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WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

Reform of Residential Estate in Lewis

Report by Chief Officer, Health and Social Care

PURPOSE OF REPORT

- 1 To note the progress and actions underway to progress the re-provisioning of residential care services, and to agree the governance structure for the Lewis Residential Care Review to enable further work on the options appraisal to be progressed in 2017.

COMPETENCE

- 2 The financial modelling is in progress with capital and revenue implications being considered. This is a complex exercise with a number of variables and assumptions required to be factored into projections and sensitivity analysis. The Report provides as indicative figure for capital expenditure but this will vary dependent on the finalised care model and the adopted procurement route.
- 3 The proposed governance structure will provide the framework to enable information on the financial, legal, human resource and clinical and care governance implications of the proposed care model to be considered in detail to enable a refined options appraisal to be presented for consideration by the Integration Joint Board and parent organisations.

SUMMARY

- 4 Following the September meeting of the IJB and the Integrated CMT in November, a number of key actions have been progressed with regard to the Lewis Residential Care Review. Given the complexity of the technical and financial modeling it will not be possible to present a refined options appraisal for consideration in December 2016. However, the Report provides an update on the progress to date and seeks approval to implement future governance arrangements.

RECOMMENDATIONS

- 14 It is recommended that the Integration Joint Board:
 - a) notes the progress being made to progress the Lewis Residential Review; and
 - b) approves the governance arrangements as detailed at appendix 3 to enable the relevant stakeholders to progress the review in 2017 and finalise the options appraisal process by December 2017.

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Head of Social and Partnership Services
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PROGRESS TO DATE

- 5 Following agreement at the September 2016 meeting of the Integration Joint Board to pursue the options appraisal on the basis of a core and cluster model, a number of key actions have been progressed to inform future decision making.
- 6 A Prior Information Notice (as detailed at Appendix 1) has been circulated through the Comhairle Procurement Service to obtain feedback from the market in relation to the care model options and the appetite from external providers to be considered in the commissioning of services. The return date is the 7th of December 2016. A verbal report will be provided to the Integration Joint Board on the responses received.
- 7 A Communication Plan (as detailed at Appendix 2) has been implemented and all actions are complete or scheduled to have been facilitated by the end of December. Feedback received to date relate to common themes such as the need to maintain a dialogue with all stakeholders within a defined governance arrangement and to strike a balance between providing succinct but detailed information to inform the decision making on further refining the options appraisal. Critically there is the need to progress the planning in 2017 to enable the potential for housing related capital resources to be fully considered in the re-design plans for residential care related services across Lewis.
- 8 A Financial Modelling tool is being refined to enable the revenue (expenditure and income) associated with a number of models of care and commissioning arrangements to be explored. Given the variables and the assumptions required to be applied this is a complex undertaking. It is intended that the modelling tool being developed and tested be shared with the January 2017 meeting of the Integrated Corporate Management Team ahead of illustrating the impact on the options to a future meeting of the Integration Joint Board.
- 9 In seeking to consider the likely capital investment to achieve the delivery of 99 units for residential/extra housing care, an indicative figure of £15m-£20m has been established. Information available to date suggests that the total capital allowance for the Comhairle in the next capital programme will not exceed a total of £38m over a 5 year period. In addition to the on-going core and statutory commitments for maintaining Comhairle assets there is the commitment to the St Brendan's project and the projected infrastructure investment for schools. There will be competing priorities for this financial resource and therefore the opportunity to maximise the investment from housing funding sources will be key to enabling maximum impact of capital resources.
- 10 In relation to Housing, productive meetings have been held with local partners to conclude that the aspirations for extra care housing can be delivered without compromising other housing developments. This will be subject to the financial and timescale arrangements being agreed at the earliest opportunity in 2017. The





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inclusion of 80 units of extra care housing, as an indicative figure, has been included in the Strategic Housing Investment Plan (2017/18 - 2021/22). This has been approved by the Local Housing Strategy Member Officer Working Group and will be subject to further review and consideration by Scottish Government.

- 11 In relation to supplementing the building survey Condition Reports on the current residential care properties (undertaken in 2013), examination of opportunities to accelerate the commissioning of updated Condition Surveys is being explored. These would further inform the feasibility of refurbishing or remodeling these properties and assist in the potential consideration of phasing investment over a number of years. An application for external assistance to enable the investigation of the capacity and potential to 'master plan' a core and cluster is being submitted by the Comhairle's Development Department.

GOVERNANCE ARRANGEMENTS

- 12 Following discussion and approval at the Integrated Corporate Management Team, Appendix 3 details the proposed governance framework and suggested membership to enable all aspects of the Residential Care Review to capture the expertise and opinion of key stakeholders. On the basis of approval to proceed with this arrangement, the workstreams; Project Team and Board will be established and a calendar of meetings scheduled to start in February 2017. The relevant partners will be asked to nominate the most appropriate representative to participate in accordance with their role and authority permissions.
- 13 The stakeholder services and organisations proposed to nominate representatives to enable a robust governance structure to be established are:

Western Isles Carers and Users Support Network
Western Isles Community Care Forum
Integration Joint Board Service Management
Comhairle and NHS Finance Departments (Procurement and Accountancy)
Comhairle Technical Services Department
Comhairle Chief Executives Department (Project Delivery)
Comhairle and NHS Western Isles Human Resources and Communications Services
Trade Unions and Staff Side Representation
Comhairle Development Department (Housing)
Hebridean Housing Partnership

Advice on matters such as policy, legal implications and best practice design will be sourced as required through established service arrangements or through bespoke commissioning.

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