

AGENDA MANAGEMENT SHEET

Name of Committee	Adult Social Care and Health Overview and Scrutiny Committee
Date of Committee	7th September 2011
Report Title	Care and Choice Accommodation Programme – the future of Warwickshire County Council’s Residential Care Homes for Older People and the development of Extra Care Housing in Warwickshire - Progress Report
Summary	Further to the Cabinet report of 27 January 2011, this report provides O&S Committee with updates on the progress being made with regard to internal residential care homes for older people and the development of Extra Care Housing in Warwickshire.
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Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	Care and Choice Accommodation Programme – Residential Care Home Land for Development of Extra Care Housing – 17 March 2011 Cabinet Report Care & Choice Programme - The Future of Warwickshire County Council’s Residential Care Homes for Older People – 27 January 2011 Cabinet Report Care and Choice Accommodation Programme - Surplus Land for Development of Extra Care Housing – 18 November 2010 Cabinet Report Care and Choice Accommodation Programme – Extra Care Housing in Warwickshire – ‘Big Bang’ Procurement Process – 14 October Cabinet Report

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s) Not Applicable
- Other Elected Members Councillor L Caborn, Councillor D Shilton,
Councillor S Tooth, Councillor C Watson,
Councillor C Rolfe, Councillor R Dodd
- Cabinet Member Councillor I Seccombe, Councillor A Farnell
- Chief Executive
- Legal Alison Hallworth, Adult and Community Team
Leader
- Finance Chris Norton, Strategic Finance Manager
- Human Resources Sarah Sharland, HR Business Partner for AHCS
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals Janet Purcell, Cabinet Manager (OR)
Michelle McHugh, O&S Manager

FINAL DECISION YES/NO

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

**Adult Social Care and Health Overview and Scrutiny Committee –
7th September 2011**

**Care and Choice Accommodation Programme – the future
of Warwickshire County Council’s Residential Care Homes
for Older People and the development of Extra Care
Housing in Warwickshire - Progress Report**

Recommendation

It is recommended that Overview and Scrutiny Committee:

1. Considers and comments on the progress made to date since the recommendations resolved by Cabinet on 27th January 2011 in relation to internal residential care home provision for older people.
2. Considers and comments on the progress made with regard to the delivery and provision of Extra Care Housing in Warwickshire in line with key strategic objectives.
3. Continues to support the progress of the Care and Choice Accommodation Programme in the delivery of a range of housing with care and care accommodation services that offer Warwickshire’s citizens improved choice, control and independence.

1. Background and Purpose of Report

- 1.1 The report entitled “Care and Choice Programme – The Future of Warwickshire County Council’s Residential Care Homes for Older People” was approved by Cabinet on 27th January 2011. The report provided a very detailed breakdown of evidence in relation to the following key areas:
- The demographic challenges ahead including the likely impact of an increased prevalence of dementia across an aging population
 - Financial and corporate savings targets and requirements
 - The case for change and service modernisation including the reshaping of residential care
 - Feedback from customer consultations including quality considerations
 - The possible options for the future of the 10 residential care homes
 - Equality Impact Assessment
- 1.2 Cabinet had been asked to consider the closure of the Council’s 10 internally run care homes on the basis that:

- They cost 40% more to run than the purchase of equivalent places in independent sector homes at the local authority fee rates.
 - That despite the significant increases in elderly population and particularly of those with dementia, that fewer places would be needed in the future.
- 1.3 This was based on the fact that the Council will be able to maintain the independence of people for longer in their own homes through services such as reablement, assistive technology ('telecare'), adaptations and the provision of equipment and that other residential options will be available e.g. through the increased provision of extra care housing with partner organisations.
- 1.4 Cabinet subsequently approved the closure of two homes, Mayfield in Bedworth and Abbotsbury in Rugby, calculated to be surplus to requirements in future because of planned developments across a range of new services. Cabinet also recommended that officers pursue a range of procurement options including selling the remaining eight care homes as 'going concerns' (i.e. disposal), joint venture partnership, social enterprise or other potential alternatives to closure should these be viable in the context of a robust business case for the Council and positive outcomes for customers.
- 1.5 The first objective of the report is therefore to provide feedback to Members on the recent closure of Mayfield and Abbotsbury care homes followed by an update on the detailed work which has been undertaken since January 2011 on the viability of alternative options to the closure of the remaining eight internally operated care homes. The second objective is to provide members with a progress update on the development of extra care housing and how this complements and directly links with the internal care homes programme.

