

OPEN

Adults and Health Committee

24 June 2024

Learning Disability Respite Review

Report of: Helen Charlesworth-May, Executive Director Adults Health and Integration

Report Reference No: AH/02/2024-25

Ward(s) Affected: All Wards

Purpose of Report

- 1 This report seeks approval to recommission accommodation-based learning disability respite services based on the findings of a review of current service provision.
- 2 This report will outline the rationale for the proposed recommissioning and the potential benefits that this will bring, to meet demand, deliver value for money and improve outcomes for people using learning disability respite services.

Executive Summary

- 3 The Learning Disability Respite Review covers both the in-house Care4CE service at Warwick Mews Short Breaks and commissioned learning disability respite services.
- 4 While there are other types of respite that are accessed by people with learning disabilities including day opportunities, community support and services provided using a direct payment, the focus of this review is on accommodation-based respite support. This type of support remains a vital component in ensuring that carers of individuals with learning disabilities get appropriate overnight respite, to take a break from their caring responsibilities.
- 5 The key drivers for reviewing respite services for people with learning disabilities, are to ensure respite services offer the best possible

outcomes for the people they support and to make sure we provide value for money, considering the financial challenges facing the council.

- 6 In 2023/24 a review was undertaken focusing on the care and support delivered, accommodation, occupancy data and analysis of current and future demand.
- 7 As part of the review, a consultation and engagement process has been undertaken to obtain the views of a wide range of stakeholders including people who use respite services (and their carers), social work teams and care providers.
- 8 The key findings of this review and feedback from the consultation have highlighted that:
 - Current respite services are highly valued by people accessing respite and carers. The services provide people with opportunities to socialise, undertake a range of different activities and they provide a valuable break for carers. However, as part of this respite experience people would like more opportunities to access the wider community and stay up late.
 - Occupancy across respite services has decreased significantly compared to pre-COVID levels. This is mainly down to decreases in usage within the commissioned respite services. This means that overall, we have too many beds/units compared to the current service demand, and we are not achieving value for money.
 - Current services and in particular the Care4CE provision at Warwick Mews Short Breaks often struggle to accommodate individuals with more complex support needs, due to environmental factors and the flexibility to provide additional support staff.
 - Accommodation and facilities across the current respite services could be enhanced to support improved outcomes, promote greater independence and in turn enable services to support a wider cohort of individuals (including those with more complex support needs).
- 9 In respect of the findings of the review we are seeking to develop a new respite model which will:
 - Deliver a more person-centred service, that is flexible and can meet a wide range of different support needs,

- Provide more modern accommodation to support a wider range of individual support needs and promote independence using assistive technology.
 - See a reduction in the numbers of units (from 8 to 6) to reflect service demand and which will ensure improved value for money by optimising occupancy levels.
- 10 The new model will include two new respite services, one in the North of the borough, and one in the South of the borough. These services will replace the current commissioned respite services and the Care4CE provision at Warwick Mews Short Breaks. Existing services will remain in place until new services are fully operational, ensuring no gap in service provision.
- 11 This new model would require an estimated annual budget of between £550,000 and £620,000, compared to the current annual spend of £769,000.
- 12 The procurement of this new respite model will significantly contribute to meeting the £250,000 saving in the 2023/24 Medium-Term Financial Strategy by decommissioning Warwick Mews Short Breaks. Further cost reductions are anticipated by a reduction in spot purchasing arrangements, through an enhanced staffing model and improved accommodation offer. This will mean respite services are better equipped to support more complex individuals.
- 13 A new person-centred service specification will be developed. The selection and awarding of contracts will be fully co-produced involving people who use services/carers.
- 14 New services are anticipated to be operational between March 2025 and April 2026 and will have an initial term of 5 years, with an option to extend for two further periods of 1 year each i.e., a potential maximum term of 7 years.

RECOMMENDATIONS

The Adults and Health Committee is recommended to:

1. Approve the proposed new model for learning disability respite services and for consultation to be progressed with the trade unions and staff based on all necessary considerations included in this report.

