

**SURREY COUNTY COUNCIL****CABINET****DATE: 26 MARCH 2019****REPORT OF: MRS SINEAD MOONEY, CABINET MEMBER FOR ADULTS & PUBLIC HEALTH****LEAD OFFICER: SIMON WHITE, EXECUTIVE DIRECTOR - ADULT SOCIAL CARE****CORPORATE VISION  
OUTCOME: PEOPLE****SUBJECT: HILLSIDE RESOURCE CENTRE (HILLSIDE),  
SURREY COUNTY COUNCIL RESIDENTIAL CARE HOME****SUMMARY OF ISSUE:**

As part of the new 2030 Community Vision for Surrey our ambitions include that:

- Everyone lives healthy, active and fulfilling lives and makes good choices about their wellbeing
- Everyone gets the health and social care support and information they need at the right time and place

It is considered that the recommendations in this report, if approved by Cabinet, will enable individuals who currently receive care and support at Hillside to move to better environments and services that will meet their needs into the future.

Hillside currently provides a range of services including residential care, short term breaks and emergency placements to people with learning disabilities. The home is registered with the Care Quality Commission (CQC) to support up to 22 people and currently has 10 individuals living there. Nine of these individuals are long term residents and one came to Hillside as an emergency placement. The home also provides a short-break service and four individuals currently access the short-break service on a regular basis.

Hillside was built in the 1970's and it no longer meets the standards or expectations of a modern care environment for adults with learning disabilities. Some areas of the building and garden are not accessible to people with mobility issues. The layout is outdated and would be hard to adapt to residents' changing needs. National policy has moved to providing care for adults with learning disabilities in smaller buildings or community based housing that is fully integrated with local communities rather than in large institutional type settings like Hillside.

Hillside used to share a site with Camberley Police Station, police houses and Portesbery School. The school relocated in 2015 and the police station and police houses have been demolished and replaced by new housing. If Cabinet make the decision to no longer provide care and support at Hillside the corporate asset team will look at the future use of the site.

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The service was rated as 'Good' by the Care Quality Commission (CQC) following an inspection in November 2018.

As of 11 February 2019 there are 14 permanent members of staff and 9 staff who work on the bank at Hillside.

In September 2017, Mel Few (then lead Cabinet Member for Adult Social Care and Health) and Helen Atkinson, (then Strategic Director, Adult Social Care and Public Health) agreed under delegated authority, that a consultation on the future of care and support at Hillside Resource Centre in Camberley could take place.

A public consultation on the future of Hillside took place from 9 October 2017 until 9 January 2018. During and following the consultation a number of meetings took place with key stakeholders. They have also received written updates on the progress of a number of issues relating to Hillside and the consultation. The main theme of the consultation and refreshed consultation was to consider the future of Hillside and the possible options for the residents. This included making no changes to the current arrangements, rebuilding or replacing the service or closing Hillside and seeking alternative placements for the individuals living there and those who use the short break service. A summary of the feedback can be seen in Annex 2.

For those who use the short break service discussions took place between families, Adult Social Care staff and staff from Surrey Choices regarding the Shared Lives Scheme run by Surrey Choices. Surrey Choices are unable to support those using the short break service at Hillside as they do not have sufficient shared lives carers in the Camberley area.

During the consultation that took place between 9 October 2017 and 9 January 2018 feedback was received from some of the residents and a total of 34 people who represented 22 of the people who receive or had received support at Hillside. Far fewer people took part in the refreshed consultation that took place between 10 December 2018 and 1 February 2019 with feedback being received from six people who represented three individuals who currently receive care and support at Hillside.

A majority of people who responded to the consultation and the refreshed consultation recognised or accepted that plans for alternative care arrangements should be made. This should happen whilst parents, other relatives and carers are able to provide input and support their loved ones through any potential changes to their living arrangements.

It was originally planned that a report on Hillside would go before cabinet in early 2018. However, further information on the costings of any replacement to Hillside was requested by the lead Cabinet Member for Adult Social Care to further inform the cabinet in making its decision.