2. Residential Care Homes – the Closure of Mayfield and Abbotsbury care homes

- 2.1 The closure of Mayfield and Abbotsbury care homes will be completed ahead of schedule (August 2011) while decisions are being sought to determine the future of the remaining eight homes. Staff involved with the home closures have been praised for the efficient and sensitive way they have continued to deal with residents, customers and family members throughout the changes.
- 2.2 A dedicated transfer team comprising of staff from every section of the directorate has worked with residents, their families and the care home staff. New care homes have been secured for the residents and they have been supported to move with some very positive stories about how well people have settled. Work has been undertaken which has confirmed that the risk and any possible negative effects on customers have been minimised in line with Birmingham University's recent research: 'Achieving Closure – Good Practice in Supporting Older People During Residential Care Closures' (2011). Customers using the day care provision at the two homes have also

been able to transfer to nearby care homes operated by Warwickshire Care Services and have been able to do so in their chosen social groups.

- 2.3 Although the needs of customers have been the paramount concern, staff have also been facing major changes and uncertainties. Many of them have worked in the homes for many years, but despite their own insecure positions they have all put the welfare of the residents first and have done a remarkable job to help them make the transfer as stress-free as possible. All customers have now left Mayfield and Abbotsbury and work is being completed to close the sites, which are being considered as opportunities for extra care housing development, thus continuing to be used for adult social care facilities.
- 2.4 Lessons have been learnt during the closure process, particularly in relation to communication and the early coordination of day care services. These lessons have now been incorporated into our closure and transfer policies and procedures should they be required for any of the remaining 8 internally operated care homes.

3. Residential Care Homes – Customer & Business Requirements for the Options Appraisal

- 3.1 A range of key customer and business requirements needed to be considered for an options appraisal of whether the County Council should either pursue the possible sale of the eight remaining care homes as going concerns or adopt joint venture partnership or social enterprise business models as an alternative to the closure programme agreed in January 2011.
- 3.2 Feedback from consultation on the future of the care homes between October 2010 and January 2011 showed that a joint venture partnership between the Council and an independent sector provider was favoured by 53% of people, as there was reassurance that WCC would still be involved with the overall running of the homes. This led people to feel that there would be better safeguards in relation to quality and the retention of existing staff would provide continuity of care.
- 3.3 The overwhelming response regarding closure of all the homes was that they should remain open although the 'disposal' option was generally not considered as positively e.g. 32% felt that costs would be cut by independent providers in order to generate profits and that the quality of care could therefore diminish. 42% of people said that they would be in favour of a social enterprise developing a community run enterprise if it meant that the homes would remain open, although they felt that they would need initial support from WCC. The majority of residents also stated that they would be prepared to pay more for their care if it meant that their home could remain open, although it must be noted that charges for new customers entering WCC care homes have recently risen from £397.18 to £659.00 per week to reflect the need to achieve full cost recovery.

