

Annex 4 - Better Decision Making Tool for Haxby Hall Transfer and Transformation.



Informing our approach to sustainability, resilience and fairness

Introduction

Service submitting the proposal:

Older People's Accommodation Programme

Name of person completing the assessment:

Vicky Japes

Job title:

Head of Older People's Accommodation Programme

Directorate:

Health, Housing & Adult Social Care

Date Completed:

25/11/2019

Date Approved:

Section 1: What is the proposal?

	Name of the service, project, programme, policy or strategy being assessed?
1.1	The Transfer and Transformation of Haxby Hall care home to ensure the provision of high quality residential care for residents, as part of the Older Persons' Accommodation Programme.

	What are the main aims of the proposal?
1.2	To acquire a site on York Rd to create an accessible, viable site for the redevelopment of Haxby Hall care home. To lease the Haxby Hall site to Yorkare Homes and for them to then undertake a phased redevelopment of the site to allow the care home to be modernised and extended while the staff and residents remain on site.

1.3	<p>What are the key outcomes?</p>
	<p>We propose to undertake a series of transactions which will deliver key outcomes for the residents of Haxby and of York. We will look to:</p> <ul style="list-style-type: none"> • Purchase the site of no5 and no7 York Rd from Yorkare Homes to enable access to the south of Haxby Hall. • Grant Yorkare a long lease of the site of no5 and no7 York Rd as well as the Haxby Hall site for a term of 125 years. • Subject to vacant possession of the adjacent ambulance station becoming available, purchase the ambulance station site and lease this to Yorkare to provide an improved site for the care home. <p>The transactions described above will enable Yorkare to redevelop the Haxby Hall care home to provide high quality residential care facilities for the local community, retaining a care home in the heart of Haxby and retaining the care home staff in ongoing work.</p> <p>The Council will secure 9 beds at Actual Cost of Care rates to enable access to high quality care across the city.</p> <p>The number of care beds available at Haxby Hall will be increased from 49 to 63, giving our residents increased choice for their residential needs in later life.</p> <p>The built environment in the Haxby area will be improved through the delivery of a new development, which is sensitive to their local environment and heritage.</p> <p>Haxby will see both social and economic benefit from the development of a larger care home in the town centre</p> <p>A new, high quality care provider will be introduced to the City.</p>

Section 2: Evidence

2.1	<p>What data / evidence is available to support the proposal and understand its likely impact? (e.g. hate crime figures, obesity levels, recycling statistics)</p>
	<p>National benchmark statistics indicate that as the Older Person's population in York continues to grow, York will have a shortage of all types of older person's accommodation including residential care, specifically for those living with dementia. The Council is currently paying for care home beds at rates significantly above the Actual Cost</p>

	<p>of Care rate, as there is a high demand for beds across the city. This proposal will ensure that the Council has access to 9 high quality beds at the Actual Cost of Care rate. It will also provide high quality beds for residents who are self funding their care.</p> <p>Consultation with staff, residents and the local community indicate that it is important that Haxby Hall care home is retained in the heart of the town.</p>
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	<p>What public / stakeholder consultation has been undertaken and what were the findings?</p>
2.2	<p>Engagement sessions were carried out with staff and residents prior to the proposal to procure a care home operator.</p> <p>Once procured Yorkcare initiated a series of discussions with Haxby Hall staff, taking them to view their other care homes and sharing their ambitions for the site.</p> <p>Consultation was undertaken with Haxby Town Council to consider various access options to the west and south of the care home site. The Town Council were not supportive of plans to access the site via Ethel Ward playing fields and this potential solution was therefore not progressed.</p> <p>Similarly, consultation with the Explore Library service and Haxby Scouts found that neither organisation was supportive of plans to have an access road for the care home between the scout hut and the young children's play area. This possible solution was therefore rejected.</p> <p>Haxby Hall resident and staff engagement will continue throughout the project, both prior to and following transfer to Yorkcare</p> <p>Engagement has been undertaken with immediate neighbours of the Haxby Hall site. Ongoing communication with Yorkshire Ambulance Service will continue throughout the project.</p>

	<p>Are there any other initiatives that may produce a combined impact with this proposal? (e.g. will the same individuals / communities of identity also be impacted by a different project or policy?)</p>
2.3	<p>The combined impact of the development will be to deliver a large high quality care home in the heart of Haxby, and an amended frontage on York Rd.</p> <p>A project to extend and enhance the scout hut to incorporate a community library also on York Road is likely to be being developed at the same time as the care home scheme. This will add to the provision</p>

of enhanced community facilities. Ongoing communication between the projects will be required to ensure that disruption is minimised and positive outcomes are maximised.

