact Assessment findings
 - Where possible redeployment of staff to support reablement and other services within the council, as outlined in the Recruitment and Retention Workforce Strategy, will be pursued. Both programmes will work together and manage redeployment of staff into a range of vacancies. The aim being, as much as possible, to fit individuals to roles where there is a clear skill match and invest in developing skills where appropriate
 - Where it is not possible to redeploy staff into Surrey County Council vacancies we will aim to retain skills in Surrey organisations and maximise the benefit for Surrey residents.

7. Residents and families will be involved in decision making about which options to pursue taking account of, for example, existing friendship groups, preserving or enhancing the existing level of contact with relatives and friends, personal preferences and community links.

8. This approach has been informed by:

- Best practice guidance available and the Surrey County Council Community and care Home Provider Home Closure Protocol
- Experience and lessons learned from the council's involvement in previous home closures in the independent sector
- Information gathered from other local authorities regarding their implementation of home closures.

9. The first phase of the implementation commenced in April 2015 in relation to Brockhurst and Longfield.

10. No further action in relation to the other homes is envisaged in 2015.

Recommendations:

9) It is recommended that the Adult Social Care Select Committee note the report and Cabinet decision.

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Sources/background papers:

Annex 1 - Glossary

Annex 2 – Number of people using services

Report to Cabinet on 21 October 2014 - [SURREY COUNTY COUNCIL IN-HOUSE RESIDENTIAL CARE HOMES FOR OLDER PEOPLE](#)

Additional background material circulated to Members before the meeting.

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