- 3.4 Adult Health and Community Services has to deliver overall savings of £22m - the reshaping of residential care represents £3m of this savings target. The programme outlined in January's Cabinet report is estimated to achieve this objective as alternative provision can be secured either through other types of services or more cost effectively in independently operated care homes. Although the closure of Mayfield and Abbotsbury has been completed ahead of schedule, the closure of the remaining 8 care homes will become more difficult in the context of local market conditions and the political landscape.
- 3.5 The requirements of the Transfer of Undertakings Protection of Employment Regulations (TUPE) and associated public sector codes is a critical factor to be considered in the options appraisal e.g. this will impact significantly upon the price likely to be secured from any disposal/sale option. For clarification, TUPE requires that staff currently engaged on activities which are taken over by another organisation have their employment transferred to that organisation. Their contractual employment status, including terms and conditions cannot be changed for reasons associated with the TUPE transfer. Until recently, there was also a Code of Practice on Workforce Matters in Local Authority Service Contracts requiring that new recruits to that service were employed on terms and conditions "no less favourable overall" than the transferred staff. This Code of Practice has now been withdrawn which will improve the opportunity for a new employer to deliver transferred services at a lower cost over time.
- 3.6 Consultation is currently under way regarding changes to the associated Code, "A Fair Deal on Pensions", but currently this still applies. This requires that staff transferred from Local Government to another employer when a service is contracted out should have pension provisions which are broadly comparable to the local government scheme. This is a more onerous stipulation than the statutory obligation which is that the new employer makes a contribution that matches the employee contribution, up to a maximum of 6%. If the transfer does not involve an ongoing contract, the lesser requirement may be applied, although reputation and employee relations may also be a consideration.
- 3.7 The care homes project group has been working closely with Physical Assets and finance colleagues to incorporate interdependencies with the Property Rationalisation Programme to avoid any possible adverse impact on the authority's ability to achieve its revenue and/or capital savings targets as set out in the Medium Term Financial Plan. It has already been assumed that any capital receipts will not be available to AHCS/People Group to fund the development of extra care housing or other care services.
- 3.8 A key factor which needed to be explored in more detail was the relative benefits of disposal, joint venture, social enterprise or closure in relation to realising revenue or capital savings for the County Council. The process of due diligence subsequently had to be considered given that these options could deliver widely varying levels of revenue and capital and over different timescales. For example, in performing a best consideration test on the disposal of property and land, the Council must not sell significant assets far below market prices to secure an early reduction in revenue costs without

first testing the market and appraising the costs and benefits of all the available options.

- 3.9 Further analysis was needed to determine whether there was sufficient interest in the market to purchase the homes (given TUPE and pension liabilities) and how this would compare with entering into a joint venture partnership. It would also be extremely difficult without better feedback from the market on how to make an informed decision on the merits of potentially millions of pounds worth of investment from an independent provider through a joint venture in return for a large percentage of the council's assets. Consequently, it was felt that a market testing exercise was required to target the kind of market information that would enable the County Council to make a more informed decision.

4. Residential Care Homes - Market Testing Exercise and Independent Valuations

- 4.1 A market testing exercise was therefore held during March whereby providers who expressed an interest were asked to complete a business questionnaire. A range of providers including one social enterprise and eight other private care home operators with a national, regional or local presence were then invited to meet a panel of officers of the County Council so that these options could be explored in more detail.

- 4.2 The detail of much of the exercise is legally privileged or commercially sensitive, but a number of key themes can be highlighted as follows:

1. A strong interest existed in purchasing the homes, either as a group or on an individual basis.
2. All providers were amenable to a covenant on the property to ensure that sites would continue to be used for adult social care.
3. Large variations arose between the values that providers placed on the homes.
4. A number of the providers confirmed that they would accept an independent valuation as a market price.
5. A number of providers felt that it would be necessary to have at least 5 of the homes in the joint venture to make this a viable option.
6. All providers stressed the need to maintain or improve standards for existing and current residents. The majority of providers would seek to increase the size of the homes/number of beds and/or develop extra care housing or specialist dementia units.
7. All providers understood that TUPE would apply. 8 out of the 9 providers demonstrated to the panel that they fully understood the implications of

TUPE and had the expertise in-house to manage such a transfer.

