

# Nottingham City Council Delegated Decision



**Nottingham**  
**City Council**

<b>Reference Number:</b>	1896
<b>Author:</b>	Wendy Griffiths
<b>Department:</b>	Children and Families
<b>Contact:</b>	Wendy Griffiths (Job Title: Head of Commercialisation, Sales and Performance, Email: wendy.griffiths2@nottinghamcity.gov.uk, Phone: 01158763505)
<b>Subject:</b>	Adult Provision and Health Integration - Capital Programme Phase 2 (Bundle 1 Budget Book Proposal - Long Meadow and Springwood)
<b>Total Value:</b>	£713,249 (Type: Capital and Revenue)
<b>Decision Being Taken:</b>	<p>Approval to spend £713,249 of various grants allocated to the authority for 12/13, 13/14 and 14/15 towards the refurbishment programme of Adult Social Care and Health Integration Provider Estate to enable the planned closure and relocation of Springwood to the refurbished Long Meadow site.</p> <p>Approval to reprovide part of the Older Person's and Learning Disability Day Service from alternative Council sites.</p> <p>Approval to disestablish the current posts within Adult Services and to approve the establishment of new posts based on the new business operating model (non-executive function under delegation 16).</p>

**Reasons for the Decision(s)**

**Executive Board agreed a Capital Investment Programme across the Adult Provision Estates in January 2013. The funding allocated to the Capital investment programme was based on a number of estimates that had been provided by Nottingham City Homes following condition surveys being completed across the estate.**

**Due to some delay in works progressing, the market conditions within the service changing, and the original estimates having been underestimated there remains a funding shortfall. In addition, as a result of the delays in work starting, immediate remedial work is necessary for Long Meadow which has resulted in a review of the current operating sites. In total there is now a shortfall of £713,249 to complete all of the works required at Long Meadow to enable the planned closure and relocation of Springwood to the refurbished Long Meadow site.**

**The decision required is that the funding that remains unspent for 12/13, 13/14 and 14/15 of £713,249 be used towards funding the £713,249 renovation of Long Meadow to deliver an annual saving in 15/16 of £207,164, in 16/17 of £251,599 and in 17/18 of £254,115. This decision would see the allocation of unspent funding as follows:**

**£160,000 Already allocated as part of the Capital estate review which has been agreed as part of the executive board report which was allocated in January 2013;**

**£136,606 is the carry forward amount of unspent winter pressures funding;**

**£136,036 is the total underspend across the Telecare projects;**

**£157,000 is the predicted 14/15 available underspend in Adult Provision and to use £46,338 of the year one saving 15/16 of £253,502 be reduced to £207,164 which is what has been accepted in the budget book and the remainder £66,000 to be funded by the Better Care Fund and £11,270 from savings achieved by the review of the Dementia team, to help fund the total value of the scheme which is £713,249 including NCH fees and charges for managing the project.**

**The saving will be achieved by closing Long Meadow to older people and re-providing older people's day service from the existing Willows and Albany sites which will increase occupancy levels by approx 32% depending on take up. Renovating Long Meadow to make it fit for purpose to deliver Learning disability day services to enable the citizens who attend Springwood to be relocated to the refurbished Long Meadow site or alternatively Martin Jackaman. This will release the Springwood site to enable the capital receipt to be released to help fund the original Capital programme agreed at Executive Board in January 2013.**

**The closure of Long Meadow will result in 62 citizens of whom approximately 20 attend daily, continue to have a day service provided from The Willows or Albany House. Transport routes have been analysed and the maximum increase in journey time for any one citizen will be a maximum increase of 20 minutes which, based on the recommended maximum journey time of 60 minutes, is well within the recommendations.**

**The Long Meadow closure will mean that following posts will be disestablished:**

**1 Care Team Leader, 5.6 Careworker level 1, 1.8 Careworker level 2, 3 Careworker level 3, 1 Cook, 1.65 Kitchen Assistants.**

