

## REPORT TO CABINET

26 June 2019

<b>Subject:</b>	<b>Relocation of Prevention Stores</b>
<b>Presenting Cabinet Member:</b>	<b>Councillor Farut Shaeen – Cabinet Member for Living Healthy Lives</b>
<b>Director:</b>	<b>Executive Director of Adult Social Care, Health and Wellbeing – David Stevens</b>
<b>Contribution towards Vision 2030:</b>	
<b>Key Decision:</b>	Yes
<b>Cabinet Member Approval and Date:</b>	Councillor Shaeen 05/06/2019
<b>Director Approval:</b>	05/06/2019
<b>Reason for Urgency:</b>	Urgency provisions do not apply
<b>Exempt Information Ref:</b>	Exemption provisions do not apply
<b>Ward Councillor (s) Consulted (if applicable):</b>	Ward Councillors have not been consulted
<b>Scrutiny Consultation Considered?</b>	Scrutiny have not been consulted
<b>Contact Officer(s):</b>	Alasdair Morrison, Social Care Team Manager – Prevention, <a href="mailto:Alasdair_morrison@sandwell.gov.uk">Alasdair_morrison@sandwell.gov.uk</a> Andrew Jones, Principal Asset Surveyor, <a href="mailto:andrew_jones@sandwell.gov.uk">andrew_jones@sandwell.gov.uk</a>

## DECISION RECOMMENDATIONS

### **That Cabinet:**

1. Authorise the Director – Law and Governance and Monitoring Officer to enter into a lease of Unit 1, Spon Lane Industrial Estate, Spring Road, Smethwick, B66 1PE and associated ancillary deeds or agreements relating to the termination of the lease of Unit 22 Crystal Drive on terms agreed by the Director - Regeneration and Growth in consultation with the Executive Director - Adult Social Care, Health & Wellbeing to enable the relocation of Sandwell Prevention Stores to the new premises which will meet the current and future needs of the service.

## **1 PURPOSE OF THE REPORT**

- 1.1 This report seeks consent for the council to take a lease of Unit 1 Spon Lane, Smethwick for relocation of Adult Social Care, Health & Wellbeing's Sandwell Prevention Store (formally known as Joint Equipment Store) from 22 Crystal Drive, Smethwick.

## **2 IMPLICATION FOR THE COUNCIL'S AMBITION**

- 2.1 Sandwell Prevention Stores provide a wide range of equipment, aids and technology to citizens of Sandwell to enable them to live independently in the community. The service helps people to live fuller and more independent lives. The equipment needs to be stored before distribution and on return is cleaned and repaired then stored for redistribution. The service enables a healthier population and reduces pressure on the council care budget by providing preventative approaches to care and support needs. The ageing population and stretched Health services are increasing demand on the service, which has seen significant increase in demand of 30% over the past two to three years with further demand increases inevitable.
- 2.2 In 2018/19, the service delivered 38,373 items of equipment to 15,237 people in the Borough. During the same period, 21,884 items were collected from 7,294 people with 75% of all items returned being recycled and available for re-use.
- 2.3 The service has a total annual budget of £2,126,200 and employs a total of 36 staff who are involved in the processing of daily orders, delivering, collecting and maintaining of equipment and technology. At any one point the service will hold stock between valued at £500-700K.

- 2.4 The service has requested provision of a larger stores building to allow for anticipated service growth, increasing stock levels and additional storage. Additional space and capability to recycle returned equipment ready for re-use will help the service control expenditure on newly purchased items.
- 2.5 The service forms a key part of the 'Hospital 2 Home Team' and plays a vital role in ensuring people can be discharged from hospital as soon as they are medically fit for discharge. The 'Hospital 2 Home Team' ensures that any Delayed Transfers of Care (DTOCs) are minimised and Sandwell is currently the best performer in the West Midlands and consistently in the top 10 in England in reducing DTOCs.
- 2.6 Prevention Stores is a front-line service that also forms part of the Independent Living Team and provide equipment and technology to enable people to remain living safely and securely in their homes as part of an early intervention prevention approach. These services help to reduce the likelihood of people needing more intensive packages of care and support.
- 2.7 By allowing the service to move to larger premises, the service will be able to continue to meet its obligations for preventative equipment that enables continued independent living, reducing DTOCs, helping reduce avoidable hospital admissions and facilitate equipment for terminally ill and end of life palliative patients who wish to die in their own homes.
- 2.8 Relocating to Spon Lane will also further emphasise Sandwell's commitment to integration within Health and Social Care and continue to lead and be an exemplar to other Local Authorities in England.