Section 3: Impact on One Planet principles

Equity and Local Economy

Does your proposal?	Impact	What are the impacts and how do you know?
<p>3.1</p> <p>Impact positively on the business community in York?</p>	<p>Positive</p>	<p>Yorkare’s key professional appointments and construction partners are either from York or from the East Riding. Yorkare have committed, in their bid, to place key contracts for food supply with local butchers and greengrocers and service contracts with local service providers. Their activities will include employment of local entertainers as well as outings to pubs and theatres, trips to local shops and cafes, social clubs and the library.</p>
<p>3.2</p> <p>Provide additional employment or training opportunities in the city?</p>	<p>Positive</p>	<p>The new care home will be larger, requiring additional care staff. The tender submission from Yorkare identified their plans to recruit and train local care staff. They have undertaken to hold recruitment open days and to partner with local schools and colleges to promote careers in care and to provide work experience and</p>

			<p>apprentice opportunities.</p>
<p>3.3</p>	<p>Help improve the lives of individuals from disadvantaged backgrounds or underrepresented groups?</p>	<p>Neutral</p>	<p>The care home beds purchased by the Council will be available for Adult Social Care customers who are living with Dementia, for whom residential care is considered to be the best accommodation option. This will give these residents access to a significantly improved environment. The remaining care beds will be available for customers who self fund their care, and for whom the location and services at Haxby meet their needs.</p>

Health & Happiness

Does your proposal?

Impact What are the impacts and how do you know?

3.4	<p>Improve the physical health or emotional wellbeing of residents or staff?</p>	Positive	<p>The project is designed to provide an enhanced living environment for the care home residents. All bedrooms will have en-suite facilities, there will be additional communal, social facilities, corridors will be wider and the whole site will be fully accessible. These enhancements will significantly improve the quality of life for the residents.</p> <p>Staff will transfer in accordance with the TUPE legislation. Following the redevelopment, staff at the care home will have an enhanced working environment.</p> <p>Yorkcare adhere to the Fair Work Framework, providing staff with an effective voice, opportunity, security, fulfilment and respect, which contributes to emotional wellbeing.</p>
3.5	<p>Help reduce health inequalities?</p>	Positive	<p>The project will provide an additional number of care home beds and will provide a care home in the heart of a community with a high proportion of older residents.</p>

3.6	Encourage residents to be more responsible for their own health?	Neutral	<p>This project will provide care services designed to maintain wellbeing and to ensure that residents can take an active role in the activities within the care home and the wider community. Choices of activities will be offered and residents will be consulted on activities, food choices, the garden design and trips. Community groups will be invited to deliver activities for residents and the wider community within the care home.</p> <p>Yorkare participate in a variety of lifestyle initiatives, which have a positive impact on the residents' health. A recent rehydration project has reduced trips and falls by 67%.</p>
3.7	Reduce crime or fear of crime?	Neutral	<p>The project will provide an extended care home, providing natural surveillance to the north, south and west of the site.</p>
3.8	Help to give children and young people a good start in life?	Neutral	<p>The primary focus of this project is the development of facilities to support older people to live well. However Yorkare, have committed to working with the Explore library service and Haxby Scouts to ensure that the York Rd frontage and the rear of both sites are planned to work well together.</p> <p>Yorkare will attend careers</p>



fairs and partner with local schools to offer work experience and apprenticeships in the care environment. The project also provides opportunities for intergenerational activities.

Culture & Community

Does your proposal?		Impact	What are the impacts and how do you know?
3.90	Help bring communities together?	Positive	<p>The project will provide enhanced care and communal facilities. The residents of the care home will be encouraged to take part in activities provided within the care home and community groups, schools and relatives will be encouraged to bring activities into the care home for the benefit of residents and the wider community.</p> <p>Crucially, Yorkcare have undertaken to play an active part in reducing the social isolation of others in the community, encouraging them to visit, take part in activities and, if they wish, volunteer to become a part of the care home community</p>
3.10	Improve access to services for residents,	Neutral	An increased number of care home beds will be available,

	especially those most in need?		many specifically for those living with dementia.
3.11	Improve the cultural offerings of York?	Neutral	Yorkcare have committed to working with schools and community groups to make cultural activities available to the care home residents. They have also committed to working with the Haxby Scouts and Explore library service as their project progresses.
3.12	Encourage residents to be more socially responsible?	Neutral	Yorkcare have indicated their ambition to encourage community groups and volunteers to support activities within the care home.

