

HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	18 July 2023
Title:	HCC Care Service and Capital Strategy
Report From:	Director of Adults' Health and Care

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1. The decision:

- 1.1 Approve the strategic direction set out in this report, noting the updated service strategy that prioritises short term, nursing, and complex residential dementia services, as the future focus for HCC Care and acknowledging the significant work that is ahead, the likely required capital investment (£173m in total), the associated business case, the associated timeframes and that a formal public consultation exercise (on the proposed home closures and, modifications and expansions) will be required and is planned to commence in September 2023.
- 1.2 Approve in principle, the proposed outline capital programme to deliver modern fit-for-the-future buildings and facilities to safeguard the long-term viability of the care estate aligned to the strategic plans of the service and to improve the experience and meet demand for the increase in older adults with more complex needs requiring residential and nursing care in Hampshire in the future.
- 1.3 Approve a formal public consultation process to commence at the beginning of September 2023. The formal public consultation process would be specifically in relation to the proposed home closures and the proposed existing home modifications and expansions outlined in the proposed capital programme. Noting that the outcomes from the formal public consultation process would be scrutinised by the Health and Adult Social Care Select Committee, prior to any formal decisions being taken by the Executive Lead Member for Adult Social Care and Public Health not before February 2024.
- 1.4 Propose to the Chairman of the Health and Adult Social Care Select Committee that a Member, sub-group be established and is asked to oversee and scrutinise the public consultation approach and outputs.
- 1.5 Approve feasibility work to be undertaken in respect of the six proposed investment sites only (thus specifically excluding any work in respect of the homes proposed for closure) and approve work in relation to the pursuit of land options for a potential development in the New Forest, to take place during the formal public consultation phase and up to the point of any future

Executive Lead Member for Adult Social Care and Public Health decision, so that the groundwork for any potential delivery phase is completed in a timely manner.

- 1.6 Approve an alteration to the use of land at the Oak Park site in Havant; whereby it is proposed that part of the site would be developed by the County Council to provide a nursing and complex residential dementia care facility to be owned and operated by the County Council.
- 1.7 Approve the proposal to consult on the permanent closure of two homes currently temporarily closed for operational reasons; Copper Beeches in Andover and Cranleigh Paddock in Lyndhurst, noting that the final decision on whether either, or both homes, would be permanently closed would be taken by the Executive Lead Member for Adult Social Care and Public Health following a formal public consultation process that is proposed to commence in September 2023.
- 1.8 Approve the proposal to consult on the closures of Bishops Waltham House, Solent Mead (which also caters for Day Services), and Green Meadows in 2024 (exact timings to be confirmed) for service and financial reasons, again noting that the actual decision on the future of these homes would be taken by the Executive Lead Member for Adult Social Care and Public Health following a formal public consultation process that is proposed to commence in September 2023.
- 1.9 Linked to the proposed delivery of two proposed new-build facilities (at Oak Park and Cornerways), approve the proposal to consult on the closure and relocation of Malmesbury Lawn and Westholme, for service proximity and workforce reasons, at the time both of the proposed new sites become operational (not before the end of 2026), again noting that the actual decision on the future of these homes would be taken by the Executive Lead Member for Adult Social Care and Public Health following a formal public consultation process that is proposed to commence in September 2023.
- 1.10 Approve the proposal to consult on the existing site modifications and expansions of Oakridge House, Ticehurst and Emsworth House, again noting that the actual decision on the future of these homes would be taken by the Executive Lead Member for Adult Social Care and Public Health following a formal public consultation process that is proposed to commence in September 2023.
- 1.11 Subject to the approval of all of the proposed home closures and the modifications and expansions of the three existing sites, approve that detailed project appraisals for the proposed individual projects (three proposed new builds and three proposed modifications and expansions to existing homes), would be subject to future approval by the Executive Lead Member for Adult Social Care and Public Health at the time that the detailed proposals are ready for Executive consideration.
- 1.12 Note that subject to the Executive Lead Member for Adult Social Care and Public Health taking (any) decisions that are different to the proposed strategic direction and the proposed capital programme, that new strategic direction proposals and a revised business case would be required to be prepared and represented to Cabinet at an appropriate future point in time.

2. Reasons for the decision:

- 2.1 The purpose of this report is to outline the proposed future service direction of HCC Care’s Older Adults service portfolio and provides detail on the service strategy and business model with a capital investment strategy that supports the service direction.
- 2.2 A phased programme is being recommended, which is estimated to cost £173m and is capable of being delivered over a 5-to-6-year timeframe. The investment proposals include two confirmed new build sites at an estimated cost of £65m. In addition, a further new build site and extensive modifications, and expansion work at three existing homes are included at an estimated cost of £108m.
- 2.3 It is acknowledged that the proposed service changes would result in a material change to the existing HCC Care service operation with impacts for existing clients, staff, the overall service focus, and configuration, and for wider stakeholders. The proposed changes would therefore be subject to a comprehensive formal consultation process that would commence at the beginning of September. The results of the consultation process would be subject to scrutiny by the Health and Adult Social Care Select Committee early in 2024 prior to the Executive Lead Member for Adult Social Care and Public Health taking any formal decisions on the way forward.

3. Other options considered and rejected:

- 3.1 None

4. Conflicts of interest:

- 4.1 Conflicts of interest declared by the decision-maker: None
- 4.2 Conflicts of interest declared by other Executive Members consulted: None

5. Dispensation granted by the Conduct Advisory Panel: None

6. Reason(s) for the matter being dealt with if urgent: Not applicable

7. Statement from the decision maker:

Approved by:	Date:
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Chairman of Cabinet Councillor Rob Humby	