


REPORT TO CABINET

6 May 2020

Report Title:	Consultation Feedback and Future Development of Moor Lane
Presenting Cabinet Member:	Living Healthy Lives
Director:	Director of Adult Social Care Stuart Lackenby
Contribution towards Vision 2030:	
Key Decision:	Yes
Reason for Urgency/Special Urgency:	Urgency provisions do not apply
Exempt Information Ref:	Exemption provisions do not apply
Scrutiny Consultation	Scrutiny have not been consulted
Lead Officer:	Chris Guest, Service Manager, Commissioning and Procurement christineanne_guest@sandwell.gov.uk

DECISION RECOMMENDATIONS

That Cabinet:-

1. Approve the closure of Manifoldia and Holly Grange and the transfer of tenants to Moor Lane, or alternative Extra Care accommodation within the Borough, by February 2021(or a later date if the Moor Lane build is delayed due to the developing Covid-19 situation).

2. Approve the transfer of affected Council staff members at Manifoldia and Holly Grange to Moor Lane by February 2021 (or a later date if the Moor Lane build is delayed due to the developing Covid-19 situation) and approve the revised staffing structure outlined in this report as set out in Appendix 4 as the basis for further consultation with employees and trade unions.

1 REASONS FOR THE RECOMMENDATIONS

This report seeks permission from Cabinet to close Manifoldia Grange and Holly Grange and transfer tenants to the new Moor Lane Extra Care development, or alternate Extra Care services by February 2021 or a later date if the Moor Lane build is delayed due to the developing Covid-19 situation.

The report also requests that the Council employed staff teams at Manifoldia Grange and Holly Grange move working location to the new Moor Lane development by February 2021 (or a later date if the Moor Lane build is delayed due to the developing Covid-19 situation) and that the proposed staffing structure is agreed.

A further report will be presented to Cabinet, setting out the proposed future for the sites at Manifoldia Grange and Holly Grange, as the future of these sites need to be considered within the context of the Council's Corporate Plan.

The proposal, if approved, may have an initial implication for existing tenants and staff however, the long-term benefits of the approach will mean tenants can remain independent for longer, staffing roles are more secure, and the budget implications for future extra care is minimised.

2 ALTERNATIVE OPTIONS

If Cabinet do not approve the recommendations contained within this report, alternative service provision for Moor Lane would need to be procured.

The Council could procure an external provider to deliver the required care and support however, this would create a sizeable budget pressure for Adult Social Care. Based upon comparable externally provided schemes in Sandwell, the potential cost of providing care and support through an external provider can be estimated at around £842k per year.

In addition to this, an alternative delivery plan would also need to be developed to manage the future requirements of Manifoldia and Holly Granges infrastructure issues as identified in the previous Cabinet report.

3 PURPOSE OF THE REPORT

The Cabinet report of the 20 November 2019 'Consultation on Moor Lane Development' sought approval to commence consultation on a proposed transfer of tenants from Manifoldia Grange and Holly Grange, to the new Moor Lane Extra Care development or alternate Extra Care services by February 2021. This consultation also included current tenants that are living in what was previously the wardens living quarters on site at both Manifoldia and Holly Granges.

The report also requested that consultation commenced with the Council employed staff teams at Manifoldia Grange and Holly Grange, on a proposed move of working location to the new Moor Lane development by February 2021.

This consultation is now complete, and this report outlines the results of the consultation and sets out the proposed future plans for Manifoldia Grange, Holly Grange and Moor Lane as requested by Cabinet.

4 IMPLICATION FOR VISION 2030

This report has positive implications for the Councils 2030 vision in relation to;

“Ambition 3 – Our workforce and young people are skilled and talented, geared up to respond to changing business needs and to win rewarding jobs in a growing economy”

The development of a new Extra Care Housing scheme at Moor Lane will sustain investment in businesses, people and jobs, that will create wealth and tackle poverty. It will also actively promote Think Sandwell, with the inclusion of apprenticeships and training opportunities within the staffing model.

These include opportunities for local people during the construction phase, and provide training and job opportunities in care and support services. In addition, there is the potential for business opportunities to be included within the scheme.

“Ambition 7 – We now have many new homes to meet a full range of housing needs in attractive neighbourhoods and close to key transport routes

Providing Homes that meet people's needs. Sandwell's population is growing, and people need quality housing that fits their individual requirements, and offers an alternative to residential care. The Moor Lane development will provide 90 units of accessible accommodation.

5 BACKGROUND AND MAIN CONSIDERATIONS

Cabinet approved on 20 November 2019 a period of consultation to take place with both tenants and staff at Manifoldia Grange and Holly Grange around the proposal for closure of the schemes and the transfer of existing tenants from Manifoldia Grange and Holly Grange to either the new accommodation at Moor Lane, or vacancies within other Extra Care Schemes.

