

# Options Considered for the Future of Ampthill Day Centre for Older People

This document provides detailed information about the options currently being considered in relation to the future of Ampthill Day Centre. It aims to support people who wish to participate in the consultation process about the future of the 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 Ampthill Day Centre'.

## Reasons for Review

In early 2016, the Council began the process of developing the future day offer for older people and adults with disabilities. This project has followed a 2-stage process;

**Stage 1** of the project was to work with people who use our services and their carers to identify what we wanted to offer and achieve in the future. Following a 12-week public consultation in 2017 the project team received approval of the proposed enhanced offer (made up of 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 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 2** of the project has involved reviewing individual day centres based on the offer.

## Options Considered

When considering the future of Ampthill 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 Ampthill Day Centre in its present form**

What would this mean in practice?	The Council would continue to own and operate Ampthill Day Centre as 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 £353,000.  Estimated future capital repairs and maintenance £110,000 <sup>1</sup> .  These running costs for Ampthill Day Centre equate to an estimated £74 per person per day.
Approximate timescales	Immediate, as it would be a continuation of the existing arrangement.
Assumptions	None
Advantages	<ul style="list-style-type: none"> <li>• There would be minimal disruption to customers as they would remain where they are.</li> <li>• The customers care and support needs would continue to be delivered by staff with whom they are familiar.</li> <li>• The staff in the centre would not be affected.</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• 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.</li> <li>• An alternative building may be required to run the day service from whilst building works take place.</li> <li>• Does not meet the principles of the enhanced day offer<sup>2</sup> agreed in 2017.</li> </ul>

**Initial assessment:**

Doing nothing is not 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 future repairs and maintenance costs would not represent good value for the Council.

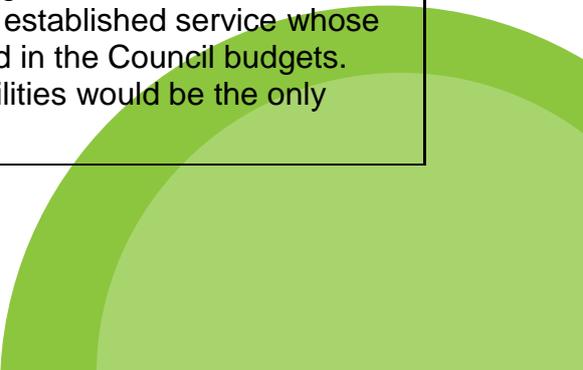
<sup>1</sup> This is an estimate based on the amount required to renew aspects of the building that are coming to the end of their useful life and assuming that there is a need to extend the use of the building for an indefinite period. If there is a need only to extend the life of the building for a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

<sup>2</sup> [Consultation](#) on the future day offer 2017, [Components and Principles](#)



**2. Move to a hub and spoke delivery model and close Ampthill Day Centre (preferred option)**

<p>What would this mean in practice?</p>	<p>The Council would move to operate day services from alternative venues across the catchment area and close Ampthill Day Centre. The future service would have a main 'day hub' or base with several 'spokes' in community venues more local to the people who use them.</p> <p>It is anticipated the main day hub could be facilitated from Silsoe Horticultural Centre. Further works would be required to be undertaken on site at Silsoe to meet the needs of the people who would use it. This hub would be fully accessible and offer an integrated service for people with higher and lower level needs and disabilities including learning disabilities and dementia and would operate 5 days a week.</p> <p>Pilots have taken place at Gale Court (low level needs), and Wingfield Court (low and medium level needs), future spokes could include libraries, community centres, leisure centres etc. Initially these services would be located in sheltered housing schemes across the area to provide a service for 5 days a week between them.</p> <p>Current identified spokes are:</p> <ul style="list-style-type: none"> <li>Wingfield Court, Ampthill</li> <li>Ellenshaw Court, Flitwick</li> <li>The Gardens, Henlow</li> <li>Southfields, Shefford</li> </ul> <p>A separate staff consultation would take place if this option is agreed.</p>
<p>Cost</p>	<p>Estimated annual direct running costs (including staffing, utilities, transport, day- to-day repairs and maintenance, and supplies) are between £352,000 and £356,000</p> <p>Estimated capital expenditure of between £10,000 and £20,000 would be needed to complete internal modifications to Silsoe Horticultural Centre.</p> <p>This overall cost reflects the need for an increase in staffing to operate from a minimum of 2 bases per day. This is mitigated by a reduction in running costs as Silsoe Horticultural Centre is already an established service whose current running costs are included in the Council budgets. Therefore, it is anticipated that utilities would be the only increased site cost.</p>