- 4.3 The market testing exercise highlighted that the basis of valuations provided to us by the District Valuer in March 2007 were not accepted by providers in this context as being a true value of the homes in either current or future residential care conditions, as residential care was such a specialist market. This delayed the formulation of a robust options appraisal on the relative merits of disposal, joint venture, social enterprise or closure.
- 4.4 Consequently, independent valuations were sought by the Council during April (after a formal selection process) and a detailed and confidential report was subsequently presented to the care homes project group in mid-May.

5. Residential Care Homes - Options Appraisal

5.1 The key 4 main options open to the Council are as follows:

1. Closure of the 8 remaining WCC homes for older people and subsequently disposing the properties.
2. Disposal of all or any of the homes as “going concerns”, maintaining quality and charging in accordance with CRAG regulations.
3. Entering into a partnership with the Council to operate a joint venture company for all the homes (or those not eliciting market interest) to facilitate strategic and scheduled transformation.
4. Establishing social enterprise/local community co-operatives.

5.2 Appraisal Criteria were set by the care homes project group to illustrate what factors have been taken into account across the range of options and to demonstrate a fair and transparent appraisal process. The following criteria were applied to evaluate the 4 main options:

- Services to customers
- Risks/disadvantages
- Financial Assessment
- Legal Implications
- Market Analysis
- Employment
- Property issues
- Timescales

5.3 The details of the options appraisal and recommendations contain a great deal of legally privileged and commercially sensitive information. However, the recommendation being presented to Cabinet on 8th September focus on meeting the following three key objectives:

1) Securing the safety and security of customers

2) The best financial option for the County Council

3) The lowest risk to customers and the County Council

5.4 The Cabinet report in January 2011 highlighted that work was being undertaken in partnership with Health and other agencies in relation to Low Furlong in **Shipston**, which could lead to a 'Total Place' style development including ECH and/or residential care. A separate report, which is commercially sensitive especially as it relates to our partners, is being presented to Cabinet on 8th September. The outcome of any Cabinet decision on this particular site could obviously affect the timing or inclusion of Low Furlong in any option pursued linked to the other 7 care homes.

6. Residential Care Homes - Quality and Safeguarding

6.1 Reassurances regarding quality, sustainability and safeguarding are of critical importance especially in light of the current Southern Cross financial crisis and recent care concerns in residential care settings such as Castlebeck.

6.2 If the disposal option was pursued, or the option pursued ahead of joint venture, then two procedures are open to the Council. Although most commercial property is now marketed through an agent via 'informal' bids (as you would in the case of your own personal home), it would be possible to devise a 'tendered' bid approach that would ensure that quality and other key requirements were built in to the process rather than merely 'selling to the highest bidder'.

6.3 Any prospective bidders would be tested for quality standards and their ability to detect and address safeguarding issues and only those passing this 'pre-qualification' stage would be considered for the tendering process itself. The County Council's requirements in relation to quality, safeguarding and ongoing monitoring would subsequently be formalised in a care contract for a period of 3 to 5 years.

6.4 No matter which option is approved by Cabinet, any contract monitoring would be based on pro-active rather than reactive monitoring such as regular collation of key quality indicators and face-to-face feedback e.g. through formal customer reviews and also 'peer reviewers', who are normally customers specially trained to provide us with objective views about our services (although this role could be extended to members).

- 6.5 In recognition of recent media concerns about quality and safeguarding and the increasing expectation of the Care Quality Commission on local authorities to account for positive outcomes across their services, it is suggested that consideration is given to increasing the level of contract monitoring input to provide additional reassurances for customers and all other stakeholders.

7. Residential Care Homes – Next Steps

- 7.1 Subject to the decisions ratified by Cabinet on 8th September, the care homes project team will take forward the preferred option, communicating this to stakeholders as appropriate.
- 7.2 A detailed communications strategy has been in place since the beginning of the work on the care homes programme to ensure that customers, staff and all other stakeholders including the general public have been kept up-to-date with developments. This is being regularly updated to reflect the latest information on proposed options e.g. through letters to customers and staff, core brief, media and members' briefings etc.

