

# Options Considered for the Future of Biggleswade Older Persons Day Centre

This document provides detailed information about the options currently being considered in relation to the future of Biggleswade Older Persons Day Centre (“Biggleswade Day Centre”). It aims to support people who wish to participate in the consultation process about the future of Biggleswade Day Centre and should help people make an informed response to the consultation questionnaire.

For more information about what consultation is, how it works and how you can contribute please read the factsheet ‘Have Your Say on the Future of Biggleswade Older Persons Day Centre.’

## Reasons for review

In early 2016, the Council began the process of developing the future day service offer for older people and adults with disabilities. This project has followed two-stages:

**Stage one** of the project was to work with people who use our services and their relatives/representatives to identify what we wanted to offer and achieve in the future. Following a 12-week public consultation in 2017 the Council’s Executive approved the proposed enhanced offer (made up of key components and principles which are summarised below).

### Key components:

These have been identified as important outcomes that should be achieved through day services for both customers and their relatives/carers.

- Meet customer outcomes for social interaction and physical and mental stimulation.
- Meet carer outcomes for respite and peace of mind.
- Meet care and support needs.

### Key principles:

These have been developed based on the outcomes identified within the key components and provide an overarching set of principles through which the day services should be delivered.

- Promote and maintain independence in a way which is personalised, flexible and responsive.
- Promote learning in a stimulating and supportive environment.
- Deliver greater integration and partnership with local communities.
- Maximise the use of community facilities that can be accessed by older people and adults with disabilities.

**Stage two** of the project has involved reviewing individual day services based on the proposed offer.

## Options considered

When considering the future of Biggleswade Older Persons Day Centre, the Council has considered and evaluated several options. The outcome of our consideration to date is set out below.

### 1. Do nothing – continue to run Biggleswade Day Centre in its present form

What would this mean in practice?	The Council would continue to own and operate Biggleswade Day Centre as it does at present. No changes would be made to the building or the arrangement for the delivery of care and support.
Cost	Estimated annual direct running costs (including staffing, utilities, transport, day-to-day repairs and maintenance, and supplies) are £261,000  The cost of estimated future capital repairs and maintenance is £59,000 <sup>1</sup> for two years.
Approximate timescales	Immediate, as it would be a continuation of the existing arrangement.
Assumptions	Budget is available to maintain and upgrade the building as and when required.
Advantages	There would be minimal disruption to customers as they would remain where they are.  The customers' care and support needs would continue to be delivered by staff with whom they are familiar.  The staff in the centre would not be affected.
Disadvantages	The existing building would need significant investment and disruptive works in the long term to extend its useful life and meet the needs of our customers.  An alternative building may be required to run the day service from whilst building works take place.  Does not meet the key components and principles of the enhanced day offer agreed in 2017.

**Initial assessment:** Doing nothing is not currently considered to be an acceptable option as it does not deliver an improved, more personalised service for existing and future customers. The building is too large for current and forecasted demand and the estimated

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<sup>1</sup> This is an estimate based on the amount required to renew aspects of the building that are coming to the end of their useful life and assuming that there is a need to extend the use of the building for an indefinite period. If there is a need only to extend the life of the building for a limited period, then this sum could be reduced.

future repairs and maintenance costs would not represent good value for the Council and council taxpayers in Central Bedfordshire.

## 2. Refurbish Biggleswade Day Centre

What would this mean in practice?	Refurbishment of Biggleswade Day Centre to modernise the building and allow for a wider range of services to be offered including more community accessibility.
Cost	Estimated annual direct running costs (including staffing, utilities, transport, day-to-day repairs and maintenance, and supplies) would be similar to the 'Do nothing' option and are £261,000.  The total renovation costs are estimated up to £1,340,000 <sup>2</sup> dependent on the extent of works undertaken.
Approximate timescales	Up to two years following consultation decision. This would allow time for managed relocation of current customers, possible procurement of contractor(s) to undertake renovations and any building works to take place.
Assumptions	There is space in alternative day centres whilst the refurbishments take place.
Advantages	Renewed facilities may allow for the provision of more varied and personalised support/activities.  Refurbishment may provide potential to meet some but not all of the key components and principles agreed in 2017.
Disadvantages	Customers would need to access alternative services during the renovation period.  Restricts access to services for new customers as places in other centres would be filled by Biggleswade Day Centre customers during the renovation period.  Operating costs would still remain high as the building is too big for current demand.

### Initial assessment

The disruption to customers from option two would be significant and although a refurbished centre would meet some but not all of the key components and principles of the

<sup>2</sup> Based on figures obtained from Central Bedfordshire Council's Assets department. Costs dependent on extent of work carried out.

enhanced day offer the costs would be considerable. For these reasons this option is not currently considered to be acceptable.