2. Delegate authority to award contracts to providers to deliver commissioned learning disabilities respite services to the Executive Director Adults Health and Integration

Background

- 15 The key reasons for conducting a review of Learning Disability Respite Services are to ensure:
- respite services offer the best possible outcomes for the people they support.
 - the council achieves value for money (£) considering the current financial challenges.
 - we review current commissioned respite contracts which will expire on 1 March 2025, meaning that we need to re-procure these services.
- 16 The current learning disabilities respite provision in Cheshire East consists of commissioned services, in house provision (Warwick Mews Short Breaks), plus spot purchases. This current provision consists of:
- 2 self-contained flats at Valleybrook Court, Crewe, which are delivered by a commissioned provider.
 - 2 self-contained flats at Hani Grange, Handforth, which are delivered by a commissioned provider.
 - 3 beds at Warwick Mews Short Breaks (a residential short breaks service), delivered by Care4CE.
 - 1 emergency bed at Warwick Mews Short Breaks, delivered by Care4CE.
 - Spot purchases within residential settings.

Occupancy Levels

- 17 The data in **Table 1** below shows respite occupancy levels Pre-COVID 19 compared to October 2023-March 2024.

Table 1: Learning Disabilities Respite Occupancy Data (%) in Cheshire East			
Respite Service	Pre-Covid 19 (September 2019-February 2020)	2023/24	Annual Costs (£)
Commissioned Respite (4 units)	80.5% (all 4 flats were based at Valleybrook, Crewe)	65.4% Valleybrook, Crewe (2 flats) 46.1% Hani Grange, Handforth (2 flats) 55.8% Overall	£298K (these are full-service costs including 1-1 hours)
Warwick Mews Short Breaks (3 units)	52.5%	68.9%	£410K (these are full-service costs including operational costs and building costs)
Warwick Mews Short Breaks (1 Emergency bed/unit)	95.6%	94.8%	

- 18 Also, during 2023/24 there was an additional spend of £61K on spot purchased respite in care homes (for 5 individuals, totalling 132 nights).
- 19 **Table 1** also highlights value for money concerns given the current occupancy rates across the respite services. When factoring in spot purchases we are spending a total of £769K per annum, with £410K (53% of the total costs) attributed to the Warwick Mews Short Breaks service.
- 20 A review of occupancy across commissioned respite services had shown that usage has dropped significantly compared to pre-COVID levels from a rate of 80.5% to 55.8%. The reasons for this are mainly attributed to younger people who have accessed respite, transitioning into supported living tenancies (22 people have transitioned in the last five years). Some older individuals who stopped accessing respite during the pandemic have not returned to the services and are accessing other forms of support such as outreach provision.

- 21 Warwick Mews Short Breaks occupancy has increased from pre-COVID levels (52.5% compared to 68.9%).
- 22 The Warwick Mews Short Breaks Emergency Bed occupancy has remained high, as it was previously pre-COVID (95.6% compared to 94.8%). Further analysis has shown that during the period April 2023-March 2024, this bed has only been occupied by 3 people, with an average length of stay of 115 nights. These individuals have all had a significant length of stay while they have been awaiting supported living accommodation and are therefore not traditional emergency respite placements, which are associated with carer breakdown and provider breakdown.
- 23 Due to the limitations of the current service model and environmental challenges, we are still commissioning spot purchased placements, as both Warwick Mews Short Breaks and commissioned respite services cannot always accept individuals with more complex support needs. These are individuals who often require 1-1 support and current services struggle to meet their support and accommodation requirements.
- 24 **Table 2** shows that based on population projections of people with moderate and severe learning disabilities who live at home with parents and the current cohort of people using learning disability respite, the increase in demand will only be marginal.
- 25 People aged 18-24 are the cohort with the highest numbers accessing respite and that looks set to rise slightly by 2030. However, this is the cohort of people most likely to transition into a long-term placement after only a short spell of being in receipt of respite.