This consultation was orientated around, and influenced by, the current Council Extra Care Housing schemes having been designed and built in the 1970s, and now becoming dated, and proving unsuitable to meet the changing care and support needs of some individuals. Rooms are not big enough to accommodate non-standard wheelchairs, and limit the equipment needed to meet peoples care and support needs, such as mobile or fixed hoists.

In addition, bathroom and toilet facilities within the accommodation units are not able to accommodate people with or who develop very complex needs, and there are increasing needs for wet rooms over more traditional bathrooms.

The Council has tried to maintain the quality of the accommodation, with recent investment in the internal décor, but significant investment would be required if they were going to continue to offer Extra Care provision in the future. Any modernisation of the fabric and infrastructure of the buildings would require temporary closure of the schemes, people would have to be moved to alternative accommodation, which would reduce capacity elsewhere in the system, and create additional financial pressure for the Authority. This would also be a concern for the future of staff employed at Manifoldia Grange and Holly Grange as, during any period of closure, the staff team would need to be displaced.

6 THE CURRENT POSITION

Consultation commenced following Cabinet approval on 20 November 2019 of the following recommendations:

1. Approval to commence a consultation with the tenants of Manifoldia and Holly Grange, and their relatives, on the proposed transfer of the two schemes to Moor Lane, or alternative Extra Care accommodation within the Borough, by February 2021.

2. Approval to commence a consultation with affected Council staff members, on the proposed transfer of the 2 schemes to Moor Lane by February 2021, and on the proposed staffing structure this would create for Moor Lane.

3. Requests a further report be presented to Cabinet, to agree the future plans for Holly Grange, Manifoldia Grange and Moor Lane, following completion of the consultation.

As per Recommendation 3 of that Report, we now seek permission to agree the future plans for Holly Grange, Manifoldia Grange and Moor Lane, following completion of the consultation.

7 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)

Following Cabinet approval on 20 November 2019, consultation commenced on the 26 November 2019 and ended on 26 February 2020.

The consultation involved existing tenants, staff and wider stakeholders, and was carried out in line with existing Council policy. The consultation also included current tenants who are living in what was previously the wardens living quarters on site at both Manifoldia and Holly Granges and their care provider.

The consultation focused on:

- The future options for Extra Care provision for tenants of Manifoldia Grange and Holly Grange, within the Councils new Extra Care Scheme at Moor Lane, or within alternative Extra Care provision within the Borough.
- Implications for staff currently employed within Manifoldia Grange and Holly Grange Extra Care Schemes, the proposed transfer to the new Moor Lane Extra Care Scheme, and the implications should this transfer not take place.

Staff and tenants were supported throughout the consultation process, in line with approaches and learning from similar consultation exercises conducted previously with vulnerable adults. Throughout the consultation, specific attention was given to individuals needs to enable people to actively contribute at a level and pace associated with their care and support needs.

HR and Union representatives were fully engaged throughout the process.

The consultation included:

- Face to face discussions
- Independent Advocacy
- Drop in sessions
- Staff briefing sessions
- Online or paper questionnaire
- Tenant support provided by Healthwatch

The questionnaire was publicised via SMBC's web page, through Sandwell Community Voluntary Organisation, Sandwell Healthwatch and internally by Officers. There was also a dedicated email address created for staff queries and a box set up in both establishments for anonymous queries and concerns.

In order to support tenants and staff to fully understand the proposal a number of materials were produced:

- A Moor Lane brochure was produced. (Appendix 1)
- An information pack of the local Rowley area was provided. (Appendix 2)
- Display stands were provided at each Scheme including layouts and drawings of Moor Lane.
- FAQ documents were provided and updated after every session. (Appendix 3)
- Details of alternative Schemes within Sandwell were provided on request.
- An opportunity to visit a similar Scheme was provided.
- Staffing Structure. (Appendix 4)

A number of briefing sessions were held:

Managers & Staff Sessions:

- 2 December 2019
- 16 December 2019
- 13 January 2020 (1:1 sessions for Managers only)

Tenants & Relatives Sessions:

- 6 December 2019
- 18 December 2019
- 15 January 2020
- 12 February 2020

The results of the consultation have been overwhelmingly positive in favour of the proposals to close both Manifoldia and Holly Granges and transfer the tenants and staff to Moor Lane. A small minority of tenants wish to remain in their current geographical location and alternative options have been discussed with these tenants. If these recommendations are approved further discussions around all available options will be discussed with these tenants.

A large number of tenants and staff utilised the briefing sessions as opposed to the survey in order to express their views around the proposals. The survey was running parallel to the sessions, but some tenants and staff stated that they did not wish to complete a survey. A number of remarks made were dependant on people's individual circumstances.