An initial proposal regarding the building or purchasing of a smaller new service that would provide a combination of long term care and short term breaks is no longer considered to be an option. This is due to advice regarding the risks of the CQC refusing to register such a service.

Simon White, the new Executive Director Adult Social Care was briefed in September 2018.

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The consultation was, following the amount of time that had elapsed and legal advice, refreshed between 10 December 2018 and 1 February 2019.

#### **RECOMMENDATIONS:**

The Cabinet is asked to consider this report and agree to the recommendations below:

1. Current residents are supported to move to alternative services and appropriate alternative arrangements are made for those who use the short break service at Hillside.
2. A full staff consultation begins with the objective of redeploying and retaining existing staff and their skills and knowledge.
3. Hillside will then close and care and support will no longer be provided from this site.

#### **REASON FOR RECOMMENDATIONS:**

The existing building does not meet the standards or expectations of a modern care environment. The limitations of the building do not enable people to be cared for as they age and their health and social care needs potentially increase.

Local commissioners from Adult Social Care who have oversight of services for people with learning disabilities have advised that they will no longer support new people to move to or receive short term care and support at Hillside. This is because it does not offer what is now considered to be a modern care and support environment for people with a learning disability. The commissioners, as part of their ongoing work, also look at emerging demands for services and where these services need to be located. This work includes looking at the demand for short break services.

The short break service is critical to a number of families in the Camberley area and the nearest other short break service is in Staines. If people moved to this service they would not be able to continue with their work, day care, clubs, church or other activities during a short break stay. This would have a significant impact on their wellbeing. Commissioners have advised that there is not enough demand in the Camberley area to commission a new stand-alone residential based service that only provides a short break service. This means that alternative appropriate short break services need to be found in the Camberley/Surrey Heath area for the current individuals who receive short breaks at Hillside.

Commissioners have also advised that there are providers who are willing to work with SCC to develop long term care options and short break services for individuals who currently use Hillside, for example Surrey Choices have stated they are willing to target the recruitment of shared lives carers in the Camberley area.

As part of any future commissioning arrangements the quality and regulatory history of the service and provider will be assessed to ensure that individuals are supported in environments that provide good quality care and support.

CQC produced in June 2017 updated guidance for new services for people with learning disabilities called 'Registering the Right Support - CQC's policy on registration and variations to registration for providers supporting people with a learning disability and /or autism'. This guidance has had a considerable impact on

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the type and locations of services that CQC will register for adults with learning disabilities.

There was considerable contact with the CQC during 2018 to seek their view on the possibility of providing a new service that would allow the council to operate a combined residential care service with facilities to provide short breaks. CQC do not generally register care services for people with learning disabilities that provide a combination of long term care and a short break service.

In May 2018 CQC asked for further information so the proposal could be considered by their learning disability specialist. At the end of July 2018 CQC advised in a telephone conversation that they were not aware of any agreement by CQC to register new services which combined long term residential care and short breaks since the publication of CQC's guidance. However, CQC did advise that there were situations where providers had built new long term services which CQC had refused to register because they did not meet the requirements of CQC's guidance. It is the view of officers that this information considerably increased the possibility that a combined residential care service with facilities to provide short breaks would not be registered by CQC. This would impose a considerable and unacceptable risk to the Council and this option is therefore no longer being considered.

Assessments of individuals will take account of best practice and will, where possible, include carers and families.

It is not expected that the recommendations, if agreed, will lead to any staff redundancies. Staff at Hillside could move to current staff vacancies in other in house services.

Maintenance work will be undertaken at Hillside as necessary to maintain a safe environment during any closure period. An Access, Autism, Dementia and Learning Disability Friendly Location Assessment was undertaken in February 2019 by Surrey County Council's User Consultant. This assessment resulted in 30 recommendations being made and identified why the building is challenging for wheelchair users and individuals with mobility issues.