	2023	Currently accessing respite	%	2025	Projected need	2030	Projected Need
People aged 18-24	91	16	17.58%	93	16.35	104	18.29
People aged 25-34	107	10	9.35%	105	9.81	98	9.16
People aged 35-44	111	6	5.41%	112	6.05	116	6.27
People aged 45-54	62	9	14.52%	61	8.85	62	9
People aged 55-64	26	2	7.69%	26	2	25	1.92
Total aged 18-64	397	43	10.83%	398	43.11	404	43.76

Care and Support

- 26 Feedback taken from the survey among current service users and carers is positive in terms of the quality of care and support that is provided and the staff within the services are also highly regarded.
- 27 Social workers also value the individualised support provided across current respite services. However, the lack of flexibility within the services to accommodate individuals with more complex support needs (including mobility needs) was highlighted by social work teams as a barrier to accessing respite.
- 28 The current model at Warwick Mews Short Breaks is not able to provide 1-1 support and waking night support, which would enable the service to accommodate more complex individuals, which is further compounded by environmental challenges.

Current Service Provision

- 29 Learning disability respite services are highly valued by people who access respite and carers (both commissioned and Care4CE provision). They offer the ability for people to make friendships, socialise and undertake a range of different activities, while allowing carers time to take a break.
- 30 Some of the main positives highlighted by users include service locations being close to home, stability and continuity of care, ability to maintain routines, support for people to keep fit and active, and opportunities for people to go out in the community and learn new skills,
- 31 People using the Warwick Mews Short Breaks service did highlight a lack of access into the wider community in the afternoon and evening. Warwick Mews Short Breaks is unable to provide this under the current model (unlike the commissioned service) and would require additional staffing resources (including 1-1 support) and the acquiring of a vehicle to undertake such activities.

Accommodation

- 32 Having access to safe and secure accommodation was seen as the most important factor for people and carers who access respite services.
- 33 From the survey most respondents would be willing to share a living room / lounge area (29 out of 37 who answered) and a kitchen area (25 out of the 35 who answered), however many would prefer to have their own bathroom (23 out of the 36 who answered).
- 34 Warwick Mews Short Breaks doesn't provide access to a private bathroom, unlike the commissioned respite service. This was an area which many respondents highlighted as an important part of the facilities

from a dignity and person-centred perspective. The building at Warwick Mews Short Breaks wouldn't be able to be reconfigured to accommodate individual bathrooms for all rooms.

35 Having some outdoor space for relaxation and activities was seen as the most important aspect of respite facilities. This is currently available at both Warwick Mews Short Breaks and the commissioned respite services.

36 Another aspect that was flagged up was not have access to Wi-Fi at Warwick Mews Short Breaks, which was available at the commissioned service.

The Proposed New Model

37 The proposed new model for learning disability respite has been designed using feedback from service users/carers. It considers current respite usage/projected demand, analysis of the current support and accommodation and ensures value for money in the way that services are commissioned.

38 The council currently utilise 1,921 respite nights per year out of a total of 2920 nights (which equates to 65.8% of the overall respite capacity of 8 units/beds).

39 This can be broken down into the following types of usage:

Learning Disability Respite Usage by Type 2023/24		
Type of respite	Number of nights	Description
Planned respite in the commissioned service (4 units) and Warwick Mews Short Breaks (3 units)	1,574 nights	These are pre bookable respite stays
Emergency respite bed at Warwick Mews (1 unit)	347 nights	This was used for 3 short term bridging placements, with an average length of stay of 115 days
Total	1,921 nights	

- 40 We are therefore proposing to reduce the current number of respite units/beds from 8 to 6. This would provide an overall capacity of 2,190 respite nights per year to meet overall demand.
- 41 Based on this capacity we are proposing that an annual total of 1,825 respite nights would be available for planned respite (3 units in the North and 2 units in the South) and 365 respite nights would be available for short term placements/emergency respite (1 unit in the North).
- 42 Based on current trends we would utilise an estimated 1,574 days of planned respite (86% of 1,825 days of capacity) and an estimated 347 days for short term placements/emergency respite (95% of 365 days of capacity).
- 43 Overall, across both the planned respite and short-term placements/emergency respite, this would mean that occupancy levels would be optimised and that ensure value for money.