**3. Relocate the service to Sorrel Gardens, an independent living scheme, and close Biggleswade Day Centre (current preferred option)**

<p>What would this mean in practice?</p>	<p>Space for the day service would be available in the new independent living scheme so the service could be moved there.</p> <p>Current customers would move together to the new space and days of attendance would remain the same.</p> <p>A separate staff consultation would take place if this option was agreed.</p>
<p>Cost</p>	<p>Estimated annual direct running costs (including utilities, day-to-day repairs and maintenance, and supplies) should be lower in comparison to the 'Do Nothing' option of £261,000.</p> <p>Overall building running costs would be the responsibility of Grand Union Housing Group however the lease cost expected on a space of this size would be in the region of £20,000 per annum. The majority of the annual running costs total is staff and transportation which remains broadly the same.</p> <p>The new space would be expected to have far lower capital repairs and maintenance costs in the early years than the existing centre. This figure can be taken as virtually zero over the same period.</p>
<p>Approximate timescales</p>	<p>Sorrel Gardens is expected to open in Autumn 2022. Any move would take place after a decision by Executive, following the conclusion of the consultation process. This decision is not expected to be any earlier than October 2022.</p>
<p>Assumptions</p>	<p>The space will be suitable to meet the needs of all customers.</p> <p>The number of places available each day will be the same as at present.</p> <p>The transport costs remain the same.</p>
<p>Advantages</p>	<p>Enables the full range of care and support needs of all customers to be met due to improved changing and toilet facilities.</p> <p>A similar distance from Biggleswade town centre as the current day centre, at approximately 0.9 miles from the town centre facilities. The existing centre is approximately 0.8 miles from the town centre.</p>



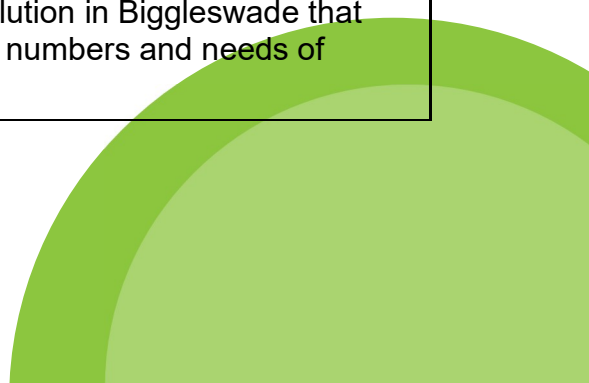
	<p>Secure and safe environment.</p> <p>A meal at lunchtime could be provided by the independent living scheme kitchen leading to efficiencies of resources.</p> <p>Dementia friendly design.</p> <p>Increases opportunity of developing new friendships with Sorrel Gardens' residents.</p> <p>Provides a range of shared on-site facilities of a modern standard such as a hairdressing salon, a therapy room and assisted bathrooms.</p> <p>Meets key components and principles as agreed in 2017.</p>
Disadvantages	<p>Customers of Biggleswade Day Centre would move to an alternative building that they are not familiar with.</p>

### Initial assessment

Option three is the Council's preferred option at this time as it meets all the key components and principles of an enhanced day offer agreed in 2017. It offers the most improved facilities of all the options and delivers efficiencies in terms of the running costs.

#### 4. Move customers to other Central Bedfordshire Council day centres and close Biggleswade Day Centre

What would this mean in practice?	<p>Moving all customers currently in attendance at Biggleswade Day Centre to alternative Central Bedfordshire Council day centres and closing Biggleswade Day Centre.</p> <p>A separate staff consultation would take place if this option is agreed.</p>
Cost	<p>This option would save on building running costs but would incur additional transport costs.</p>
Approximate timescales	<p>Up to four months following a decision by Executive and subject to budget approvals. This would allow time for reviews, a separate staff consultation and the managed relocation of current customers to take place.</p>
Assumptions	<p>That there is capacity in other venues.</p>
Advantages	<p>Provides time to investigate a solution in Biggleswade that could meet the future forecasted numbers and needs of customers.</p>





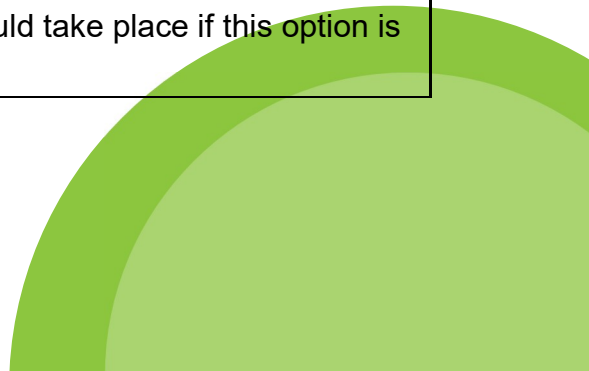
	<p>Could allow time to develop another permanent solution that meets the key components and principles agreed in 2017.</p>
Disadvantages	<p>Customers of Biggleswade Day Centre would move to an alternative service that they are not familiar with.</p> <p>There would be no local day services for people living in the area.</p> <p>Limits access to services for new customers as places in other centres would be filled by Biggleswade Day Centre customers.</p> <p>This is potentially a short-term solution following reviews of each day centre as part of this programme and therefore could result in further changes for customers.</p> <p>Potential impact on transport – routes, spaces on buses and distance customers would need to travel to access alternative services.</p> <p>Possibility of splitting friendship groups depending on availability of alternative services.</p> <p>May increase care package costs and personal budgets due to sourcing local alternatives.</p>