## **DETAILS:**

### **Background**

1. The future of Hillside was considered previously in 2007 and 2009. The matter was not progressed at that time because it was recognised that there was insufficient alternative accommodation in the local area. The health and social care environment has changed considerably since 2009 and providers have developed and continue to develop new services in the Camberley area for people with learning disabilities.
2. A considerable period of time has elapsed and the challenges created by the building have become more difficult to overcome. The limitations of the building mean it has been a challenge to fully meet some individuals' needs as they have become more physically dependant and the service has had to support them to move to alternative settings. Reviews for those who have left Hillside show that the moves have generally been very positive and had a positive impact upon people's experiences and wellbeing. As other people

at Hillside age it is envisaged that, over time, the need to move people will increase and the numbers of people living at Hillside will decrease. This will present health and wellbeing issues not only for those who have to leave their home in an unplanned manner but also for those remaining in an emptying building.

3. The considerable amount of time since the consultation started in October 2017 has been a period of anxiety for individuals, their families and staff at Hillside. If the recommendations are agreed, it is recognised that they will lead to a further time of uncertainty for those involved as appropriate alternative care and support services will need to be found for each individual who either lives at or receives short term breaks at Hillside.
4. Alternative care arrangements will be based upon assessed individual needs, choices and aspirations. For most individuals it will be critical that this is in Camberley as many have lived in the area for most of their lives and have established links to work, day care, clubs, church and are part of their local community. A number of families have moved to Camberley to be near to their sons or daughters.
5. Surrey County Council's Joint Accommodation Strategy reinforces the priority for Adult Social Care to achieve a strategic shift from residential care to the provision of housing with care and support in the community across the county. This includes supported living options for people with a learning disability, physical disability or mental health needs. The proposed recommendations support this strategy.
6. In 2018 Adult Social Care launched an All Age Learning Disability Programme and a new Central Learning Disability & Autism Team was established. The aim of the programme is to transform accommodation and support for people with learning disabilities in Surrey so people, live in smaller, more personalised settings and closer to their communities. The closure of Hillside would support these aims.

#### **CONSULTATIONS:**

7. This report has been informed by a 12 week period of public consultation which ran from 9 October 2017 to 9 January 2018 and a refresh of the consultation which took place between 10 December 2018 and 01 February 2019. There has been ongoing contact with residents, families, stakeholders and staff since October 2017.
8. Views were sought from the current users of the services, relatives, stakeholders and staff. Many families, mainly of people who use the short break service, had face to face meetings in which their concerns and contributions to the consultation were raised and discussed. In addition, meetings took place with the local GP surgery, the local county councillor and a workshop was held with families and other interested parties.
9. Newsletters giving updates on the consultation and the sharing of key themes were sent on a regular basis.

10. During the consultations, a log of all contacts was maintained and the following approaches were undertaken to engage with key groups affected by the proposals:
- a. On 09 October 2017 a meeting was held with Hillside staff supported by Union and HR colleagues
  - b. A residents' meeting was held on 10 October 2017 where the consultation was discussed
  - c. An easy read document about the consultation was shared with the residents at Hillside
  - d. Residents at Hillside were supported to express their views by staff from the service and the Surrey Heath locality team
  - e. Letters or emails and a copy of the consultation document were sent to a total of 120 people that included:
    - parents, relatives, carers and named next of kin
    - other care providers involved in supporting residents
    - key local stakeholders e.g. Mencap
    - local GP's, dentists and opticians who currently support individuals at Hillside
    - local organisations who employ residents of Hillside or are attended by residents
    - The Monday Club which is attended by residents
    - local churches to which residents go
    - county council and borough councillors
    - the local MP
    - organisations representing service users eg Healthwatch and the Surrey Coalition of Disabled People
    - Surrey Heath CCG as the local CCG and Guildford and Waverley CCG as the lead commissioning CCG for people with learning disabilities
    - staff at Hillside and the Surrey Heath Locality team.
    - GMB and Unison
  - f. Copies of the consultation papers (Annex 1) were put on Surrey County Council's website and Healthwatch's website
  - g. Face to face and telephone conversations with parents and carers by staff at Hillside
  - h. Face to face meetings between parents, carers, key stakeholders and staff with senior managers
  - i. A workshop with representation from residents' relatives and carers, a local councillor, Camberley Mencap, a 'friend of Hillside' and staff to discuss the proposals and share views.
11. During the consultations, the quality of the service and the dedication of staff was commented on and praised by nearly all of the respondents.