Zero Carbon and Sustainable Water

	Does your proposal?	Impact	What are the impacts and how do you know?
3.13	Minimise the amount of energy we use and / or reduce the amount of energy we pay for? E.g. through the use of low or zero carbon sources of energy?	Neutral	The development of a new Care Home will ensure compliance with current building regulations. The boilers at Haxby hall are currently in a poor state of repair and are inefficient. The provision of new heating systems and building management systems will create significantly more energy efficient buildings.

3.14	Minimise the amount of water we use and/or reduce the amount of water we pay for?
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Neutral	
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Zero Waste

	Does your proposal?
3.15	Reduce waste and the amount of money we pay to dispose of waste by maximising reuse and/or recycling of materials?

Impact	What are the impacts and how do you know?
Neutral	

Sustainable Transport

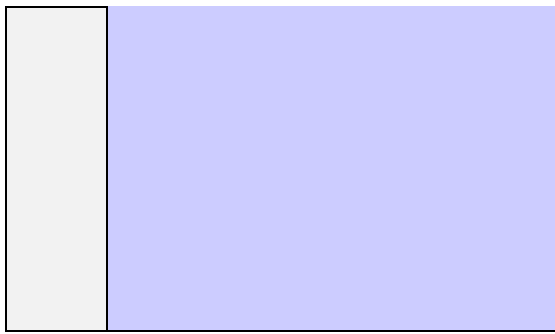
Does your proposal?

Impact	What are the impacts and how do you know?
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3.16	Encourage the use of sustainable transport, such as walking, cycling, ultra low emission vehicles and public transport?	Positive	<p>The Haxby Hall site is in the heart of the town. Many of the existing staff are local residents who will continue to be able to travel to work on foot or by bike. An increased number of jobs will be available, targeting local residents when the new care home is developed.</p> <p>Yorkcare will actively encourage their staff to use sustainable travel methods.</p> <p>The care home is on the main bus route to Haxby.</p>
3.17	Help improve the quality of the air we breathe?	Neutral	

Sustainable Materials

	Does your proposal?	Impact	What are the impacts and how do you know?
3.18	Minimise the environmental impact of the goods and services used?	Neutral	<p>Yorkcare's key professional appointments and construction partners are either from York or from the East Riding, reducing travel distances. Yorkcare have committed, in their bid, to place key contracts for food supply with local butchers and greengrocers and service contracts with local service providers. Their</p>



activities will include employment of local entertainers as well as outings to pubs and theatres, trips to local shops and cafes, social clubs and the library.

Local and Sustainable Food

	Does your proposal?	Impact	What are the impacts and how do you know?
3.19	Maximise opportunities to support local and sustainable food initiatives?	Neutral	Yorkcare will include a kitchen garden/allotment within the new care home site, for the residents' gardening club to grow produce for consumption.

Land Use and Wildlife

	Does your proposal?	Impact	What are the impacts and how do you know?
3.20	Maximise opportunities to conserve or enhance the natural environment?	Mixed	Yorkcare are planning to invest in the garden space at the care home to encourage birds and wildlife to visit.

3.21	Improve the quality of the built environment?	Positive	The new care home will reflect the context of its town centre location but to also respond to the surrounding residential properties in terms of massing and materials used. Yorkare are planning to design a home that reflects the historic Haxby Hall design.
3.22	Preserve the character and setting of the historic city of York?	Neutral	The project is focussed on developing and enhancing care facilities in the Haxby area. It is in a residential area of the city, but with strong community support to retain the care home in the heart of the community. The care home developer is keen to design a building that is reminiscent of the original Haxby Hall in character. This will enhance the views in the town centre.
3.33	Enable residents to enjoy public spaces?	Mixed	Yorkare are committed to providing outdoor social spaces for their residents, including a kitchen garden/allotment.

Section 4: Impact on Equalities and Human Rights

Equalities

Will the proposal **adversely impact** upon 'communities of identity'?
 Will it **help advance equality** or **foster good relations** between people in 'communities of identity'?