Proposed New Learning Disability Respite Model		
Location	No. of Units	Description of Service
North (Macclesfield and surrounding areas)	4	<ul style="list-style-type: none"> • 3 units would support planned respite. • 1 unit allocated for short term placements and emergency respite. <p>These would be semi self-contained units with bedroom, private bathroom, communal lounge.</p> <p>At least 2 units would need to meet the needs of people with physical disabilities/wheelchair users.</p> <p>Service would have a core staffing of 2 people, sleep in/waking night (night support would be flexible depending on individual need)</p>
South (Crewe and surrounding areas)	2	<ul style="list-style-type: none"> • 2 self-contained units with bedroom, private bathroom, kitchen, lounge, with access to communal space. <p>This would be planned respite.</p>

		<p>At least 1 unit would need to meet the needs of people with physical disabilities/wheelchair users.</p> <p>Service would have a core staffing of 1 person, sleep in/waking night (night support would be flexible depending on individual need)</p>
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- 44 The proposed model has been designed to reflect the current respite usage in the different geographic areas of Cheshire East, based on current usage and predicted demand.
- 45 It also takes into consideration value for money and the costs associated with delivering models which meet individual needs, deliver positive outcomes, and ensure optimum occupancy levels.
- 46 The new model would be based on a short term supported living service, with a greater emphasis on development of independent living skills, promoting the use of assistive technology to encourage independence and reduce the need for intensive support.
- 47 The accommodation offer would better reflect the requirements of individuals using respite and be able to accommodate a range of differing care and support needs, from individuals with moderate to more complex needs.
- 48 Each unit would have its own private bathroom to support those with personal care needs and ensure dignity. Access to communal space would be provided to promote social interaction. The building would also be enabled with assistive technology and WI-FI would also be provided throughout the building.
- 49 Care and support would need to ensure a personalised service, offering the flexibility to meet different levels of support needs (including 1-1 support). The service would also ensure that individuals could access the wider community during the daytime and the evening with access to a vehicle.
- 50 As part of the development of the new model, we will decommission the Care4CE service provided at Warwick Mews Short Breaks. This service is limited by the current building (there isn't enough space to reconfigure this to the proposed model), staffing resources (inability to provide 1-1) and its overall ability to offer a personalised service, without significant additional investment.

- 51 From a value for money perspective the service at Warwick Mews Short Breaks is 32% more expensive than current commissioned respite provision (with 4 units/beds in each service). Considering the current financial position of the council, the most cost-effective way to procure such a service would be to commission this through the independent sector.
- 52 A procurement exercise would be undertaken to find a new commissioned provider(s). This will ensure that the council can ensure that providers work closely with development partners to progress a service within the proposed requirements and ensure value for money through a competitive tender process.
- 53 The new services would be issued as block contracts to incentivise providers to develop services and ensure their viability. The contracts would be for 7-years (5 years plus option for a 2-year extension), A robust service specification and a quality and outcomes framework will be developed, with regular reporting and contract monitoring processes established.
- 54 It is envisaged that the new services would go live between March 2025 and April 2026, to ensure that an appropriate mobilisation period for staff training/recruitment and any relevant building works can be carried out.

Consultation and Engagement

- 55 A range of consultation and engagement activity has taken place as part of the review to inform the transformation of learning disability respite services.
- 56 Consultation with people with learning disabilities and carers has been undertaken including:
- October 2023 - Engagement meetings (face to face and online)
 - October/November 2023 - Survey/Easy Read surveys (38 responses in total)
 - February 2024 - Consultation on proposed new model (face to face meetings and online meeting)
- 57 Provider Market Engagement has also been undertaken using a variety of methods.
- October/November 2023 - Provider Market Engagement Survey (27 providers responded)

- February 2024 - Consultation on proposed new model with Providers (42 providers were present).

58 A survey was also undertaken with social work teams to find out their experiences of current respite services and how services could be delivered in the future.

Reasons for Recommendations

59 The key reasons why we are proposing to redesign respite services for people with learning disabilities are as follows:

- **Improved value for money to meet current/future demand** - Compared to Pre-COVID 19 levels, occupancy rates (%) have dropped within commissioned respite. This means the level of provision can be reduced from 8 units to 6 units, which is able to meet service demand.
- **Ability to support a wider range of individuals including those with more complex support needs and deliver enhanced outcomes** - We are seeking to commission a learning disability respite service that is able meet a wide range of individual needs. This includes services that can support individuals with moderate and complex needs and deliver positive outcomes and ensure value for money in the services we commission.
- **Improve the accommodation offer** - We need to modernise and stabilise the future offer for individuals with learning disabilities and the current in house offer at Warwick Mews Short Breaks cannot always meet the accommodation and support needs of those who require respite.