### **3 BACKGROUND AND MAIN CONSIDERATIONS**

- 3.1 Prevention Stores currently lease an industrial building, Unit 22 Crystal Drive, Smethwick. The lease expires in October 2019. Alternative larger premises at Unit 1 Spon Lane have been identified which better meet the current and future service needs. Both units are owned by the same landlord.
- 3.2 In February 2019 the Cabinet member for Social Care consented to officers identifying possible alternative premises and reporting to Cabinet.
- 3.3 See Appendix 1 for further details relating to potential lease terms, anticipated costs and associated items.
- 3.4 As part of the Integration agenda between Health and Adult Social Care, part of the warehousing space has been identified to store equipment on behalf of the Clinical Commissioning Group to assist them in recycling and re-using Continuing Health Care equipment. Space has also been identified to store Shop Mobility Scooters.

- 3.5 A property search has identified other premises of adequate size on the market but each one has limitations in parking, facilities or other matters. A key issue is that there are advantages in leasing from the same Landlord.

#### **4 THE CURRENT POSITION**

- 4.1 The service has no growth capacity within its current premises and the building has been developed to its maximum over the past 20 years. As a short-term solution, an additional storage unit is being rented from Sandwell Council's warehousing portfolio to help house equipment overspill and contingency needs. This does not lead to the most efficient operating model as the two premises are separated by 1 mile.
- 4.2 A draft timetable for service relocation would see the service move between premises in mid-September. This will require the leases for both premises to overlap for a short period to accommodate the relocation.

#### **5 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)**

- 5.1 The service is commissioned by Sandwell MBC and Sandwell & West Birmingham Clinical Commissioning Group as part of the Better Care Fund with Sandwell MBC funding a further £170,000 per annum. A request has been made to the Joint Partnership Board to support the proposal.
- 5.2 This proposal does not have any current impact on the staffing group at Prevention Stores.

#### **6 ALTERNATIVE OPTIONS**

- 6.1 The service was offered space at Roway Lane Depot but this was declined due to practical issues including insufficient space to cater for proposed increases in storage requirement and the significant building alterations which would be required.

#### **7 STRATEGIC RESOURCE IMPLICATIONS**

- 7.1 The service is jointly commissioned by Sandwell MBC and Sandwell & West Birmingham Clinical Commissioning Group and is predominantly funded from the Better Care Fund Pool Budget.

- 7.2 The lease terms are currently under negotiation and Appendix 1 provides details of the indicative rental, the cost of dilapidations associated with Unit 22 Crystal Drive and the estimated cost of building works at Unit 1 Spon Lane. It is anticipated that all expenditure identified in Appendix 1 will be funded from the Better Care Fund Pool Budget.
- 7.3 If this proposal is approved, it will assist in the continued mitigation in respect of Delayed Transfers of Care (DTC) which is assessed as amber and which was deescalated from the strategic risk register to the directorate risk register in March 2019.
- 7.4 Please see SMBC Project Risk Register and Risk Action Plans relating to this report.

## **8 LEGAL AND GOVERNANCE CONSIDERATIONS**

- 8.1 The Care Act 2014 makes clear that local authorities must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support.
- 8.2 Under the Care Act 2014 Local authorities should also provide or arrange a range of services which are aimed at reducing needs and helping people regain skills, for instance after a spell in hospital. They should work with other partners, like the NHS, to think about what types of service local people may need now and in the future.
- 8.3 There are no legal or governance issues arising from the content, or recommendations set out in this report. The approach recommended is in accordance with the Landlord & Tenant Act 1954 (the '54 Act), and also in accordance with the good leasehold management techniques.
- 8.4 Pursuant to Section 24 of the '54 Act, and the terms of the existing lease of 22 Crystal Drive, the Council is entitled to continue in occupation, until notice is served by either the Landlord or the Tenant (of at least 6 months), to terminate the lease. Until such notice is served, the Council is entitled to remain in the property.
- 8.5 The Council is entitled to request a new lease, on substantially the same terms as the existing lease, with reasonable updating (including a new rent).