		Impact	What are the impacts and how do you know?
4.1	Age	Positive	The care facilities are being delivered specifically to enhance the living environment for an increased number of older residents.
4.2	Disability	Positive	<p>The care home will be designed with wide accessible communal spaces and corridors, all rooms will have en-suite toilet and bathing facilities to support privacy and independence.</p> <p>The design will enable people living with dementia to be cared for with dignity and in a safe environment, and for them or their relatives to be able to make choices regarding their lifestyle preferences and environment.</p> <p>Narrow corridors in the current building are restrictive for those with physical disabilities and many rooms lack en-suite facilities.</p>
4.3	Gender	Neutral	The care home facilities will be available to all. The provision of increased communal facilities and en-suite bathrooms will enable the scheme to support individual dignity, and activities to suit all.

4.4	Gender Reassignment	Positive	<p>Yorkcare's tender submission reflects their commitment to equality of access and support for individual's dignity. Individual care plans will reflect the needs, beliefs and lifestyles of each resident and will support these.</p> <p>Relatives and carers will be welcomed to the care home and will be invited to take an active role in the development and operation of the scheme.</p> <p>Staff will offered "Free to be Me" training offered by York LGBT Forum.</p> <p>The Council will be buying 9 beds at Actual Cost of Care rates which will ensure access to high quality care home beds for adult social care customers.</p>
4.5	Marriage and civil partnership	Positive	
4.6	Pregnancy and maternity	Neutral	
4.7	Race	Positive	
4.8	Religion or belief	Positive	
4.9	Sexual orientation	Positive	
4.10	Carer	Positive	
4.11	Lowest income groups	Positive	
4.12	Veterans, Armed forces community	Positive	

Human Rights

Consider how a human rights approach is evident in the proposal

		Impact	What are the impacts and how do you know?
4.13	Right to education	Neutral	<p>Yorkcare are a high quality care home provider, who are regularly assessed by the CQC. Current ratings show that in all of their care homes, the quality of care is either</p>
4.14	Right not to be subjected to torture, degrading treatment or punishment	Positive	

4.15	Right to a fair and public hearing	Neutral	Good or Outstanding. The new care home building will provide an enhanced living environment, enhanced opportunities for communal activities and enhanced access to privacy and dignity for bathing etc.
4.16	Right to respect for private and family life, home and correspondence	Positive	
4.17	Freedom of expression	Neutral	
4.18	Right not to be subject to discrimination	Neutral	
4.19	Other Rights	Neutral	

Section 5: Planning for Improvement

	What have you changed in order to improve the impact of the proposal on the One Planet principles? (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)
5.1	<p>Following consultation we agreed not to progress our plans to access the rear of the site by developing a road between the scout hut and the play area. This decision will ensure that continued safe access to the play area is available by the scout hut and library users.</p> <p>The evaluation of the care home provider's tender submission included responses to the bidder's proposals to contribute to social value. Yorkare's bid was particularly highly scored based on its proposals to address social isolation, to contribute to the local economy and to work with schools and colleges to promote careers in care.</p>

	<p>What have you changed in order to improve the impact of the proposal on equalities and human rights? (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)</p>
5.2	<p>We incorporated questions about the quality of care and care planning into the procurement process for the care home provider, including how the care home provider proposes to enable residents to make personal choices and to preserve their privacy and dignity, including for those residents who are living with dementia.</p>

	<p>Going forward, what further evidence or consultation is needed to ensure the proposal delivers its intended benefits? e.g. consultation with specific vulnerable groups, additional data)</p>
5.3	<p>On going engagement and consultation with neighbours will be undertaken throughout the development to help avoid any negative impact during construction work.</p> <p>Ongoing engagement with staff and residents in the run up to the transfer to ensure that the transition is smooth and managed in accordance with TUPE regulations.</p> <p>Yorkcare have committed to undertake extensive consultation with Haxby Hall residents and staff, to ensure that the design of the new care home best meets functional needs of the services as well as preferences in relation to the environment. This will include the offer of visits to other Yorkcare homes in order for residents and staff to appreciate how the new care home might look and feel.</p>

5.4	<p>Please record any outstanding actions needed to maximise benefits or minimise negative impacts in relation to this proposal? (Expand / insert more rows if needed)</p>
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Action

Person(s)

Due date

<p>Explore opportunities for locally sourced suppliers for the care home.</p>	<p>Yorkare</p>	<p>During construction and operation of the care home April 2020 onwards.</p>
<p>Ensure that the Care Home project works collaboratively with the library/ scout hut project.</p>	<p>Project Manager and Scout hut project manager</p>	<p>Throughout the projects.</p>
<p>Encourage rainwater capture and high environmental standard in the design of the new care home.</p>	<p>Project Manager and Yorkare</p>	<p>During the design phase and ongoing operation.</p>