Other Options Considered

60 Several other options have been considered.

Option	Impacts	Risk
Maintain in-house provision at Warwick Mews Short Breaks and current commissioned services	<ul style="list-style-type: none"> • This would ensure continuity for current service users/carers • Existing accommodation could be utilised. 	<ul style="list-style-type: none"> • This would not address the current issues that Warwick Mews Short Breaks experiences in providing 1-1 support (without additional budgetary provision) to meet the needs of people with more complex needs.

	<ul style="list-style-type: none"> • There would be no transition and mobilisation required. 	<ul style="list-style-type: none"> • The building at Warwick Mews Short Breaks wouldn't be able to be reconfigured to meet the requirements outlined in the proposed new model (individual bathrooms for all rooms). • MTFS 2023/24 identified a potential saving of £250K by decommissioning Warwick Mews, and these savings would not be achieved if we maintained this service. • The current service costs at Warwick Mews Short Breaks are 32% more expensive than commissioned respite
Develop a respite service over one single site	<ul style="list-style-type: none"> • This would be attractive to the market, in terms of viability by having this service in one location. • Would be able to be developed as a stand-alone service or part of an existing service 	<ul style="list-style-type: none"> • People in certain parts of Cheshire East would have to travel significant distances to access respite. • Potential for under occupancy with this being in one location within the borough.
Commission an additional unit for those with highly complex needs	<ul style="list-style-type: none"> • Would enable Cheshire East to have a dedicated resource for those with highly complex needs (challenging behaviour) • Would reduce the need to 	<ul style="list-style-type: none"> • In 2023/24 there was a total spend of £61K on spot purchased respite in care homes (for 5 individuals, totalling 132 nights per year). • This level of usage indicates we wouldn't have the demand to commission a dedicated unit.

	potentially pay higher rates for spot purchased placements in care homes	<ul style="list-style-type: none"> • Evidence from market engagement would indicate commissioning on a spot purchase basis would be more cost effective
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Implications and Comments

Monitoring Officer/Legal

- 61 The Care Act 2014 ('the Act') imposes a general duty on a local authority to promote an individual's well-being (section 1 of the Act) 'Well-being' is a broad concept but particular reference is made to control by the individual over day-to-day life (including over care and support and the way in which it is provided), domestic, family and personal relationships and also the suitability of living accommodation (section 1(2)(d), (g) & (h) of the Act).
- 62 The findings from the consultation and market engagement have been incorporated into the redesign and recommissioning of learning disability respite.
- 63 Once the decision to approve the recommissioning and procurement of services has been made, the procurement will be undertaken in accordance with the relevant provisions of the Public Contract Regulations 2015 and Cheshire East Council's Contract Procedure Rules or the new Procurement Act 2023 which will come into force in October 2024 and will apply to all procurements commenced on or after 28th October 2024. The Transitional Guidance published by the government stipulates that a procurement will have commenced once a contract notice has been published.

Employment law implications:

- 64 If a decision is made to proceed with the new respite model, this will have staffing implications for the Council employees currently delivering the Care4CE in-house respite provision (Warwick Mews Short Breaks). TUPE is unlikely to apply to the Care4CE staff, with the proposed new model being a substantially different service based on a supported living model, in contrast to the current residential-based model. However, this situation should be kept under review as consultation progresses.
- 65 Assuming TUPE does not apply to the in-house provision, Council staff will either need to be redeployed into suitable alternative vacancies within

Care4CE or their roles may be redundant and a redundancy payment due.

- 66 In assessing suitability of alternative roles, regard must be had to:
- (a) The employee's skills, aptitudes, and experience, and whether they meet the requirements of the job on offer.
 - (b) The terms of the alternative job (for example, status, place of work, tasks to be performed, pay, hours and responsibility) and how they compare with the terms of the employee's previous employment.
- 67 Full consultation and engagement will need to take place with the trade unions and affected staff if a decision is made to discontinue the in-house respite provision and the process for redeployment into alternative roles. This will mitigate the risk of any potential claim for unfair dismissal and/or breach of contract. The Council's policies and procedures regarding organisational change and redeployment will also need to be adhered to.
- 68 Regarding the current commissioned respite service, TUPE may apply to the procurement of the new commissioned service model if the services are fundamentally the same going forward. The applicability of TUPE would be a matter for the new and incumbent providers to determine. The Council has no legal liability under TUPE as client but would be expected to provide relevant TUPE information as part of the procurement process (see paragraph 85 which confirms that TUPE is not applicable).