3. Extra Care Housing Programme

3.1 Purpose and Objective

- a) The overall purpose of any Extra Care Housing (ECH) scheme is to provide safe and secure self-contained housing with care for older people aged 55+ who require varying levels of care and support to enable them to live independently in a home environment.
- b) WCC's objective is to ensure that adult customers in Warwickshire benefit from services in their own home and, if this is no longer possible, are able to access alternative housing with care designed to meet their care and support needs within their local community i.e. ECH, housing that offers support and independence to older people in purpose-built, self-contained flats or bungalows, each with its own front door, with access to care - usually on site and available 24 hours a day, 365 days of the year. The preferred model of ECH is mixed tenure, where customers have the choice to live either as a tenant, homeowner, or in shared ownership. Investment comes from private housing providers as well as the rented housing market, therefore catering for people who might already own houses and wish to retain their assets.
- c) WCC is now promoting a '50/50' model of service provision, i.e. an extra care model where 50% of people who would normally go into residential care are diverted into extra care housing rather than the previous 'thirds' model, which would see only 33% of people diverted away from residential care.
- d) WCC's 50% nominations will be reserved for people with social care eligible needs, where it is preferable for them to live within a safe community with care close to hand. The remaining 50% would be people who would purchase or rent but with nil to low level needs. Within WCC's 50% allocation, both substantial and critical needs (i.e. FACS eligible) are to be

accommodated within the care provision allowed. Only where it became unsustainable for the customer to remain in an ECH setting due to safety and cost would it be considered necessary for transfer to residential care.

- e) Despite the recession, WCC continues to progress with its ECH development programme and it is anticipated that by 2014/15 a minimum of 500 'affordable'* extra care housing units suitable for older people and/or supported living accommodation units suitable for adults with learning disabilities with eligible social care needs will either be in place or planned in Warwickshire.

* "...Affordable housing includes social rented and intermediate housing, provided to specified eligible households whose needs are not met by the market...."

3.2 Programme Delivery Updates

a) ***Briar Croft, Stratford-upon-Avon***

An ECH development providing **64 units** (shared ownership and social rented) was officially opened on 11 June 2010. WCC has been working in collaborative partnership with Stratford District Council, Orbit Housing and Warwick Care Services on the scheme, which is now operating at full capacity.

b) ***Farmers Court, Rugby***

WCC continues to work with Housing 21 and Rugby Borough Council on the former Cattle Market site in Murray Road on the new ECH development of **45 units** (which are all social rented only). There are currently 40 confirmed tenancies, with residents having moved in from the week commencing 20th June 2011.

c) ***Avon Court/All Saints Road, Warwick***

Further to Housing 21 being awarded the contract to provide up to 46 ECH units in October 2010, a Full Planning Application for the development of **42 units** (primarily x 2-bedroomed units) was submitted to Warwick District Council (WDC) and subsequently approved on 16 August 2011. This should see construction under way in late 2011 with the facility due to open in Spring 2013.

d) ***Partnership Framework - Care and Choice Mini-competition***

The Care and Choice team have recently concluded the evaluation of a mini-competition/tender via its Partnership Framework for the development of up to 600 ECH units suitable for older people - of which half (approx. **300 units**) will be specifically for the use of WCC Adult Health and Community Services (AHCS) customers - on the following 6 sites:

- Former Mancetter First School Playing Field, Atherstone

- Former St. Margaret's Griff School, Bedworth
- Mayfield Care home site, Bedworth
- Abbotsbury Care home site, Hillmorton, Rugby
- Former Marie Corelli School Playing Field, Bishopton, Stratford-upon-Avon
- Former St. Nicholas School Annexe, Moorfield Road, Alcester

A report for approval of contract award is to be presented to Cabinet on 8th September 2011.