**Initial assessment**

Option four is not currently considered acceptable as this would be a short-term solution and the impact on customers could be over a sustained period. Due to the nature of the day offer programme, each centre is scheduled to be reviewed over the next few years therefore any alternative Central Bedfordshire Council day centre placement could be affected at some point resulting in further disruptions for the customers affected. This option does not meet the key components and principles of the enhanced day offer agreed in 2017.

**5. Commission an independent day service and close Biggleswade Day Centre**

What would this mean in practice?	<p>This would mean undertaking a procurement process so that an independent agency would operate the service on the Council’s behalf, and the Council would no longer run the service.</p> <p>Moving all customers currently in attendance at Biggleswade Day Centre to an alternative, independent day centre.</p> <p>A separate staff consultation would take place if this option is agreed.</p>
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Cost	Unknown at this stage. In some circumstances contracting out can result in cost reduction, but the process also incurs extra costs such as procurement and ongoing contract monitoring.
Approximate timescales	A procurement process usually takes a minimum of three months, however the whole process could take at least a year considering the requirement to develop a suitable specification through engagement with customers, relatives/carers and the provider market and the need for a transitional period to move to the new service.
Assumptions	There are providers in the market place with suitable experience, knowledge and premises.
Advantages	Procurement can result in a more cost-effective service. Service specifications/contract could include the key components and principles therefore providing an enhanced offer to the residents of Central Bedfordshire.
Disadvantages	Customers of Biggleswade Day Centre would move to an alternative service that they are not familiar with. Locally, the day care market for older people is underdeveloped. The process may not be effective in finding a suitable private provider who will be able to deliver the complete service and an enhanced offer that meets the key components and principles agreed at stage one. The Council would lose the ability to develop the service. There is significant risk that providers would be unwilling or unable to deliver a replacement service which meets the quality standards the Council would want. There is a risk that an alternative provider would also be unable to source a suitable venue within the locality. The Council may lose valuable staff to external providers.

### Initial assessment

Option five is not considered acceptable at this time as the risks are high and the benefits are low. Although it could meet some or all of the key components and principles of the enhanced day offer once complete, this does not mitigate the risk of negative impacts of this option.



## Options Summary

The options are summarised against four key outcomes in the table below.

Outcomes	Options				
	Do nothing	Refurbish current centre	Move service to Sorrel Gardens	Move customers to other CBC day centres	Commission new provider
Improved quality of facilities/services	x	✓	✓	x	?
Minimal disruption for existing customers	✓	x	✓	x	x
Value for money	x	x	✓	✓	?
Meets key components and principles of the enhanced offer	x	✓	✓	x	?

Having reviewed the options for the future of Biggleswade Day Centre, the Council's current preferred option at this stage is to relocate the centre to the new independent living scheme, Sorrel Gardens, and subsequently close Biggleswade Day Centre. This is the preferred option at this stage because:

**Improved quality of facilities/services:** it would enable existing customers to access more modern facilities and a comfortable environment designed to dementia-friendly standards whilst still meeting their care and support needs. Facilities would be integrated within the independent living community therefore potentially encouraging growth of friendship networks and preventing isolation.

**Minimal disruption for existing customers:** any change in day services would mean some disruption for customers, however the whole customer group would potentially stay together, and we hope they would be supported by the same staff that they are now. An experienced transitions team, which includes a dedicated Social Worker, would be on-hand to support customers during the process.

**Value for money:** moving to appropriately sized space at Sorrel Gardens and closing Biggleswade Day Centre would mean the building running costs, such as repairs, maintenance and utilities should be reduced. By co-locating both the independent living scheme and the day centre, both services can run more efficiently and effectively. This would represent better value for money to the Council and council taxpayers in Central Bedfordshire than the existing arrangements.

**Key components and principles of the enhanced day offer:** the new centre would offer an improved setting in which to meet current and future care and support needs of our customers and can be designed with customer needs in mind. It opens up the opportunity





to maintain friendships and increase levels of social interaction and the physical and mental wellbeing of customers and the independent living scheme residents.