	<p>An indicative figure of £5,040 has been apportioned to cover the cost of using sheltered housing schemes.</p> <p>These running costs equate to an estimated £74 per person per day.</p>
Approximate timescales	December 2018 – March 2019 (time to transition into a permanent day service)
Assumptions	<ul style="list-style-type: none"> <li>● The Silsoe Horticultural Centre pilot is successful (pilot is active during consultation period) and is a suitable main base.</li> <li>● The number of places available each day will be the same as at present.</li> <li>● The transport costs are the same.</li> </ul>
Advantages	<ul style="list-style-type: none"> <li>● Enables the full range of care and support needs of all customers to be met due to improved changing facilities.</li> <li>● Customers would continue to receive support from staff they are familiar with as they would support services within the day hubs.</li> <li>● Most customers have trialled the pilots and are therefore familiar with them. Following the selection and assessment process, this is likely to lead to a smoother transition.</li> <li>● Services are closer to where people live, and transport costs may be reduced.</li> <li>● Offers a homelier environment.</li> <li>● Provides a broader range of services to older people and customers currently accessing the service at Silsoe Horticultural Centre.</li> <li>● The provision of a meal at lunchtime would remain and there would be the opportunity for this to be extended to other groups using Silsoe Horticultural Centre at some point in the future.</li> <li>● Offers more personalised services to people accessing day care in Central Bedfordshire.</li> <li>● Increases opportunity of developing new friendships by providing services in alternative venues such as sheltered housing schemes.</li> <li>● Increases volunteering opportunities for older sheltered housing tenants.</li> </ul>





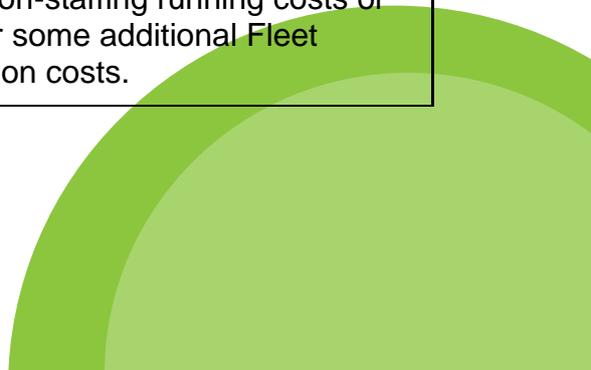
	<ul style="list-style-type: none"> <li>Meets Key Components and Principles<sup>2</sup> as agreed in 2017.</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>Some disruption to Silsoe Horticultural Centre customers due to the changes to on site facilities (building works to provide shared/individual service spaces, changing places toileting facilities).</li> <li>Some customers may not be able to attend their preferred location due to the limited availability of places, restrictions on transport or the inaccessibility of the venue.</li> <li>Possibility of splitting friendships groups within the current cohort depending on availability of alternative services. However thorough engagement with customers, carers and staff would take place to identify friendship groups and assist, where possible, maintaining these groups. If this is not possible in some cases, then plans would be put in place to help facilitate continuation of these friendships.</li> <li>Some spokes do not currently meet the needs of all customers, therefore limiting choice.</li> </ul>

**Initial assessment**

Option 2 is the Council's preferred option as it offers a wider range of community focused, local services to all people accessing day services. It also meets all the Key Components and Principles of an enhanced day offer agreed in 2017. Although some spokes may not meet the needs of all customers, the service would continue to evolve and source alternative suitable options where developments in the local area arise. If this option is agreed, adjustments to the buildings would be looked into to enable a wider cohort of customers to attend. The model is more flexible and future proof. Any staffing increases required would be offset by reductions in running costs.

**3. Move customers to other Central Bedfordshire Council Day Centres and close Ampthill Day Centre** (NB. This could be temporary due to nature of this project)

What would this mean in practice?	<p>Moving all customers currently in attendance at Ampthill Day Centre to alternative Day Centres within Central Bedfordshire and closing Ampthill Day Centre.</p> <p>A separate staff consultation would take place if this option is agreed.</p>
Cost	<p>This option would save current non-staffing running costs of £36,000 per year but would incur some additional Fleet Transport costs and staff relocation costs.</p>





Approximate timescales	Up to 4 months following consultation decision, this would allow time for reviews and managed relocation of current customers to take place.
Assumptions	That there is capacity in other venues.
Advantages	<ul style="list-style-type: none"> <li>• Provides time to investigate a solution that meets the needs of the growing customer base.</li> <li>• Allows time to develop a permanent solution that meets the Key Components and Principles<sup>2</sup> agreed in 2017</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• Disruption for customers of Ampthill Day Centre due to the requirement to move to an alternative service that they are not familiar with.</li> <li>• There would be no local day services for people living in West Mid Beds.</li> <li>• Limits access to services for new customers as places in other centres would be filled by Ampthill Day Centre customers.</li> <li>• This is potentially a short-term solution following reviews of each day centre as part of this programme and therefore could result in further upheaval for customers.</li> <li>• Potential impact on transport – routes, spaces on buses, distance customers would need to travel to access alternative services.</li> <li>• Movement of staff to other locations may impact on continuity for customers</li> <li>• Possibility of splitting friendship groups depending on availability of alternative services.</li> </ul>

**Initial assessment**

Option 3 is not 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 will be reviewed over the next few years therefore any alternative centre placement will 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.