### **Feedback:**

12. During the consultation period, 9 October 2017 and 9 January 2018 feedback was received from residents and 34 people who represented 22 of the people who receive or had received support at Hillside.
13. In addition, during the refreshed consultation between 10 December 2018 and 1 February 2019\* feedback was received from six people who

represented three individuals who currently receive care and support at Hillside and 2 employees of Surrey County Council.

14. (\*Some feedback on the consultation was not received until 8 February 2019 but has been considered as part of the consultation process)
15. A summary of the feedback can be seen in Annex 2.

**From January 2018 to date:**

16. In January 2018 we became aware that another provider was planning to open a new supported living service close to the centre of Camberley. A key issue raised during the consultation was, that for most people at Hillside, remaining in their local community would be a top priority. The development of this new service left us with a dilemma because the Cabinet had not yet had the opportunity to make a decision about the future of Hillside.
17. In February 2018 a letter was sent to families, stakeholders and staff about this predicament. At the end of February 2018 there were 10 meetings or telephone conversations with relatives of people who either live at Hillside or come to Hillside for short breaks, Councillor Bill Chapman and an organisation representing people with disabilities. The unanimous view was that even though the cabinet decision had not yet been made, we needed to take the opportunity to see if it was right for the four people who were living at Hillside.
18. The comments included:
  - we should take this opportunity to see if it is right for certain people
  - need to look at it seriously and similar opportunities if they arise
  - highly recommend this type of service (supported living)
  - support you progressing this to see if it is suitable
  - explore it to rule it in or rule it out
  - happy for you to look at it and for people to move if it is right
  - looks perfect, perfect position and close to town
  - you have to look at it
19. In addition staff at Hillside commented that 'we just want people to move to the right place' and it is 'not good timing but it ticks so many of the boxes'.
20. No adverse comments were received.
21. Following a discussion with Helen Atkinson, the then, Director of Adult Social Care and Public Health and Liz Uliasz, Deputy Director Adult Social Care, it was agreed that the new service would be considered for four individuals at Hillside. A letter updating families, stakeholders and staff on this was sent in March 2018.
22. Four individuals moved into their new home in June 2018. It was anticipated that a move after so many years could have an unsettling effect upon those concerned but these moves have been successful and have had positive outcomes for the individuals involved.

23. In March 2018 a meeting was facilitated with some families who use the short break service and staff from the Surrey Choices Shared Lives Scheme. The purpose of the meeting was to give families the opportunity to ask about the service and understand what it could offer. While there was some interest in the scheme, there are a lack of shared lives carers in the Camberley area and so it was not a feasible option.
24. Letters to update families, stakeholders and staff were sent in March, August, November 2018 and February 2019.

## Options

25. The two options identified in the refreshed consultation document were:

- Make no change
- Close Hillside

26. The preferred option as stated in the refreshed consultation paper was to close Hillside and to re-provide care and support. However, it was recognised that this may change as a result of the consultation process.

27. Other options raised by those who took part in both consultations were:

- Build a cluster of houses located close together
- Purchase or lease a house for smaller group of people in the Camberley area that can be modified to meet people's care and support needs
- Arrange a land swap with Surrey Heath Borough Council to facilitate the building of a new service nearer the centre of Camberley
- Replace with a larger institutional environment
- Build or purchase two separate residential care homes, one to provide long term support and the second to provide a short break service

28. Service response to the options:

Option:	Service Response:	Recommended in this report:
1) Make no change	<ul style="list-style-type: none"> <li>- people would live in a building that would make it difficult to meet their increasing needs as they got older</li> <li>- no new people would be coming to live at Hillside</li> <li>-people would need to move as the constraints of the building would not facilitate increasing care needs to be met</li> <li>- at some point the service would become empty or unviable and shut</li> </ul>	No
2) Rebuild Hillside	<ul style="list-style-type: none"> <li>- a new large residential establishment would not be registered by CQC as it would not meet their registration guidance</li> <li>- it would not meet modern expectations of care for people with learning disabilities</li> </ul>	No