8.6 Pursuant to the terms of the existing lease, the Council is obliged to maintain the Property to a particular standard, and the Landlord is entitled to request that the Property is returned at the end of the lease in the required standard. Due to natural wear & tear, the estimated cost of bringing properties back into the required standard is usually quite high, although settlement of these dilapidations claims can be agreed at a reduced figure or waived entirely. Having the Council as a tenant is a significant advantage to a landlord (in terms of security, reputation and adding value to the reversionary title), and so the Landlord may offer incentives to encourage the Council to remain as a tenant.

8.7 Appropriate legal advice will be provided throughout the transaction.

## **9 EQUALITY IMPACT ASSESSMENT**

9.1 An Equality Impact Assessment has been undertaken as part of the preparation of this report in line with Council policy. The results of the assessment have identified that the proposals and recommendations contained in this report will not have an adverse impact on any group with protected characteristics.

## **10 DATA PROTECTION IMPACT ASSESSMENT**

10.1 As the proposal is to seek approval to relocate the service from its current premises, there are no data protection impacts to consider. Prevention Stores is compliant with GDPR and the service has in the past 12 months reduced its reliance on paperwork to almost zero by the introduction of new technology and tablets for front-line workers.

## **11 CRIME AND DISORDER AND RISK ASSESSMENT**

11.1 There are no implications for crime and disorder.

## **12 SUSTAINABILITY OF PROPOSALS**

12.1 When seeking to identify a suitable premises, the service also acknowledged future growths in demand for its equipment, technology and services. The premises identified not only provide greater storage capacity to meet future needs and demands but it has also considered new initiatives and options including a Regional or Black Country approach to combining and sharing specialist equipment that is expensive but slow moving in most Local Authority services of the same type.

## **13 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)**

13.1 Sandwell Prevention Stores provide a wide range of equipment, aids and technology to citizens of Sandwell to enable them to live independently in the community. The service helps people have fuller and more independent lives. The equipment needs to be stored before distribution and on return is cleaned and repaired then stored for redistribution. The service enables a healthier population and reduces pressure on the council care budget by providing preventative approaches to care and support needs. The ageing population and other factors are increasing demand on the service, which has seen significant increase in demand over the past two to three years. The service has requested provision of a larger stores building to allow for anticipated service growth, increasing stock levels and additional storage.

## **14 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND**

14.1 The course of action recommended in this report would result in the replacement of a leased property with a larger leased building at higher cost for a longer period. The only council property capable of potentially housing the service is Roway Lane Depot which is also a leased building.

14.2 Roway Lane Depot was considered as part of scoping potential premises but the space being provided was too small and could not accommodate the current and future requirements of Prevention Stores. It has therefore been discounted as a feasible option.

14.3 The lease of 1 Spon Lane will be in accordance with the councils building lease terms policy established in 2014.

## **15 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

15.1 Sandwell Prevention Stores provide a wide range of equipment, aids and technology to citizens of Sandwell to enable them to live independently in the community. The service helps people lead fuller and more independent lives. This is a critical 7-day service which is funded through the Better Care Fund and commissioned jointly by the Clinical Commissioning Group and Sandwell Council.

15.2 The service forms a key part of the 'Hospital 2 Home Team' and plays a vital role in ensuring people can be discharged from hospital as soon as they are medically fit for discharge. The 'Hospital 2 Home Team' ensures that any Delayed Transfers of Care (DTOCs) are minimised and Sandwell

is currently the best performer in the West Midlands and consistently in the top 10 in England in reducing DTOCs.

- 15.3 By allowing the service to move to larger premises, the service will be able to continue to meet its obligations for preventative equipment that enables continued independent living, reducing DTOCs, helping reduce avoidable hospital admissions and facilitate equipment for terminally ill and end of life palliative patients who wish to die in their own homes.
- 15.4 Relocating to Spon Lane will also further emphasise Sandwell's commitment to integration within Health and Social Care and continue to lead and be an exemplar to other Local Authorities in England.

## 16 **BACKGROUND PAPERS**

- 16.1 None provided

## 17 **APPENDICES:**

Appendix 1 – Details of lease terms, costs & associated items.

**David Stevens**

**Executive Director of Adult Social Care, Health and Wellbeing**