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# Birchwood Care Home – Options for future delivery

## Supporting Information

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### 1. Introduction/Background

- 1.1 Birchwood Care Home is a 60 bed home located between Newbury and Thatcham. A2Dominion hold the lease of the building. The contract for care is delivered by Care UK and the original contract term is due to run out on 1st April 2017. There is an option of a three year extension term.
- 1.2 West Berkshire commissioned Care UK to deliver the care at Birchwood under a 10 year contract. The contract for the care is due to expire on 1st June 2017.
- 1.3 Adult Social Care has considered the options for ongoing care delivery. The preference is to let the existing contract with Care UK lapse and bring the service in house under the jurisdiction of Adult Services.

### 2. Supporting Information

- 2.1 See part II.

### 3. Options for Consideration

- 3.1 The three options are:
  - (1) Bring service in house. Adult Social Care Provider Services to deliver the care in house.
  - (2) Go out to tender for a new contract for a 60 bed care home at Birchwood delivering a mix of residential and nursing care.
  - (3) Extend existing contract with Care UK for a further three years – the provision in the existing contract

All options are considered in detail below.

### 4. Proposals

- 4.1 Bring Service In-House
  - (1) The timely end of the contract on 1<sup>st</sup> April 2017 with Care UK provides an opportunity to bring back the provision in house. This is the preference of the Service area as it will enable ASC to use the resource more effectively. It is proposed that the transfer will be a straight transfer between the Council and Care UK with associated TUPE transfer requirements.

- (2) Whilst it is agreed policy to place clients out of area, it would be advantageous to increase our own bed provision within the local authority boundary. This will enable more choice and enable clients to maintain closer links with family. ASC will have full control and usage of the beds without the need to involve a third party. The Council will be able to directly control and offset likely problems directly such as market failure, care quality issues and safeguarding concerns without reliance on the external market.
- (3) ASC are working with Health colleagues to use 10 beds to provide step down provision to alleviate pressures on hospital discharge to accommodate people who are currently bed blocking. The beds will be available for up to 6 weeks whilst the client is waiting for a placement for more permanent care home provision. Funding for this provision will be sought via the Better Care Fund (BCF). It is estimated that over the course of a year these beds will be able to accommodate circa 80 to 90 clients although not at any one time. Discussion is currently underway with health colleagues to facilitate this.
- (4) In the unlikely event that the BCF project with Health is unsuccessful, we would use the beds for standard residential or nursing provision.

#### 4.2 Tender for contract with external provider

- (1) Contracts and Commissioning team can run an open tender process to deliver care for a 60 bed care home. The tender process will need to start as soon as possible for contract award on 1st June 2017. The contract will need to be let for at least five years to enable the existing provider to bed into delivery.
- (2) Positives of this proposal is that operational risk including staffing will be responsibility of the third party provider
- (3) There are a range of providers who are already active within the District or deliver care home provision outside the district who may be interested in tendering for the contract. All delivery risk, including staffing is the responsibility of the provider.

#### 4.3 Extend the Current Contract with Care UK for a Further Three Years

- (1) Contracts and Commissioning team can run an open tender process to deliver care for a 60 bed care home.
- (2) Positives of this proposal is that operational risk including staffing will be responsibility of the third party provider

4.4 However this option does not provide the surety of capacity that the in-house provision would provide.

## 5. Consultation and Engagement

Tandra Forster Head of Adult Social Care

June Graves Head of Care Commissioning Housing and Safeguarding  
Councillor Rick Jones Portfolio Holder for Adult Social Care  
Shiraz Sheikh Principal Solicitor  
Birchwood Project Group:  
Roz Haines Business Manager Adult Social Care  
Stephen Leadbetter – Interim Service Manager Provider Services  
Kym Maslyn - Manager Willows Edge  
Mary Wells – Resource Centre Manager  
Maria Shepherd – Service Manager ASC

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**Subject to Call-In:**

Yes:  No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

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**Strategic Aims and Priorities Supported:**

The proposals contained in this report will help to achieve the following Council Strategy priorities:

- P&S1 – Good at safeguarding children and vulnerable adults**
- HQL1 – Support communities to do more to help themselves**

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**Officer details:**

Name: Tandra Forster  
Job Title: Head of Adult Social Care  
Tel No: 01635 519736  
E-mail Address: tandra.forster@westberks.gov.uk

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## Appendix B

### Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

Please complete the following questions to determine whether a Stage Two, Equality Impact Assessment is required.

<b>Name of policy, strategy or function:</b>	Birchwood Care Home – transfer of service from external provider to ASC provider services
<b>Version and release date of item (if applicable):</b>	1.0
<b>Owner of item being assessed:</b>	Karen Felgate
<b>Name of assessor:</b>	Karen Felgate
<b>Date of assessment:</b>	1/11/16

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	No
Function	No	Is changing	Yes
Service	Yes		

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
<b>Aims:</b>	Bring service in house to increase capacity in the provision and enable WBC to have control over the service and provision of step down beds to enable hospital discharge.
<b>Objectives:</b>	As above
<b>Outcomes:</b>	Provision of 60 bed care home
<b>Benefits:</b>	As above

<p><b>2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</b></p> <p>(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race,</p>
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Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Age	Remaining in hospital for longer. Bed blocking and stress for families while ongoing care is sought. Ability to provide nursing care in the District which will prevent necessity of placing out of the district.	Ongoing review of needs information from service area.
Disability	Remaining in hospital for longer. Bed blocking and stress for families while ongoing care is sought. Ability to provide nursing care in the District which will prevent necessity of placing out of the district.	Ongoing review of needs information from service area.
<b>Further Comments relating to the item:</b>		
Service will have a positive impact upon the lives of older people preventing admission to acute hospital setting rather than in a hospital setting. Enable service users to remain in the district rather than seeking care out of area. Increase capacity and enable control over provision which is more difficult in the external market place.		

3. Result	
<b>Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b> Service provision will be delivered in house which will enable more control over policy and service.	
<b>Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b> This service will enable service users to remain in West Berkshire rather than out of district placement. Will enable hospital discharge and reablement.	

**If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage 2 Equality Impact Assessment.**

**If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.**

<b>4. Identify next steps as appropriate:</b>	
<b>Stage Two required</b>	No
<b>Owner of Stage Two assessment:</b>	
<b>Timescale for Stage Two assessment:</b>	
<b>Stage Two not required:</b>	

**Name: Karen Felgate**

**Date: 11<sup>th</sup> November 2016**

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**Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website.**