	<ul style="list-style-type: none"> <li>- knocking down Hillside would be very disruptive and require the temporary relocation of residents</li> <li>- it would not meet the Joint Accommodation Strategy for people with learning disabilities</li> </ul>	
3) Replace part of Hillside's services	<ul style="list-style-type: none"> <li>- this will be disruptive and will not be a quick option to implement</li> <li>- people could stay at Hillside until the new service is ready</li> <li>- would be suitable for current users of the short breaks service</li> <li>- opportunity to develop with another provider or an in house service</li> <li>- would be positive not to be on a hill and to be closer to the centre of Camberley</li> <li>- unacceptable risk that CQC would not register a service that combines long stay and short break services</li> </ul>	No
4) Close Hillside	<ul style="list-style-type: none"> <li>-there will be a planned move from a building which does not meet increasing needs</li> <li>- alternative services and appropriate arrangements will be made for those who live at Hillside and those who use the short-break service</li> <li>-individuals will need to be supported as other long term residents leave Hillside</li> </ul>	Yes
5) Build a cluster of houses	<ul style="list-style-type: none"> <li>-would not be an option as CQC considers that 'clusters' of services can isolate people from their community</li> <li>-CQC's guidance states that 'New services should not be developed as part of a campus style development or congregate setting'</li> </ul>	No
6) Purchase or lease a house for smaller group of people in the Camberley area that can be modified to meet people's care and support needs	<ul style="list-style-type: none"> <li>- people could stay at Hillside until the new service is ready</li> <li>- opportunity to develop with another provider or an in house service</li> <li>- would be positive to be closer to the centre of Camberley</li> <li>- unacceptable risk that CQC would not register a service that combines long stay and short break services</li> <li>- it is considered that there is sufficient capacity in the market to meet our requirements or other providers are willing to establish new services without the need for the council to invest capital</li> </ul>	No
7) Arrange a land swap with Surrey Heath Borough Council to facilitate the building of a new service nearer the centre of Camberley	<ul style="list-style-type: none"> <li>-This would need to be considered by property services as part of looking at the recommendation relating to option 3</li> <li>- would be positive not to be on a hill and to be closer to the centre of Camberley</li> <li>- unacceptable risk that CQC would not register a service that combines long stay and short break services</li> </ul>	No

8) Replace with a larger institutional environment	-This would not be considered as good practice -It is unlikely that it would be registered by CQC - it would not meet the Joint Accommodation Strategy for people with learning disabilities	No
9) Build two separate residential care homes, one to provide long term support and the second to provide a short break service	-Commissioners have stated that there is not enough demand in the Camberley area to support a standalone short break service -Commissioners are looking at providing different types of short break services that are not based in a residential care home -The preferred option is to support people in Supported Living services where individuals have their own tenancies and rights with appropriate care support in their own home rather than in a residential care home -it is considered that there is sufficient capacity in the market to meet our requirements or other providers are willing to establish new services without the need for the council to invest capital	No

#### **RISK MANAGEMENT AND IMPLICATIONS:**

29. A risk register has been maintained throughout the process (Annex 3).

#### **Financial and Value for Money Implications**

30. Hillside currently costs the Council £946,000 to operate, made of up £886,000 of Adult Social Care service delivery costs and £60,000 of property maintenance costs. These costs are based on 90% occupancy of the home, which is what would normally be budgeted for a care home of its nature. Corporate overheads are not included as they would be largely unaffected by the closure of the home.

31. If Cabinet approves a recommendation to close Hillside, Adult Social Care's (ASC's) service delivery budget will be used to fund the ongoing care costs of residents whose care will be provided in alternative settings in the future. Some of this budget is already required to meet the costs of residents who have already moved out of the home because it is no longer appropriate to meet their care needs.