e) ***Maudslay Park, Great Alne***

Further to the granting of Outline Planning Permission during April 2011 for development of 179 units in total, this development will be made up of 132 private sector units and **47 affordable units** (35 social rented, and 12 shared ownership) and a full menu of facilities, including a Medical Centre, for scheme residents and the community of Great Alne. The affordable units have been aligned to WCC's service specification for ECH - which includes the '50/50' model of service provision - and are being secured via a Section 106 Agreement. It is anticipated that these units will become available towards the end of 2013.

f) ***Remodelling Sheltered Housing***

WCC and its collaborative partners at WDC and Nuneaton and Bedworth Borough Council are currently exploring the possibility of converting a number of existing Sheltered Housing schemes into Extra Care Schemes in Leamington Spa, Nuneaton and Bedworth. This could be achieved through the introduction of a 24/7 'on site' care team and structural requirements to accommodate the team coupled with a possible upgrade to bathroom and kitchen facilities e.g. level access showers. Each scheme has a set-up cost to WCC of approximately £30k per scheme and will yield approximately **3 units of ECH per scheme**, per annum.

g) ***Supported Housing suitable for Adults with Learning Disabilities***

A tender is now under way to provide up to **30 units** of ECH specifically for this client group on two county council-owned sites in the south of the county – Wharf Street, Warwick, and the rear of Bidford Fire Station.

It is estimated that up to 200 units are required by 2015 and other developments are planned which include a recently agreed contract for the provision of **10** x 1-bedroomed flats at Kingston House, Bedworth, with the first tenants moving in during September 2011.

h) ***Supported Housing suitable for Adults with Physical Disabilities***

Subject to Cabinet approval on 13 October 2011, a tender for the development of up to **3 units** of Supported Living Accommodation suitable for Adults with Physical Disabilities on a WCC-owned site in Stratford-upon-Avon will be under way later in the year.

i) ***“Village with a Vision”, Harbury***

In 2009, the Care and Choice team were alerted to the ‘Village in a Vision’ group in Harbury, who are seeking to progress their own ‘homegrown’ housing with care scheme using available land in the village, thus reducing the need, particularly for older people, to move away from the village when their care needs can no longer be met within their own home. The group is committed to delivering a mixed tenure scheme in line with local demographics and has recently appointed Bromford Housing as their preferred partner.

Further to WCC work with the group, there are early indications that similar communities are interested in further exploring this approach, which aligns with the government’s ‘Big Society’ approach, i.e. empowering communities, redistributing power and fostering a culture of volunteerism.

j) ***Private Sector developments***

In addition to the developments outlined above, it is anticipated that a further number of schemes will also be developed by the independent sector in line with Appendix 5 of the Local Investment Plan (LIP) recently submitted to the Homes and Communities Agency (HCA). The appendix lists details of a significant number of proposed developments, which could deliver upwards of 2000 units, including approximately 1200 ‘affordable’ units. It should be noted that these figures do include the schemes listed in this report.

k) ***Developments on WCC owned land, including internal care homes***

- The Care & Choice Accommodation Programme was set up primarily to explore ways of developing ECH and specialist residential care on 22 specific WCC owned sites. However, two key factors led to limitations in the programme’s delivery.
- Firstly, the housing corporation grants that had been available to the market to help develop schemes over the last 5 years were significantly curtailed leading to one of our ECH schemes at the Attleborough Grange site in Nuneaton being frozen. Secondly, until the recent requirement for significant savings targets, it was not possible to enter into a closure programme to release the sites currently used by internal residential care homes. The Avon Court care home was closed in 2010 and has subsequently been tendered for ECH development, but this had been operated by an independent provider.
- In fact, the overall ECH programme has to be constantly updated to reflect changing market conditions and opportunities. For example, in addition to privately owned schemes, work has been undertaken to explore the potential for ECH development on sites owned by the County Council but operated independently by Warwickshire Care Services. However, this contract has recently been extended to 31/03/13 while other major changes are taking place in the market, meaning that these

sites which were previously in the ECH programme have been excluded at this point.