**The Long Meadow closure will result in the following posts being re-established across the Adult provision estate:**

**1 FT Cook, 2 x 20 hour Kitchen Assistants, 1 FT Careworker level 2, 2 x 30 hours Careworker level 1s.**

**It is anticipated that upon the completion of renovation of Long Meadow and Springwood, the day service and team will be relocated to the newly refurbished Long Meadow site. Some citizens and staff, depending on the choices that citizens make, will relocate to the newly refurbished Martin Jackaman Centre.**

**Consultation regarding the proposals took place with Councillors on the 5th January 2015, Trade Union colleagues on the 6th January 2015, Employees on the 7th January 2015 and citizens on the 9th January 2015. A further consultation workshop was held on the 20th January and 10th February 2015 between 11.00 and 12.00 at the Long Meadow Day Service.**

**Other Options Considered:**

Do nothing - leaving Long Meadow open to older people as a day service. The current occupancy levels across all older people's day services averages 63%, so this means that services and building are inefficient, costing the authority by having to subsidise day services quite heavily.

Alternative Older people's and Learning Disability day service providers are unable at this stage to cope with the complexity of the demand that is currently met at both Long Meadow and Springwood and therefore outsourcing is not an option at this stage.

Springwood is not a building that is fit for purpose and therefore a large amount of remedial spend will be required in the next 12-18 months of approximately £650,000 in order to remain on site for another 5 years. The building is too large for the service that operates out of it.

**Background Papers:**

None.

**Published Works:**

Executive Board report - Adult Social Care Provision Estate Investment Plan - dated 22 January 2013.

**Affected Wards:**

Citywide

**Colleague / Councillor Interests:**

**Consultations:**

**Date: 05/01/2015**  
**Ward Councillors: Chris Gibson, Ian Malcolm, Carole Jones, Rosemary Healy, Thulani Molife, Alex Norris, Bill Ottewell, Pat Ferguson**  
Discussed and confirmed closure and reprovision of Long Meadow, Springwood, Laura Chambers and Oakdene and additional information has been provided as requested.

**Date: 06/01/2015**  
**Unions: Unison, GMB, Unite**  
Discussed and confirmed closure and reprovision of Long Meadow, Springwood, Laura Chambers and Oakdene and additional information has been provided as requested.

**Date: 02/01/2015**  
**Chief Finance Officer:Dee Fretwell**  
Finance information and modelling provided by Dee Fretwell.

Those not consulted are not directly affected by the decision.

**Crime and Disorder Implications:**

N/A

**Equality:**

Please login to the system to view the EIA document: EIA LMSP v4 DRAFT.doc

**Decision Type:**

Portfolio Holder

**Subject to Call In:**

Yes

**Call In Expiry date:**

31/03/2015

**Advice Sought:**

Legal, Finance, Human Resources, Equality and Diversity, Other: Chris Read(chris.read@nottinghamcity.gov.uk)

**Legal Advice:**

**Legal Implications (Employment Law)**

It is noted that this delegated decision form seeks approval to spend £713,249.00 of various grants allocated to Nottingham City Council ("NCC") for 2012/2013, 2013/2014 and 2014/2015 towards the refurbishment programme of the Adult Social Care and Health Integration Provider Estate. Furthermore, approval is sought to re-provide part of the Older Persons and Learning Disability Day Service from alternative NCC sites. One consequence of the proposal identified in this delegated decision form is the disestablishment of current posts within NCC's Adult Services and the establishment of new posts based on the new business operating model.

It should also be noted that a decision to delete or create a post or posts within NCC's establishment is a non-executive decision and therefore cannot be taken by the Portfolio Holder, who is empowered to take executive decisions. Instead, under NCC's Constitution the decision whether to delete the posts and establish new posts here would be a decision for the Corporate Director. Therefore, it is advisable if the Portfolio Holder - Adults, Commissioning & Health makes the delegated decision to approve the proposal here, that the Corporate Director for Children & Adults makes a substantive decision to delete the affected posts and establish new posts based on the new business operating model, either as part of her counter-signing of the Portfolio Holder's decision or separately.