Staff and tenants both reflected that they struggled with the current buildings and were often frustrated as a result. Equally, the excellent staff support at the two schemes was recognised by all stakeholders and those same staff themselves presented significant views around being able to move to a service that would allow them to move from a "Good" CQC rating to "Outstanding".

The main findings of the survey are summarised below:

- The survey was completed by 50 tenants, 1 family member, 2 council employees and 2 members of the wider community.
- 84% felt retaining the current staff was most important to them. Comments in the free text box supports this.
- 92% felt accessibility and suitability for needs was most important.
- 92% agreed that Moor Lane will help meet older people's needs now and in the future.
- 76% agreed that Moor Lane would help improve the quality of life for older people living in Sandwell.
- 81% agreed that on the whole the proposal would improve options for older people in Sandwell.
- Only 9% felt that the current Granges could meet the growing needs and requirements of Sandwell residents in need of Extra Care Housing.
- Only 6% did not believe that Moor Lane would suit their existing care and support needs, from the comments received this is attributable to preference of geographical location.

Full details of the survey results can be found at Appendix 5.

8 STRATEGIC RESOURCE IMPLICATIONS

The proposals in this report have the following strategic resource implications:

- Each tenant would be provided with a relocation grant to cover the cost of decoration and moving. Based on a grant of £1,500 per person, and current occupancy numbers, this would cost £105,000 and could potentially be met from resources within the Adult Social Care capital programme.
- The proposed staffing structure for Moor Lane reflects an increase of approximately £8,000 pa compared to the existing staffing budgets. This will be managed within the financial planning for 2021/2022. It is proposed that there will be no reductions in posts as a result of this recommendation, please see Appendix 4 for proposed staffing structure. Unions have been fully consulted on this proposal.

9 LEGAL AND GOVERNANCE CONSIDERATIONS

We have consulted on the proposals for the future delivery of the service, and the possible impact of the changes to the schemes identified. The responses to the consultation have been considered in the recommendations contained within this report.

Consultation complied with the Gunning Principles:

1. Be carried out at a time when proposals are still at a formative stage
2. Offer sufficient reasons for the proposals to permit intelligent consideration
3. Allow adequate time for consideration and response
4. The product of the consultation must be conscientiously taken into account

In presenting this report to Cabinet, the authors are of the understanding that the 4 points above have been fully met.

Officers have undertaken informed and meaningful consultation with trade unions, and the affected staffing group.

Consultation obligations under employment law have been complied with.

10 **EQUALITY IMPACT ASSESSMENT**

When making a decision as to changes in service provision, the local authority must comply with the requirements of the Equality Act 2010 and, in particular, section 149 (the Public-Sector Equality Duty).

The protected characteristics to which the duty applies includes age, as well as disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sexual orientation, religion or belief and sex.

In order to ensure that the PSED is complied with, an Equality Impact Assessment was maintained and updated during the consultation period and forms part of this report to Cabinet.

11 **DATA PROTECTION IMPACT ASSESSMENT**

This report does not relate to the collection of personal information and therefore, a privacy impact assessment is not required.

12 **CRIME AND DISORDER AND RISK ASSESSMENT**

The Corporate Risk Management Strategy (CRMS) will continue to be complied with throughout, in identifying and assessing risks associated with this strategic proposal. A risk register has been produced covering the main 2 project risks for this particular part of the consultation, which are reputational risk and staffing shortages.

There are arrangements in place to manage and mitigate these effectively. Moving forward, the risk register will be developed to include all associated risks, dependent on the direction of travel.

13 **SUSTAINABILITY OF PROPOSALS**

If Cabinet approve the proposals contained within this report this will safeguard the future suitability and financial viability of the Councils Extra Care provision.

14 **HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)**

The development of the Moor Lane site, with modern Extra Care accommodation, will improve the immediate area, street scene and the asset base of the Borough, by providing much needed affordable, high quality, energy efficient accommodation.

The development of this scheme will support investing in businesses, people and jobs. It will also actively promote Think Sandwell, with the inclusion of apprenticeships, training opportunities and community engagement within the contractual arrangements. In addition, there is the potential for business opportunities to be included within the scheme.

This will result in creating sustainable communities, create wealth, tackle poverty, and improve health and wellbeing.

15 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND

Whilst the development of the Moor Lane scheme has been covered in previous Cabinet reports, the proposal contained within this report offers the opportunity to realise land and or property receipts from the sale of Manifoldia Grange and/or Holly Grange. It may also present opportunities for redevelopment to meet other housing demands.

16 BACKGROUND PAPERS

Cabinet Report 20 November 2019 'Consultation on Moor Lane Development.'

17 APPENDICES:

Appendix 1 - Moor Lane brochure.
Appendix 2 – Information Pack.
Appendix 3 – FAQs.
Appendix 4 – Staffing Structure.
Appendix 5 – Survey results.