32. The cost of operating Hillside is relatively low compared to market alternatives for residential care. This though reflects that the home is not fit for meeting the complex needs of residents with a learning disability who require residential care. If all of Hillside's bed capacity were to be replaced by alternative residential care bed capacity in the external provider market, then it is likely that this would lead to a pressure on ASC's budget (potentially of up to £380,000 per year). However, ASC's strategic vision is to support people to live as independently as possible in the community, and

so the service will be looking to purchase supported living services rather than residential care for people wherever this is suitable to appropriately meet their care and support needs. This will help to minimise any additional costs arising from the home's closure.

33. Although closing the home may lead to some additional care costs in the short term, not closing the home would in fact lead to a higher cost pressure as ASC would be required to operate the home for an ever smaller contingent of residents meaning unit costs would rise considerably. At the same time, ASC would have to purchase alternative provision for new people with a learning disability who are assessed as requiring support funded by the Council, but the current Hillside budget (or at least a much smaller proportion of it) would not be available to pay for these alternative care costs. Therefore, the home's closure is the most financially sustainable option.
34. The property maintenance budget for Hillside will need to be retained to cover costs associated with the ongoing maintenance of the building prior to a further decision being made about the future use of the site.
35. There may be some unavoidable additional one-off costs as operating costs for the home will not neatly reduce proportionally as each current resident moves to new alternative care settings. ASC will work to limit these costs as far as possible.
36. It is not expected that the recommendations, if agreed, will lead to any staff redundancies as there are current staff vacancies in other ASC in house services that staff at Hillside could move to.

#### **Section 151 Officer Commentary:**

37. The Council is facing a very serious financial situation, whereby there are still substantial savings to be delivered to achieve a balanced budget in the current year and a sustainable budget plan for future years.
38. The Section 151 Officer acknowledges that closure of the home is the most financially sustainable option. In the context of the Council's very challenging financial position, it is essential though that action is taken to mitigate any cost pressures that may arise from the home's closure.

#### **Legal Implications – Monitoring Officer:**

39. There is a clear expectation in public law that a Council should carry out a public consultation process whenever it is considering making any significant changes to service provision especially where it is proposed that a particular service is withdrawn. The proposals for Hillside were the subject of a consultation which was open for a period of 12 weeks from 9 October 2017 until 9 January 2018. A refresh consultation was carried out between 10 December 2018 and 1 February 2019. Care was taken to ensure that the relevant material was presented in a way that could be understood by all consultees including a specially produced easy read document for residents. Written material was supplemented by group meetings and individual meetings where requested.

40. The outcome of the consultation has been summarised in this report. Members must give due regard to the feedback obtained from the consultation exercise and conscientiously take it into account when making a final decision.
41. People have a right to a home and private life which could be disrupted in implementing these proposals. This right may be limited lawfully, having regard to the fair balance to be struck between the interests of the individuals affected and the community as a whole. If they accept these proposals, Members must be satisfied that a better use of public resources can be achieved and an improved standard of care can be provided, as suggested in this report. They must also be satisfied that the benefit of the recommendations outweigh the disruption that will be caused.
42. The public sector equality duty (section 149 Equality Act 2010) also applies to this decision. There is a need to have due regard to the need to advance equality of opportunity for people with protected characteristics, foster good relations between such groups and eliminate any unlawful discrimination. These matters are dealt with in the equalities paragraphs of the report and the Equality Impact Statement which is attached. Members will see that negative impacts have been identified and, when reaching their decision, they will need to take account of these and the mitigating actions that have been identified. An updated assessment of the needs of each resident will be required in order to identify the support required before any move takes place.

#### **Equalities and Diversity:**

43. In accordance with the public sector equality duty the Cabinet will need to take account of the particular needs of those with protected characteristics. There will particularly be a need to consider age (both the elderly and young people) and disability, and the protected characteristics of residents and their families.
44. An Equalities Impact Assessment regarding Hillside has been completed, (Annex 4), and a summary of the key impacts and actions is below.