Section 151 Officer/Finance

- 69 In terms of learning disability respite expenditure, we currently spend a total of £769,000 annually across Care4CE, commissioned services and spot purchases (see Table 1 for full breakdowns by service).
- 70 We estimate that the proposed new model would require a budget of between £550,000 and £620,000. This is based on feedback from providers as part of the market engagement and considers potential spot purchases.
- 71 The 2023/24 Medium-Term Financial Strategy identified a £250,000 financial saving by decommissioning of Warwick Mews Short Breaks. By implementing the new respite model, this will significantly contribute to meeting this saving. We also anticipate that the new services will be better equipped to manage more complex individuals and reduce the need to spot purchase additional respite placements and reduce costs further.

- 72 The cost benefits of an individual accessing respite support compared to requiring a long-term care and support package are clear. The average cost of providing a maximum of 56 nights of respite (based on current commissioned costs) is £11,430 per annum, compared to the average cost of a learning disability supported living placement which is £57,304.
- 73 The proposed new model for learning disabilities respite will ensure value for money by ensuring optimum occupancy levels, by reducing the number of units and through the undertaking of a competitive procurement process to ensure best value.
- 74 Existing staffing resources in procurement, commissioning, operational teams, and brokerage will be involved in the re-commissioning and ongoing contract management and referrals process.

Policy

- 75 The Care Act (2014) places people and their carers in greater control of their care and support needs. The Act is particularly pertinent to how services for people with learning disabilities are commissioned and how support is arranged and aims to give greater control and influence on those in need of support. This includes encouraging people to think about what outcomes they want to achieve in their lives, with a greater emphasis on prevention.
- 76 The recommended approach to developing a new learning disability respite model, firmly align to several priorities within the Cheshire East Corporate Plan 2021-2025.
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services.
 - Increase opportunities for all children and young adults with additional needs.
 - Work together with residents and partners to support people and communities to be strong and resilient.
- 77 The NHS Long Term Plan also seeks to support people with learning disabilities and other complex needs to lead longer, happier, and healthier lives. The redesign of respite aligns with the aims of the plan for more people with learning disabilities to be supported to live fulfilling lives and giving them choice over the type of support they need to live the life they choose.

Equality, Diversity and Inclusion

- 78 As part of its decision-making process, Cheshire East Council, must have 'due regard' to its equality's duties. Under section 149 of the Equality Act 2010, the Council/ICB in exercise of its adult care and support functions, must have 'due regard' to the need to eliminate discrimination, advance equality of opportunity between persons who share a protected characteristic and those who do not, foster good relations between persons who share a relevant protected characteristic and persons who do not in order to tackle prejudice and understanding.
- 79 Under the Equality Act (2010), partners are required to identify the impacts of any decisions, policies etc. on certain protected groups to ensure equality is promoted, and inequality minimised. For example, there must be an assessment made of the impacts on groups or individuals who are disabled, including mental health problems, who belong to ethnic or racial groups, on the grounds of age or sex discrimination etc. An Equality Impact Assessment can both assist in evidencing that these equality duties are being met and inform decision making.
- 80 The Council is required to give serious, substantive, and advance consideration of what (if any) the proposals would have on the protected group and what mitigating factors can be put in place. This exercise must be carried out with rigour and an open mind and should not be a form of box ticking. These are mandatory considerations.
- 81 An Equality Impact Assessment has been completed (see Appendix 1)
- 82 Age and Disability are the protected characteristics which are most impacted by those accessing learning disability respite services currently. However, eligibility for the service is determined by assessed need as set out with the Care Act's legal framework. Therefore, those unable to access the service will be because of assessed needs thresholds not being met rather than any form of discriminatory practice linked to protected characteristics.
- 83 The service is designed to promote independence and develop new skills and as such there is an expectation that part of the support provided includes integration within wider communities and promoting access to activities/opportunities. By ensuring that the service is coproduced with service users it will enable commissioners to use lived experience of the service so that no unlawful discrimination, harassment and victimisation to anyone with a protected characteristic occurs.