Lastly, it is advisable that on-going Human Resources advice, and if necessary, legal advice is taken in relation to the proposed restructure, including any potential redundancies, and that under section 7 of the Local Government & Housing Act 1989 any appointment to any newly established post should be made on merit.

Jon Ludford-Thomas  
Legal Services

**Finance Advice:**

The funding to support this proposal has been identified as shown in Table 1 attached.

Table 2 shows the amount to be saved in Year 1. This has been approved by the Executive Board as part of the budget savings proposal, at £207,164. The actual amount that will be delivered will be £253,502. The difference of £46,338 will fund the balance of the cost of the proposal.

Citizens currently accessing day care at Long meadow will be redirected to The Willows or Albany House. These sites are currently significantly under occupied. Providing citizens from Long Meadow take up the offer of these alternative provisions, the proposal will improve their efficiency and value for money. Advice provided by Dee Fretwell (Finance Analyst) on 09/02/2015.

Advice documents: Long Meadow DDM Workings.xls

**HR Advice:**

The deletion of posts at Long Meadow will result in a redundancy situation and a 45 day formal consultation with Trade Unions and affected colleagues will be required. The new posts to be created, should be ringfenced for those at risk of redundancy, in accordance with the authorities Restructuring Principles. Consideration should also be given to holding/ringfencing any vacancies arising within Adult Social Care Provision, to be available to the affected colleagues and so minimise the risk of compulsory redundancies. Advice provided by Mandy Marshall (Service Redesign Consultant) on 19/01/2015.

**Equality and Diversity Advice:**

Advice to be provided once EIA amended.

Adisa Djan  
 Equality and Diversity Consultant  
 19/01/2015

**Other Advice:**

Property Services support the ongoing rationalisation of the Adult Social Care Provision Estates Plan, in order to make long term revenue savings on existing buildings and the disposal of properties which are no longer fit for purpose, for the appropriate service delivery. Revenue savings and Capital Receipts from sales will be recycled into the Capital Programme to improve retained service buildings.

Chris Read  
 Principal Asset and Performance Manager  
 04/02/2015

**Signatures**

Alex Norris (PH Adults, Commissioning and Health)  
 SIGNED and Dated: 23/03/2015  
 Alison Michalska (Corporate Director for Children and Adults)  
 SIGNED and Dated: 20/03/2015

	Internal Provision			Adult Assessment			New Model			Savings		
	1516	1617	1718	1516	1617	1718	1516	1617	1718	1516	1617	1718
<b>Long Meadow</b>												
Budgeted Expenditure	339481	342876	346305				85,979	86839	87707			
Budgeted Overheads	69,224	69916.22	70615.387				69,224	69,916	70,615			
	<u>408705</u>	<u>412792</u>	<u>416920</u>				<u>155203.3</u>	<u>156755.3</u>	<u>158322.8</u>	<u>253502</u>	<u>256037</u>	<u>258597</u>
Commissioners rate per week internal Subsidy				251,806	254324.1	256867.4	251,806	254324.1	256867.4			
				156,899	158,468	160,053	-96,603	-97,569	-98,545			
				<u>408,705</u>	<u>412,792</u>	<u>416,920</u>	<u>155,203</u>	<u>156,755</u>	<u>158,323</u>	<b>253,502</b>	<b>256,037</b>	<b>258,597</b>

### Option 1:2

#### Convert to LD Day Service

1. Relocate 62 older people citizens service to

- Indian Centre Occupancy rates will increase from 63%-67% to 90%-95%
- Albany House
- The Willows

2. Carry out remedial P1 & P2 work

3. Conversion works to LD services, cost estimated to be £.0200m which enables 14/15 closure of Springwood renovation designs already finalised costing £6k

#### Assumptions

Based on figures from AA, each client attends for 1.84 days per week  
During Oct 2014 there were 70-72 clients per week attending Long Meadow

Income generation at Long Meadow in 1314

Sales - Food/Drink/Cater	Clients	-17,994.14
Sales - Food/Drink/Cater	Staff & Visitors	-2,277.11
Sales - Food/Drink/Cater	Sale of Milk	-255.00
Sales - Food/Drink/Cater	Refreshments	-925.85
Fees & Charges	Null	-2,981.20

Will any of this be transferred to Willow and Albany?