- l) In relation to the remaining 8 care homes operated by WCC, 4 of these could be considered for ECH but 2 of these sites are now probably too small for isolated development under current market conditions. The release of the sites at Mayfield and Abbotsbury has led very quickly to an award of contract for new ECH development, although it has to be remembered that there is a significant lead-in time of up to 2 years before the actual facilities are built and operational.

3.3 Savings

- a) With a significant reduction to the level of funding available for local authorities to spend on adult social care, one of the significant advantages of ECH is that it offers a lower cost to individuals for their care whilst protecting the equity in the property of customers funding their own care. The mini-competition for the 6 WCC-owned sites affords AHCS a real opportunity to make significant in roads to the targets set out in the overall ECH Savings Plan.
- b) The financial advantages of ECH mainly lie in the fact that the accommodation costs are not borne by WCC, whereas they are borne by the local authority for residential care services. Internal residential care costs approximately £524 per week, external residential care costs £363 per week, whilst the cost of maintaining someone within an ECH setting who would otherwise be in residential care would typically cost approximately £210 per week.
- c) In addition to providing care accommodation to meet the aspirations of the 21st Century, the combination of providing ECH coupled with say the decommissioning of the Abbotsbury and Mayfield care homes has afforded WCC an immediate opportunity to make real savings and contribute towards the Directorate's savings targets by reducing excess capacity in the local residential care market.
- d) WCC remains committed to a transformation programme, which seeks to modernise services and challenge the traditional delivery of social care. The delivery of ECH via the Care and Choice programme remains a building block of the overall strategy to deliver the Personalisation agenda.
- e) The corporate finance team have advised that the programme is on course to exceed the 2014 savings target of £500k by £359k, i.e. Medium Term Financial Projection savings of £859k. **[attached as Appendix ?].**

3.4 Extra Care - Next Steps

- a) It is anticipated that approximately 500 ECH units will either be in place or will have construction planned in Warwickshire by the end of 2014, however the securing of Detailed Planning Permission from Borough and District Planning departments and Capital Funding, including via the HCA, remain

constant challenges at both local and national levels.

- b) With the first phase of the CACAP continuing to progress, this delivery target remains achievable. However, the recent downturn in the property market and economic climate suggests that viable alternatives to deliver the overall programme will need to be continually explored. It is therefore proposed to keep this programme of change under constant review in order to maintain CACAP delivery for years to come.

4. Conclusion and Recommendations

- 4.1 The work on care homes has now reached a critical point where the option to either sell the remaining internal homes as going concerns, enter into other partnership models including joint venture or social enterprise (or a combination of any of these) has to be finalised. However, if none of these options prove viable, the underlying closure programme would have to be implemented.
- 4.2 The measure of success for the County Council will be its ability to ensure the safety and security of customers whilst achieving key financial and service targets within an acceptable risk framework. Evidence so far confirms that measures have been taken to ensure this is being delivered within an overall transformation and personalisation programme. We have reports where ECH developments have directly improved the independence and quality of customers that would have otherwise entered a residential setting sooner than they needed. The ECH programme has been gaining significant momentum over the last 12 months and it is now on target to deliver the required savings and service levels by the end of 2014.
- 4.3 It is therefore recommended that the Committee:
1. Considers and comments on the progress made to date since the recommendations resolved by Cabinet on 27th January 2011 in relation to internal residential care home provision for older people.
 2. Considers and comments on the progress made on the delivery and provision of Extra Care Housing in Warwickshire in line with key strategic objectives.
 3. Continues to support the progress of the Care and Choice Accommodation Programme in the delivery of a range of housing with care and care accommodation services that offer Warwickshire's citizens improved choice, control and independence.

Report Author: Ron Williamson – Head of Communities & Wellbeing

Head(s) of Service: As above

Strategic Director(s): Wendy Fabbro – Strategic Director, Adult Health & Community Services

Portfolio Holder(s): Councillor Mrs Seccombe