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## **CARE VILLAGE DEVELOPMENT - HAWICK**

**Report by Chief Officer Health & Social Care Integration**

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### **SCOTTISH BORDERS COUNCIL**

**29 September 2022**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 The purpose of this report is to present the Outline Business Case (OBC) Initial Assessment to Council for Hawick Care Village provision, and to set out the next steps for a detailed options appraisal and development of the final Outline Business Case.**
- 1.2 The Draft Revenue & Capital Investment Plan (Revenue 2021/22 - 2025/26, Capital 2021/22-2030/31) agreed at 19<sup>th</sup> March 2020 Council includes a £22.679m allocation for “new residential care provision” for Tweedbank and Hawick.
- 1.3 The Outline Business Case Initial Assessment is attached as Appendix 1.

#### **2 RECOMMENDATIONS**

##### **2.1 Scottish Borders Council is recommended to:**

- (a) Note that the the Outline Business Case (OBC) Initial Assessment (Appendix 1) was considered by the Integration Joint Board on 21 September and the current options that will be taken forward and appraised within the development of the final OBC for Hawick Care Village provision;**
- (b) Agree the assessment criteria, weighting and scoring that will be used for the option appraisal, as set out in section 2.4 of the OBC Initial Assessment; and**
- (c) Approve the timeline and next steps for the development of a final OBC to be submitted to the Integration Joint Board and to Council in early 2023.**

### **3 BACKGROUND**

- 3.1 The Draft Revenue & Capital Investment Plan (Revenue 2021/22 - 2025/26, Capital 2021/22-2030/31) agreed by 19 March 2020 Council, includes an allocation of £22.679m for care village provision Hawick and Tweedbank.
- 3.2 In November 2021, Council agreed that an Outline Business Case (OBC) for Care Village provision in Hawick be brought forward in 2022.
- 3.3 As social care services are delegated to the Integration Joint Board (IJB), in March 2022 the IJB directed the Council to scope the development of an OBC for residential care service provision in Hawick, and that as part of this process it is expected that:
- There will be full and appropriate consultation and engagement with stakeholders
  - The model of service will be needs based
- 3.4 Since that time, and over recent months, significant consultation and engagement work has been undertaken in the Hawick Area by the National Development Team for Inclusion (NDTi), on proposed residential care provision in Hawick. The final NDTi report on the outcome of the consultation and engagement work has just been received. The engagement work undertaken and some initial findings relating to residential care provision in Hawick are set out in section 2.1 of the OBC Initial Assessment and will also be fed into the next steps option appraisal. The final NDTi consultation report is attached as Appendix 2.
- 3.5 A Market Sounding Exercise has been undertaken for Hawick to help notify the market of our intention to develop a Care Village within the Hawick area, and to scope whether a strategic partnership with a provider may be possible. In addition to our potential partnership with Eildon Housing Association, two further providers have come forward.
- 3.6 The Health and Social Care Partnership commissioned Public Health Scotland to undertake a whole systems modelling and needs assessment for social care services covering the Scottish Borders to ascertain the current and future need for homecare and residential care services. This can be broken down by area, and will inform the assumptions for the Hawick and Tweedbank Care Village developments, and the Integration Joint Board's Strategic Commissioning Plan. This needs information will be fed into the option development and appraisal as part of the development of the final OBC.

### **4 OUTLINE BUSINESS CASE – INITIAL ASSESSMENT**

- 4.1 The OBC Initial Assessment is set out in Appendix 1. It includes:
- the strategic case for change,
  - existing property considerations,
  - desired scope of service requirements including initial findings of the consultation exercise undertaken with Hawick and Area stakeholders,

- Current options that have been identified and that will be further developed and appraised as part of the development of the final OBC for Hawick Care Village provision

## **5 SUMMARY OF OPTIONS AND NEXT STEPS**

5.1 The options set out below will be fully developed and appraised within the final Outline Business Case which will be developed following this initial assessment.

To aid the identification of further options, a market sounding exercise has been undertaken to determine potential interest from external sources to work in partnership in the development of a new care village in Hawick. Current options identified, which include those from the market sounding, are as follows:

- I. Refurbishment of Deanfield – This is a challenging option, as it may prove difficult to refurbish Deanfield so that it meets the new Care Inspectorate standards in relation to building better care homes guidance. It will also be expensive to upgrade and difficult to approve in line with dementia friendly design.
- II. Development of a new care village facility, in partnership with Eildon Housing Association (EHA), on part of the Stirches site currently owned by EHA – Meetings have been held with EHA to explore this option. EHA are happy to work in partnership to look at this option to build a new integrated care facility on part of their Stirches site, which would be alongside their approved plans for Extra Care Housing.
- III. Partnership with a National Private Residential Care provider at a site to be determined – A national residential care provider who currently operate care home facilities in the Borders, have come forward and are offering to work in partnership to build a new care village facility in Hawick. This could include them providing a 50% contribution to the capital funding of the build. They also have land available to build on in Hawick, the exact size and location is to be determined.
- IV. Partnership with a national Housing Management and Care company (market sounding) – Through the market sounding exercise a national provider of housing management, care and support are offering to work in partnership to design, build and manage a new care village facility in Hawick. They have worked with other local authorities to deliver and manage similar new residential care schemes. However, they do not have a site on which to build.