### Option 2

Close Long Meadow as an older people LD provision and relocate all citizens to existing internal provision, Albany, The Willows and Indian Centre

(The 3 provisions listed above currently attain approx 65% occupancy, this proposal will increase that figure to over 90%)

Close Springwood and transfer citizens to refurbished provision at Long Meadow. All staff to move to either Long Meadow or Martin Jackaman. The catering and domestic staff currently at Long Meadow will remain there.

**TABLE 1**

<b>CAPITAL</b>	
Capital required for Long Meadow conversion	672,877
NCH Capital Management @ 6%	40,373
<b>Total Required</b>	<b>713,250</b>
Long Meadow - already in capital programme	160,000
Carry Forward 2013/14	136,606
Underspend against Telecare projects where revenue supported the costs	136,036
2014/15 underspend, no impact on P9 reporting	157,000
Better Care Fund Capital Allocation 2013/14 & 2014/15	66,000
Contribution from dis-established Dementia & Social Care Specialist posts as per	11,270
<b>Total Available</b>	<b>666,912</b>
Funding gap	<b>46,338</b>

Contribution to capital  
 Transfer to the C&F transition fund  
 Transfer to the C&F transition fund

N-C-9110-F12-974-4 From Winter Pressures  
 N-C-9110-F15-974-4

**TABLE 2**

<b>Savings in Budget Book</b>		<b>2015/16</b>	
Target savings from Long Meadow proposal		207,164	
Actual estimated savings in 1516		253,502	
Over delivery - contribution to shortfall		46,338	
<b>Savings calculations</b>	Current model	Revised model	Savings
2015/16 Long Meadow Budget			
Direct Costs	#REF!	#REF!	#REF!
Direct Overheads	#REF!	#REF!	#REF!
<b>TOTAL</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>

## Equality Impact Assessment Form (Page 1 of 2)

**Title of EIA/ DDM: Closure and Service Relocation**  
**Author: Charlotte Gardiner on behalf of Paul Haigh**  
**Department: Adult Social Care**  
**Service Area: Adult Provision**  
**Author (assigned to Covalent):**

**Name of**

**Director: Helen Jones**  
**Strategic Budget EIA Y/N (please underline)**

**Brief description of proposal / policy / service being assessed:**

Proposal is to close Long Meadow day service to older people and redevelop the site to relocate Springwood day service there. Springwood site will be closed and sold off. Long Meadow Citizens will be given the choice of alternate services to relocate to including both internal and external market provision.

There are 62 citizens currently on the register for Long Meadow, though on average 20 citizens attend on a daily basis. There are 14 staff employed at Long Meadow on permanent contracts. This includes 1 x FTE Care Team Leader, 5.6 x FTE Care Worker 1s, 1.8 x FTE Care Worker 2s, 3 x FTE Care Worker 3s, 1 x FTE Cook and 1.65 x FTE Kitchen Assistant.

**Information used to analyse the effects on equality:**

Public consultation will commence of 9<sup>th</sup> January to which stakeholders such as Long Meadow Citizens / Carers, Age UK, Alzheimer's Society and Carers Forum, Springwood citizens / Carers, Community Learning Disability Teams will be invited. Face to face consultation meetings will take place with Long Meadow, Springwood citizens and families 20<sup>th</sup> January (Long Meadow) 23<sup>rd</sup> January (Springwood). 10<sup>th</sup> February (Long Meadow) 13<sup>th</sup> February (Springwood) Ahead of this on the 7<sup>th</sup> January staff at these sites will be informed of the consultation. This therefore is a draft and will be added to as further data is gathered.