Human Resources

- 84 There are potential human resources implications associated with the future commissioning of learning disability respite services.

- 85 The current commissioned provider has confirmed TUPE will not apply to any staff working on the contract.
- 86 TUPE will also not be applicable for Care4CE staff currently working within Warwick Mews Short Breaks, with the proposed new model being a substantially different service based on a supported living model, in contrast to the current residential based model.
- 87 No formal consultation discussions have taken place yet with Warwick Mews Short Breaks staff. Care4CE have vacancies for staff in other services that would be offered to staff through redeployment.
- 88 Trade union engagement will continue to be an integral part of the process. Regular updates have been provided to Trade Unions, who have been fully informed of the consultation and have been updated regularly at Joint Consultation and Negotiation Panel (JCNP).

Risk Management

- 89 Any proposals to change the way that learning disability respite services are currently delivered and commissioned will present challenges and risks.
- 90 See below identified risks with mitigation.

Ensuring buy in from providers to deliver learning disability services in Cheshire East

- Initial scoping and feedback from providers, has been encouraging with over 40 providers attending a market engagement event in February 2024.
- Feedback on the proposed model has been positive, indicating interest to participate in a tender exercise.
- A pre-tender go live session will take place to ensure providers can answer any questions relating to the tender process.
- In terms of the contract length (5+2 years), we are seeking to incentivise the market and development partners to invest in developing a service and accommodation. This contract length will offer greater sustainability to providers, so they can look to reduce costs with their being less risk attached than if this was a shorter contract.

Ensuring that people and carers continue to access services in the event of a change in location and provider.

- Engagement and consultation on the proposed model has been

- We are seeking to involve a carer/service user representative(s) on the evaluation panel, as part of the co-production.
- Mobilisation meetings will take place with service users and carers to ensure they meet the new provider and any questions on the new service can be answered.
- Visits to the new service will be held as part of this process.

Delays in the development of accommodation and recruitment impact on the start date of the new respite service

- A flexible mobilisation period will be factored into the timeline to allow for development of new services.
- Feedback from provider engagement has indicated several existing properties and others in the pipeline to deliver respite services from in Cheshire East.
- We will ensure that contingencies are in place with Care4CE continuing to deliver respite at Warwick Mews Short Breaks.
- We will also seek to extend current commissioned contracts with commissioned provider.

Rural Communities

- 91 One of the benefits of the proposed respite model is that we will have two sites across the borough. This will enable the services to reach those individuals in more rural parts of the borough, rather than a single service.

Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)

- 92 The proposed respite model will continue to support the preparing for adulthood and transition agenda. 22 people (many of which were aged between 18-25) have transitioned from commissioned respite into their own supported living tenancy over the last five years.
- 93 A joined-up approach to commissioning provision across Children's and Adults across the Council and health will ensure a smoother transition and improved outcomes for individuals who require care and support services.

Public Health

- 94 Improved person-centred approaches can reduce the inequalities that arise from a standardised approach. Thorough consultation and intelligence on inequalities opportunities can be robustly evaluated to ensure that they do not risk widening inequalities.

- 95 Supporting individuals with learning disabilities closer to home gives them the best opportunity to effect positive change, reducing risk and supporting sustainable, safe outcomes.

Climate Change

- 96 The proposed respite model supports the views from the engagement sessions, where it was evident that people who access respite, benefit from services being delivered closer to home.
- 97 If more people are supported in services in borough which better meet their support needs, key people working with the individual will usually be assigned based on location and therefore reduce the carbon footprint by remaining local. We would also reduce the number of individuals with learning disabilities who are placed in respite at a distance and reduce the associated travel for contact or statutory visit.

Access to Information	
Contact Officers:	<p>Mark Hughes, Programme Lead, Complex Needs mark.hughes@cheshireeast.gov.uk</p> <p>Keith Evans, Head of Service, Learning Disabilities and Mental Health Keith.Evans@cheshireeast.gov.uk</p>
Appendices:	<p>Appendix 1 – Equality Impact Assessment</p> <p>Appendix 2 – Learning Disability Respite Pre-Consultation Survey, December 2023</p>
Background Papers:	None