<p><b>Information and engagement underpinning equalities analysis</b></p>	<ul style="list-style-type: none"> <li>• Consultation feedback (original consultation and consultation refresh)</li> <li>• Face to face meetings with residents, their families and staff</li> <li>• Workshop with families, carers and staff representative</li> <li>• Written communications by letter, email and easy read format</li> <li>• Personal data relating to care and support needs of residents held by ASC</li> <li>• HR data to support communication to staff</li> <li>• Engagement with trades unions</li> <li>• Commissioning data regarding availability of other suitable care services in Surrey</li> </ul>
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	<ul style="list-style-type: none"> <li>• Notes of previous Cabinet discussion and agreed outcomes</li> </ul>
<p><b>Key impacts (positive and/or negative) on people with protected characteristics</b></p>	<ul style="list-style-type: none"> <li>• Increasing health and social care needs caused by aging can be better met in a more appropriate modern care environment</li> <li>• A choice of alternative new places to live has the potential to improve the service received and life experience of each person</li> <li>• Alternative services that are appropriate for some people may not currently be available within the Camberley area</li> <li>• Moving to new home may impact on the ease or ability of families to visit</li> <li>• Time taken to identify suitable alternative services and the period of uncertainty during the consultation process could cause anxiety and requires careful planning and management to minimise anxiety experienced by all involved.</li> <li>• Staff decide to look for alternative employment and leave as a result of the proposals</li> <li>• People are not able to understand what the closure of Hillside means for them or to identify and express their preferences about where they want to live in the future</li> <li>• To actively engage carers in discussion given that people will not always be able to provide support to their loved one</li> <li>• This is an opportunity to have discussions and plan future care provision, to explore options, provide reassurance and minimise worries</li> <li>• Residents may benefit from being able to choose where they live and who they live with</li> <li>• People’s behaviours may change as personal relationships change as a result of other residents moving or staff finding alternative employment</li> <li>• Friendships and support provided by local churches may be lost</li> <li>• The majority of staff are women, some of whom have caring responsibilities</li> <li>• Although this is not a staff consultation it is recognised that discussions that will take place may impact on long term care provision at Hillside and therefore impact on future employment</li> <li>• It is recognised that people redeployed to Hillside following the closure of residential care homes supporting older people may be impacted again</li> <li>• A sense of relief that a long awaited decision is being made</li> </ul>
<p><b>Changes you have made to the proposal as a result of the EIA</b></p>	<ul style="list-style-type: none"> <li>• Whilst the plan is to carry out a robust person centred assessment for all people using services and their families / carers, the Equalities Impact Assessment has helped to further consider people’s needs and concerns</li> </ul>

<p><b>Key mitigating actions planned to address any outstanding negative impacts</b></p>	<ul style="list-style-type: none"> <li>• Careful on-going communication and support to explain what is happening, why it is happening and what it means for individuals</li> <li>• Use of accessible information to support people to express their preferences</li> <li>• Involvement of families, carers, advocates and other key stakeholders</li> <li>• People will be supported to continue to attend activities/employment where this is important to them</li> <li>• Robust person-centred assessments for all users affected by the changes, involving carers, and the development of transitional plans</li> <li>• The council is proud to employ a rich and diverse workforce and are confident that they have equipped them well as they are well trained and skilled. This would put them in a good position if they need to seek alternative employment and the council would support them through the programme of redeployment, reskilling and training referred to above</li> <li>• The return of 8 care homes for older people, currently being run by Anchor Trust, in April 2019 gives additional opportunities for the redeployment of staff</li> </ul>
<p><b>Potential negative impacts that cannot be mitigated</b></p>	<ul style="list-style-type: none"> <li>• Friendship groups may not be maintained if care needs assessments confirm people's needs require different outcomes</li> <li>• Anxiety felt by all parties can be reduced but not completely eliminated</li> <li>• Alternative short break services will not provide the accessibility or flexibility currently provided</li> <li>• The impact on pension and benefits for staff who cannot be redeployed</li> </ul>

#### **Safeguarding responsibilities for vulnerable children and adults implications**

- 46 The people living in and using services provided from Hillside are supported by qualified social workers working in Adult Social Care. Any safeguarding concerns would be managed through the established Surrey's safeguarding process.
- 47 During consultation and refreshed consultation it has been established that a number of people at Hillside did not have the mental capacity to participate in consultation. Some individuals affected by the recommendations may not have the mental capacity to make a decision on suitable alternative provision. Full assessments will be undertaken. The principles of the Mental Capacity Act or Deprivation of Liberty Safeguards will be adhered to, as appropriate.