	<b>Could particularly benefit X</b>	<b>May adversely impact X</b>	<b>How different groups could be affected (Summary of impacts)</b>	<b>Details of actions to reduce negative or increase positive impact (or why action isn't possible)</b>
People from different ethnic groups.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<p>Long Meadow has a maximum daily attendance of 26 citizens with an average attendance rate of 75%. There are 62 people currently on the register with eight assessed as high needs, 31 as medium needs and the remainder low needs. The majority of citizens attending Long Meadow are female (79%), around 18% of the citizens are Black-British/Black-African/Black Caribbean, the majority of citizens are White-British/White-European. The oldest citizen on the register is 101 years old, the majority are over 80</p>	<p><b>Citizen related mitigation</b>            Discussions with citizens, their carers and any other persons supporting them will take place to establish what solutions are most appropriate to their needs.            Both internal and external day service placements are available and citizens will be encouraged to explore whether any of these services would suit them. Other day service provision includes BME specialist day services, dementia focussed day services and generalist day services.</p>
Men	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Women	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Trans	<input type="checkbox"/>	<input type="checkbox"/>		
Disabled people or carers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Pregnancy/ Maternity	<input type="checkbox"/>	<input type="checkbox"/>		
People of different faiths/ beliefs and those with none.	<input type="checkbox"/>	<input type="checkbox"/>		
Lesbian, gay or bisexual people.	<input type="checkbox"/>	<input type="checkbox"/>		
Older	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

Younger	<input type="checkbox"/>	<input type="checkbox"/>	<p>years (78%).</p> <p><b>Specific Impacts on citizens may include:</b></p> <ul style="list-style-type: none"> <li>• Distress at changing location</li> <li>• Extra travel expenditure for those who travel independently</li> <li>• Discontinuity in care worker relationships</li> </ul> <p>Of the staff team 12 are female (86%) and 2 are male. This is compared with the whole establishment female employees 82% of 960 employees. Employee ethnicity at Long Meadow is 64% White British, as compared with a whole establishment rate of 69%. Long Meadow has a higher proportion of Asian Indian (14%) and Black Caribbean (14%) colleagues than the establishment as a whole (4% and 8% respectively). No employees at Long Meadow are recorded as having a disability, this is below the whole establishment average of 4%. There were no responses from Long Meadow colleagues regarding sexual orientation, this matches the whole establishment response rate where there were 89% left this monitoring question blank.</p> <p><b>Specific Impacts on staff are likely to include:</b></p> <ul style="list-style-type: none"> <li>• Being placed at risk of redundancy</li> <li>• Being made redundant</li> <li>• Changes to travel to work patterns</li> <li>• Changes in income</li> </ul> <p>Springwood has a maximum attendance of 110 persons a day and has a 79% attendance rate. 56% of attending citizens are male, 15% are Asian-British/Asian-Indian/Asian-Pakistani, 8% are Black-British/Black-</p>	<p>Citizens will also be encouraged to explore other solutions and ways of using personal budgets/direct payments that meet their needs and support them in maintaining independence.</p> <p>The transport team have confirmed that the maximum extra time necessary for travel for citizens will be twenty minutes. This increase will effect a maximum of 30% of the citizens affected by the changes in day provision. No citizen will have a journey that exceeds 60 minutes, which maintains journey times at less than the national recommended average.</p> <p><b>Staff related mitigations</b></p> <p>It is necessary to focus on retention of the necessary specialist skills and expertise needed to continue the department's activities.</p> <p>The proposals have been reviewed in order to mitigate the BME impact, but no alternative is available.</p> <p>The Council is bound by Employment Law - Employment Rights Act 1996 and Trade Union and Labour Relations (Consolidation) Act 1992 when reducing the workforce, including using an objective selection criteria to identify which employees are selected for redundancy.</p> <p>The redundancy selection criteria is based on objective criteria and can be one of the following:  Selection against current duties and future duties required  Selection via measures of  Disciplinary  Sickness Absence  Attendance  Timekeeping</p>
<p>Other (e.g. marriage/ civil partnership, looked after children, cohesion/ good relations, <u>vulnerable children/ adults</u>).</p> <p><b><i>Please underline the group(s) /issue more adversely affected or which benefits.</i></b></p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