#### 4. Refurbish Ampthill Day Centre

What would this mean in practice?	Refurbishment of Ampthill Day Centre to modernise the building and allow for a wider range of services to be offered including more community accessibility.
Cost	The total renovation costs are estimated to be between £810,000 and £2,900,000 dependent on the extent of works undertaken.
Approximate timescales	Up to 2 years following consultation decision. This would allow time for managed relocation of current customers, possible procurement of contractor to undertake renovations and any building works to take place.
Assumptions	Other community organisations would use the building to provide services.
Advantages	<ul style="list-style-type: none"> <li>Renewed facilities may allow for the provision of more varied and personalised support/activities.</li> <li>Refurbishment may provide potential to meet some Key Components and Principles <sup>2</sup> agreed in 2017.</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>Disruption to customers during renovation of Ampthill Day Centre. Customers would need to access alternative services during the renovation period.</li> <li>Restricts access to services for new customers as places in other centres would be filled by Ampthill Day Centre customers during renovation period.</li> <li>Would not offer a more localised and personalised service.</li> <li>Would not resolve the issue that the centre is too large for the current and forecasted demand.</li> </ul>

#### Initial assessment

The disruption to customers from this option would be significant and although a refurbished centre would meet some of the Key Components and Principles of the enhanced day offer the costs would be very considerable and would result in a building that was still too large for current and forecast demand. For these reasons this option is not considered to be acceptable.

#### 5. Commission an independent day service and close Ampthill Day Centre

What would this mean in practice?	This would mean undertaking a procurement process so that an independent agency would operate the service on the
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	<p>Council's behalf, and the Council would no longer run the service directly.</p> <p>Moving all customers currently in attendance at Ampthill Day Centre to an alternative independent day centre.</p>
Cost	<p>Unknown at this stage. In some circumstances contracting out can result in cost reduction, but this also incurs extra costs such as the procurement process and ongoing contract monitoring.</p>
Approximate timescales	<p>A procurement process usually takes a minimum of 3 months but in reality, the whole process could take at least a year considering the requirement to develop a suitable specification through engagement with customers, stakeholders and the provider market and the need for a transition period to move to the new service.</p>
Assumptions	<p>There are providers in the market place with suitable experience, knowledge and premises.</p>
Advantages	<ul style="list-style-type: none"> <li>● Procurement can result in a more cost-effective service.</li> <li>● Service specifications/contract could include the Key Components and Principles<sup>2</sup> therefore providing an enhanced offer to the people of Central Bedfordshire.</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>● Disruption for customers of Ampthill Day Centre due to the requirement to move to an alternative service that they are not familiar with.</li> <li>● 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 1.</li> <li>● The Council would lose direct control of being able to monitor and develop the service and ensure that quality is maintained.</li> <li>● 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.</li> <li>● The Council may lose valuable staff to external providers.</li> </ul>

### Initial assessment

Option 5 is not considered acceptable as the risks are high and the benefits are low. Although it could meet some of the Key Components and Principles of the enhanced day offer once complete, this does not mitigate the negative impacts of this option.



## Options Summary

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

Outcomes	Options				
	Do nothing	Hub & Spoke	Move to alternative centres	Refurbish	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 <sup>2</sup> of the enhanced offer	x	✓	x	✓	?

Having reviewed the options for the future of Ampthill Day Centre the Council's preferred option at this stage is to offer a hub and spoke model of day services and close Ampthill Day Centre. This is the preferred option at this stage because:

**Improved quality of facilities/services:** it would enable existing customers to access more personalised facilities whilst still meeting their care and support needs. Facilities would be integrated within the community therefore encourage growth of personal friendship networks and prevent isolation.

**Minimal disruption for existing customers:** any change in day services would mean some disruption for customers, however during investigation of alternative day services the project team have fully involved customers from Ampthill Day Centre. The majority of customers have been involved in pilots so have already experienced what the hub and spoke model could offer including accessing services from alternative facilities. If those pilots become part of the final offer, there would be little disruption for most Ampthill Day Centre customers. Where there may be others who have not been as involved in new activities, measures would be put in place to mitigate any risks to their health and wellbeing.

**Value for money:** moving to the hub and spoke model and closing Ampthill Day Centre would mean the building running costs of the centre would be saved. The 'new' main day hub is already an existing service (Silsoe Horticultural Centre) which could be used more efficiently and effectively. The other facilities and potential future developments in the Ampthill area that could be used as 'spokes' would be in existing buildings that have available space or new buildings where the ability to offer day services would be only a part of the service offer. This would represent better value for money to the Council and council tax payers in Central Bedfordshire than the existing arrangements.



**Key Components and Principles of the enhanced day offer:** development of a hub and spoke model of service would increase levels of social interaction and physical and mental wellbeing of customers and their carers by providing more personalised and local services. Delivering more services in the community with local people would enhance partnerships with local organisations and promote access to services across the area.