5.2 Following the OBC Initial Assessment, the options will be further developed, short listed and then appraised as part of the development of the final OBC for the Hawick Care Village. The final OBC will be submitted to the Integration Joint Board and to Council for consideration in early 2023.

5.3 It is proposed that the appraisal of the options will utilise the same criteria, weighting and scoring scale agreed and used within the Tweedbank final OBC, and these are set out in section 2.4 of the OBC Initial Assessment (Appendix 1).

- 5.4 As the IJB is responsible for the oversight and revenue of delegated services including social care, and the Council is responsible for the capital spend, the final OBC and FBC will be submitted to both the Integration Joint Board and to Council for sign off.

## **6. IMPLICATIONS**

### **6.1 Financial**

The Draft Revenue & Capital Investment Plan (Revenue 2021/22 - 2025/26, Capital 2021/22-2030/31) agreed at 19 March 2021 Council includes a £22.679m allocation for "two new residential care homes" one for Tweedbank and another for Hawick.

It is proposed that the revenue implications of the new development are met through the closure of Deanfield Care Home and revenue funding transferred to the Care Village. Depending on the size of the care village provision identified as required for Hawick, there is potential for additional revenue to be required over and above that transferred from Deanfield.

### **6.2 Risk and Mitigations**

The Council-owned care estate would not meet all of the health and social standards introduced by the Care Inspectorate in 2018 for new buildings. Our existing facilities would therefore not be graded highly against these new standards.

We expect further revision of the guidelines in response to the Covid-pandemic. New facilities will need to be designed to meet this new guidance and be able to address any further changes to standards expected in future years.

To inform future development work additional demand modelling work will be undertaken and this will remain under review across both internal and external residential provision.

The Scottish Government is consulting on the recommendations from the recent Feeley Report following the review of adult social care. Should the Government decide to progress with the development of a National Care Service, there may be a risk regarding on-going funding arrangements to cover the impact of the capital funding for any development within the social care estate.

Any such risk could be mitigated through the current and future deliberations with the "Integration Unit" of Scottish Government. Agreement would be sought with the office for the Minister for Mental Wellbeing and Social Care ahead of the Council entering into a capital borrowing arrangement.

The very act of compiling an initial OBC itself helps to mitigate risks to the Council and its objectives by following a risk based approach to selecting appropriate options with regards to the development of a Hawick Care Village, taking into account factors such as capital, resources, the availability of partnering through market sounding (and as

such the potential to share risk), future proofing and changing legislation and guidance (e.g. in relation to the Care Inspectorate’s grading criteria).

Detailed Programme Plans, a Programme Board and Risk Management Arrangements (including the development and maintenance of a risk register and subsequent reporting) are in place to ensure that effective governance is in place and that risks to the development of the Hawick Care Village are identified, assessed, controlled, monitored and reviewed, enabling effective and informed decision making by Officers and Members.

**6.3 Integrated Impact Assessment**

An integrated impact assessment (IIA) template will be completed and will include carers and external providers.

**6.4 Sustainable Development Goals**

The UN Sustainable Development Goals checklist will be completed.

**6.5 Climate Change**

The Climate Change checklist will be completed as part of the development of the final OBC and Full Business Case.

**6.6 Rural Proofing**

n/a

**6.7 Data Protection Impact Statement**

It is anticipated that the proposals in this report will have a minimal impact on data subjects and the Data Protection Officer has confirmed that a Data Protection Impact Assessment is not required.

**6.8 Changes to Scheme of Administration or Scheme of Delegation**

n/a

**7 CONSULTATION**

8.1 The Director (Finance & Corporate Governance), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications are being consulted and any comments received have been incorporated into the final report.

**Approved by**

**Name: Chris Myers**

**Title: Chief Officer Scottish Borders HSCP / Director of Health and Social Care**

**Author(s)**

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**Background Papers:** Nil

**Previous Minute Reference:** Scottish Borders Council, 25 November 2021

**Note** – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Andrew Medley can also give information on other language translations as well as providing additional copies.

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