			<p>African/Black Caribbean and 77% White-British/White-European. The citizens vary in age with the oldest citizen on the register aged 86 and the youngest 22, with the majority aged 30-50.</p> <p><b>Specific Impacts on citizens may include:</b></p> <ul style="list-style-type: none"> <li>• Distress at changing location</li> <li>• Extra travel expenditure for those who travel independently</li> <li>• Splitting of friendship groups</li> </ul>	<p>Qualifications required Performance; Selection via fairly applied and scored assessments in accordance with recruitment policy.</p> <p>The redundancy selection criteria, will discount sickness absence, which has been recorded as relating to a disability as defined by the Equality Act 2010. This will ensure that the sickness absence of disabled employees only considers absence, which is not related to a disability.</p> <p>Individuals affected are to be encouraged to declare disabilities to ensure any specific requirements can be considered in the selection process.</p> <p>Assessment processes will be carried out in accordance with Nottingham City Council's employment and recruitment policies – for example ensuring that reasonable adjustments are made to allow disabled colleagues to participate fully in the process.</p> <p>The criteria for selection are objective and not based on personal beliefs.</p> <p>The redundancy selection criteria, will discount absence, which has been recorded as pregnancy related.</p> <p>In line with the Maternity and Parental Leave Regulations 1999, employees who are provisionally at risk and are on maternity leave will be offered a suitable post of appropriate work on terms not substantially less favourable than her previous position.</p> <p>Based on the above, it is believed that any indirect statistical impact would not be viewed as unlawful.</p>
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				<p>Ensure ongoing support is provided to employees at risk of redundancy.</p> <p>People Plus – Internal Jobs Market (IJM) will enable colleagues to access other roles across the Council and undertake 4 week trials to assess likability and appropriateness of alternative employment.</p>
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**Outcome(s) of equality impact assessment:**

- No major change needed
- Adjust the policy/proposal
- Adverse impact but continue
- Stop and remove the policy/proposal

**Arrangements for future monitoring of equality impact of this proposal / policy / service:**

Note when assessment will be reviewed (e.g. Review assessment in 6 months or annual review); Note any equality monitoring indicators to be used; consider existing monitoring/reporting that equalities information could form part of.

**Approved by (manager signature):**

The assessment must be approved by the manager responsible for the service/proposal. Include a contact tel & email to allow citizen/stakeholder feedback on proposals.

**Date sent to equality team for publishing:**

Send document or link to:  
equalityanddiversityteam@nottinghamcity.gov.uk

**Before you send your EIA to the Equality and Community Relations Team for scrutiny, have you:**

1. Read the guidance and good practice EIA's  
<http://www.nottinghamcity.gov.uk/article/25573/Equality-Impact-Assessment>
2. Clearly summarised your proposal/ policy/ service to be assessed.
3. Hyperlinked to the appropriate documents.

4. Written in clear user friendly language, free from all jargon (spelling out acronyms).
5. Included appropriate data.
6. Consulted the relevant groups or citizens or stated clearly when this is going to happen.
7. Clearly cross referenced your impacts with SMART actions.

## Appendix 1

## Monitoring Data for Colleagues

	Adult Provision Count	Adult Provision %	Affected Colleagues Count	Affected Colleagues %
Total Colleagues	960	100%	14	100%
<b>Gender</b>				
Male	173	18%	2	14%
Female	787	82%	12	86%
<b>Ethnicity</b>				
WHITE/BRITISH	664	69%	9	64%
MIXED/WHITE & BLACK AFRICAN	3	0.3%	1	7%
ASIAN/INDIAN	35	36%	2	14%
BLACK/CARIBBEAN	79	8%	2	14%
<b>Disability</b>				
Disabled	40	4%	0	0%
Not Disabled	709	74%	13	93%
(blank)	185	19%	1	7%
<b>Religion</b>				
Christian	396	41%	7	50%
Hindu	19	1.9%	1	7%
None	318	33%	5	36%
Sikh	15	1.5%	1	7%