#### **Environmental sustainability implications**

- 48 An Environmental Sustainability Assessment (ESA) will be developed dependent on the Cabinet decision.

<b>WHAT HAPPENS NEXT:</b>
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49 Subject to Cabinet endorsement of recommendations:

- From March 2019 continue to undertake care and support needs assessments for all residents and people who receive short term breaks at Hillside and carers.
- Support people to move to new services as appropriate
- Undertake appropriate action to ensure that Hillside remains as homely as possible until it closes.
- April 2019: Commence full staff consultation
- Close Hillside when all individuals living at Hillside and those who use the short break service have been found appropriate alternative services.

**Contact Officer:**

Chris Hastings – Area Director Service Delivery, Adult Social Care 01372 832257

**Consulted:**

**Internal**

Councillor Sinead Mooney – Lead Cabinet Member for Adult Social Care  
 Councillor Bill Chapman - Local Surrey County Council elected Member  
 Councillor Mel Few –Previous Lead Cabinet Member for Adult Social Care

**Adult Social Care:**

Simon White - Executive Director for Adult Social Care (from August 2018)  
 Helen Atkinson - Strategic Director, Adult Social Care and Public Health (to August 2018)  
 Liz Uliasz – Deputy Director Adult Social Care  
 Brian Mayers – Area Director, Guildford and Waverley and ALT lead for people with learning disabilities  
 Michelle Head – Area Director, Surrey Heath and Farnham  
 Sally Dickens –Senior Manager, Service Delivery  
 Chris Whitty – Lead Programme Manager  
 Karen McCormick –Manager at Hillside  
 Andrea Killick – Locality Team Manager, Surrey Heath  
 Matthew Peaker – Assistant Team Manager, Surrey Heath/Learning Disability Team  
 Chandrika Gajjar – Senior Social Worker, Surrey Heath

**New Methods of Delivery**

Rachel Crossley – Assistant Director and Chief of staff (until September 2018)

**Finance**

William House – Head of Finance Adult Social Care and Public Health

**HR and Organisational Development**

Gurbax Kaur – HR Operations Manager

**Procurement and Commissioning**

Chris Esson – Senior Commissioning Manager

**Property Services**

Peter Hopkins – Lead Asset Strategy Manager  
 Chris Duke – Development Manager  
 Nick Layton – Compliance and Term Contracts Manager

Chris Carey -Senior Development Manager,

**Chief Executive's Office**

Deborah Chantler – Principal Lawyer, Legal and Democratic Services

Louise Footner – Head of Communications

**Governance groups**

Adults Social Care Leadership Team

Accommodation with Care and Support Board

**Unions**

Alan Clyne (Unison)

Tina Hood (GMB)

**External:**

Local District and Borough elected members

Members of Parliament in affected constituencies

Clinical Commissioning Groups

Healthwatch Surrey

Surrey Coalition of Disabled People

Surrey Independent Living Council

Care Quality Commission (CQC)

**As part of the formal consultation:**

Individuals using the services and their family members or next of kin

Staff at Hillside

**Annexes:**

Annex 1a: Consultation Document 09/10/17 – 09/02/18

Annex 1b: Refreshed Consultation Document 10/12/18 – 01/02/19

Annex 2: Summary of the formal consultation feedback

Annex 3: Risk Register

Annex 4: Equalities Impact Assessment (EIA)

**Sources/background papers:**

- CQC's guidance 'Registering the Right Support - CQC's policy on registration and variations to registration for providers supporting people with a learning disability and /or autism' dated June 2017