



Progress Report - Closure of Kingfisher Unit

Report to the Adult Social Care Scrutiny Commission

12 December 2016

Lead director: Ruth Lake

Useful information

- Ward(s) affected: All wards
- Report author: Ruth Lake
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- Report version: 0.3 (First progress report)

1. Summary

- 1.1 The purpose of this report is to provide the Adult Social Care Scrutiny Commission with an update on the progress to close the Kingfisher Unit by 31 March 2017.
- 1.2 Paragraph 3.1.2 below provides an indicative timetable of actions required to close the Kingfisher Unit.

2. Recommendations

- 2.1 The Adult Social Care Scrutiny Commission are recommended to note the contents of this report.

3. Report

3.1 Closure of Kingfisher Unit

- 3.1.1 Members of the Scrutiny Commission will be aware that a decision was confirmed on 10 November 2016, to close the Kingfisher Unit and purchase up to 10-12 short-term beds from current providers in the local market and sell the building.
- 3.1.2 The following is an indicative timetable for the actions needed to close the Kingfisher Unit by 31 March 2017:

Task/Milestone	By when (date)
Inform stakeholders of decision to close	10 – 30 November 2016
Plan and carry out staffing review	10 November 2016 – 31 March 2017
Prepare and Procure for short-term residential beds	10 November 2016 – 5 June 2017
Admissions to cease at Kingfisher Unit	01 February 2017
Inform all stakeholders Kingfisher Unit closed, explaining alternative arrangements for accessing short-term residential beds	1 st February
Close and secure building	31 March 2017
Manage the empty property until disposal	31 March 2017

3.2 Informing Key Stakeholders

All key stakeholders will be informed in a timely manner.

3.3 Staffing Review

Staff at the Kingfisher Unit were advised of the consideration of closure as soon as management became aware of this possibility. A programme of collective and individual consultation meetings with staff and unions has been scheduled to take place, in line with redundancy consultation legislation. As the unit is proposed to close fully, there will be no redundancy selection process. Consideration for requests to take voluntary redundancy will be made, as well as support offered to staff via the redeployment process and Outplacement services.

Current affected structure

Post Title	FTE Posts	Headcount
Admin & Business Support Officer	1.00	1
Assistant Cook	1.90	2
Cook	1.00	1
Domestic Assistant	3.41	5
Intermediate Care Assistant	20.85	26(1 x 8 hour vacancy never filled) (1 x 20 hour vacancy) (1 x 20 hour Mat Leave)
Kitchen Assistant	1.00	1 (1x 20 hour vacancy and 1x 28 hour vacancy)
Laundry Assistant	0.81	2
Property Maintenance Technician	1.00	1
Senior Care Assistant	5.19	6
Team Co-Ordinator	1.00	1
Team Leader	1.00	1
Admin & Business Support Officer	1.00	1

3.4 Planning approach to cease admissions at Kingfisher Unit

The building is planned to close on 31 March 2017, however, to allow for planned closure, referrals to the Unit will cease approximately 8 weeks prior to closure, on the 1st February 2017.

For service users residing at the Kingfisher Unit as of 1st February 2017, Heads of Service will be formally notified to implement their respective service users exit plan from the Unit. Where this is not possible, alternative arrangements to be made prior to 31 March 2017.

The only referrals accepted beyond 1st Feb 2017 will be those for urgent 72 hours placement (Intermediate Crisis Response Service (ICRS)/Emergency Duty Team (EDT) or for respite where exit dates before 31 March 2017 are in place to ensure a timely departure.

The occupancy of Kingfisher Unit will be closely monitored by the Project team to maintain focus on effective and timely discharge from the Unit.

3.5. Short-term residential beds – New Service

A small number of people will continue to need short-term residential care. Demand modelling has shown the council would need to commission 12 short-term beds to meet this need. Therefore, It is intended to commission 12 short-term residential care beds from the independent sector through two block contract by the end of May 2017 at the latest.

3.5.1 In order to achieve this, a number of steps must be undertaken and a working group is in place to progress this. Tasks to complete before the end of January include: -

- a. Developing a service specification
- b. Confirmation of the contract model
- c. It is possible that TUPE may apply to this exercise and this is being explored through the working group
- d. Market engagement will take place to gauge interest and this will inform both specification and contract

3.5.2 A high level timeline for this work is set out below. A more detailed timeline will be developed by the working group. Depending on the number of bids received, it is possible that contract award could occur before the date set out below.

Task/Milestone	By when (date)
Formal sign off and confirm funding	November 2016
Prepare Contract	November/December 2016
Engage Stakeholders	December/January 2017
Agree contract and specification	January 2017
Invitation to Tender issued	30 January 2017
Tender evaluation	March/April 2017
Confirmation of contract award	April/May 2017
New service begins	5 June 2017

3.6 Access to short-term beds immediately following closure

Between the closure of the Kingfisher Unit and the mobilisation of the new service, if there is a need for short-term beds, they will be spot purchased from the independent sector. There are currently 107 homes from who we could

spot purchase short-term residential beds, and recent analysis shows that up until and including 4 November 2016, the average weekly void rate was 7.5% meaning that on average 171 beds would be vacant weekly for spot purchasing.

3.7 Closure and emptying of building

As soon as admissions have stopped at the Kingfisher Unit, which is expected to be the 1st February 2017, Estates and Building Services will assist with the closure and emptying of the building. They will ensure the empty building is managed appropriately until disposal and arrange for the sale of the building, unless an alternative LCC use is identified.

4. Financial, legal and other implications

4.1 Financial implications

The closure of the Kingfisher unit is expected to deliver revenue savings of £450k by 2020/21. This report provides a progress update and timescales for the project. As such, there are no direct financial implications from the recommendations in this report. Finance will continue to have an active involvement in providing financial support and advice to the project.

Stuart McAvoy, Principal Accountant (Strategy) Ext 37 4004

4.2 Legal implications

Legal Services have been actively involved in the project and advise accordingly.

In respect of a future disposal of the Centre, this will need to be the subject of a further report and authorisation once options for the future use of the Centre have been considered. The disposal will be in accordance with the Council's Framework for Property Disposals. Officers in Legal and Estates will continue to provide advice and assistance during the course of this matter.

John McIvor
Principal Lawyer (Property, Planning & Highways)

4.3 Climate Change and Carbon Reduction implications

No climate change implications

4.4 Equalities Implications

The commissioning stages of 'analyse' and 'plan' are the key stages at which the equalities considerations for the proposed block contracts for short term residential beds must be clarified. The analysis part of the commissioning process should focus on understanding the communities and customers being served currently by the Kingfisher Unit and the range of their diverse needs, which are to be reflected in the service specification for the new block contract.

Consideration of service users' profile by protected characteristics as cited in the Equality Act 2010 (age, disability, sex/gender, race, religion or belief, sexual orientation, gender reassignment) is crucial in being able to articulate the equalities implications of the needs to be met under the proposed new contracts – in keeping with our Public Sector Equality Duty and exemplified by the proposed Equality Impact Assessment (EIA). The planning stage involves the identification of equality outcomes that are to be met within the service specification, requiring any interested tenderer to demonstrate how they are able to meet those diverse needs. These two stages will shape how service users' equalities considerations for the proposed new service will be met.

Irene Kszyk, Corporate Equalities Lead, ext 374147.

5. Background information and other papers:

Nil

6. Summary of appendices:

N/A

7. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No

8. Is this a “key decision”?

No

9. If a key decision please explain reason