

CONSULT ON THE FUTURE OF LADYBANK OLDER PERSONS HOME WITH A VIEW TO RE-PROVIDING LONG TERM CARE

1. Background

- 1.1 Ladybank Older Persons Home is a purpose built residential home constructed in the 1970s. The building also contains the 19 bed residential intermediate care unit (The Bridgewell Centre). This recommendation does not at this stage affect the Bridgewell Centre.
- 1.2 The home itself was built at a time when building regulations and national standards were different. The internal spacial standards would not be permitted in a new home for older people constructed and registered today. However, various changes and amendments have taken place and it is currently registered (including Bridgewell) for 42 places with the Care Quality Commission (CQC).
- 1.3 The home supports older people who do not have a formal diagnosis of dementia. The limited room sizes do provide challenges in meeting the needs of those who have increased mobility problems.
- 1.4 The demand for this type of residential care has been reducing as people who were formally cared for in residential homes can now be better supported in their own homes in the community.
- 1.5 The department has demonstrated its success over recent years in supporting people in their own homes. Initiatives, such as Enhanced Intermediate Care, 'Home First' and Personalisation have resulted in a reduction in the number of people being admitted into long term residential care.
- 1.6 The proposed developments of extra care sheltered housing, which was approved at the Executive in September, will further enable the Council to support people in a non residential setting and reduce further the demand for residential care.

2. Context

- 2.1 Since 2010, the numbers of people choosing Ladybank has steadily fallen. The total of residents has reduced as a consequence of death or transfer to nursing homes. Whilst there is the potential to accommodate 23 people, on 1 October 2011 there were only 11 residents living there.
- 2.2 The vacant beds have been utilised for respite care but, in reality, this does not amount to more than one bed at any one time. The Council cannot ensure that its beds are used first because of the national choice directive.
- 2.3 Under CQC regulation, the home was rated as 2 star at its last inspection (ratings are now discontinued). It is important to restate that the standards of care are absolutely not an issue in this proposal.
- 2.4 However, alongside falling numbers, the building structure is also coming to the end of its 'useful' life environmentally and physically. The home has been

inspected by surveyors on an annual basis. The Asset Management Plan for 2010-13 identified the following:-

- Urgent work to be undertaken £557k
- Work that is necessary but to be done by 2013 £120k

Total Cost £697k

- 2.5 These figures include replacement of the lift and heating system, both of which are obsolete and at risk of breakdown.
- 2.6 The combination of these factors means that the Council running Ladybank Older Persons Home is no longer viable.

3. Recommendations

- 3.1 With Ladybank Older Persons Home running at under 50% occupancy and needing significant and expensive updating within the current building, recognise that the home is no longer viable and, therefore, consultation needs to take place regarding re-provision of the home. The Bridgewell Centre will continue whilst alternative arrangements are made in due course.

4. Benefits

- 4.1 It is recognised that this proposal will be a major shock for residents, their families and the staff. Consequently, there will be extra support during the consultation to work with people to examine potential options for each individual and their families.
- 4.2 There will be a separate process for staff which is detailed in Section 6.
- 4.3 The current analysis illustrates that there is sufficient capacity within the independent sector within the Borough to accommodate those people who live at Ladybank.

5. Financial Implications

- 5.1 The proposal to recommissioning the residential care provided at Ladybank will produce savings of approximately £275,000 in revenue per annum, and one off savings in cost avoidance of capital expenditure of approximately £600,000.
- 5.2 The unit cost of a bed at Ladybank this year, due to the very low occupancy figures, is about £916 per week, almost exactly double the normal price paid in the independent sector of £458.74 per week. The unit cost has been rising significantly as occupancy falls. Residential homes are businesses with significant fixed costs, and lower marginal variable costs – lower occupancy does not translate into lower running costs.
- 5.3 There would be some one-off costs in re-providing the service at Ladybank. Some of these, for example, the dual running cost while alternative support

arrangements are put in place, and the project management cost, will be met from within existing budgets.

- 5.4 The costs of the redundancies potentially arising from this proposal would be applied to be met from the Structural Changes Fund.
- 5.5 The savings have been calculated on the basis that the care model currently provided, i.e. residential care, is replicated going forward. However, as indicated in the Background section, the Council is placing less emphasis on residential care within its care model, and the re-provision of Ladybank is part of this process. Over time, the residential model will be part replaced by Extra Care, and this has the potential to produce some small additional savings in the longer term.

6. Human Resources

- 6.1 Ladybank Older Person's Home offers residential care for up to 23 people in three separate units. There are a range of staff positions which include 24 permanent staff and 8 relief staff.
- 6.2 Human Resources have been advising departmental Managers in ensuring the Organisational Change Protocol followed. Consultation will include staff and Trade Union representatives.
- 6.3 A timetable will be established to incorporate formal staff consultation with the staff based at Ladybank Older Persons Home. The reporting requirements for Local Joint and Employment Committees have also been taken into consideration in the planning process. The Council will comply with all appropriate employment legislation that relates to the rights of employees affected by organisation change, in particular the Employment Rights Act 1996.
- 6.4 The Ladybank Team are seen as a highly skilled staff group and every effort will be made to redeploy those placed at risk in line with the Council's policy.
- 6.5 A total of 32 staff would be affected. The time frame for staff consultation is 13 weeks and planned to commence on 19 October 2011, dependent on approval. Regular staff consultation meetings would be part of the process. The consultation process would end on 18 January 2012.