

Non-financial Options Appraisal

The table below presents the non-financial pros and cons of each of the two Options consulted upon taking on board the feedback from the consultation. It also includes the “Continue with current model” option which would still necessitate a procurement.

Option	Pros	Cons
Continue with current model – although this will require procurement of external services	<p>Maintains status quo in terms of venue – least disruption for service users</p> <p>Enables existing providers to bid for and secure services if they demonstrate the most economically advantageous tender in the market</p> <p>Maintains positive relationships with current providers</p>	<p>Does not provide sufficient capacity to meet estimated forecast increases in demand in future years.</p> <p>Is not a cost-effective model and the Council needs to deliver efficiencies to operate within the resources available.</p> <p>Could very well still necessitate a change in provider thereby impacting providers and service users in the same way as Option 1</p>
Consultation Option 1: Expand Kentish Road and deliver the majority of overnight respite from a single service operating across two sites, Kentish Road and Weston Court.	<p>More effective use of Council owned assets and resources – as making full use of both premises</p> <p>Maintains client choice by offering two sites</p> <p>Better access for carers and avoids increased travel costs as a result of maintaining a site on the East and a site on the West</p> <p>Provides for an increase in capacity to meet future demand</p> <p>Less disruption (than Option 2) for service users and carers currently using Kentish Road and Weston Court</p> <p>Ability to flex use of the two sites to meet a range of different needs, e.g. Weston Court could be used more for those people who need a quieter environment</p> <p>A single provider would bring parity across processes such as bookings, allocations, use of weekends, allocation of travel and application of Least Restrictive Practice principles etc</p>	<p>Providing the whole service in house could potentially destabilise some providers in the market</p> <p>Some people using Rose Road (approx. 11) would be required to move to Kentish Road or Weston Court resulting in disruption, potential emotional distress from loss of stable relationships with and confidence in staff, destabilisation of established friendships and a move to an unfamiliar environment (as outlined in consultation feedback)</p> <p>Providing the whole service in house would mean that clients and carers using Weston Court will see a change in management of their service and potentially changes in staff (depending on whether or not staff decide to TUPE across) which for some could be very stressful and may prevent them from feeling able to take a break from caring (as outlined in consultation feedback)</p>
Consultation Option 2: Expand Kentish Road and deliver the majority of overnight respite from one main site, i.e. Kentish Road and cease provision at Weston Court	<p>More effective use of Council owned assets and resources</p> <p>A single provider would bring parity across processes such as bookings, allocations, use of weekends, allocation of travel etc</p>	<p>Would significantly reduce choice – there would be only 1 site to choose from</p> <p>Access for carers living on the East of the City could be significantly impacted as a result of the closure of Weston Court, their cared for individuals would have further to travel which could be distressing and travel costs will increase.</p>

		<p>Choice of when respite is available would also be impacted as there would be less opportunity to accommodate requests for peak times, e.g. weekends and school holiday periods</p> <p>Risk of not meeting demand in future years if people don't take advantage of wider options or demand increases more than expected thereby necessitating the purchase of additional capacity from the external market at potentially higher costs</p> <p>Potentially destabilises some providers in the market as a result of taking services in-house, which in turn could increase costs for other provision</p> <p>Significant disruption for a large number of families (around 40) having to move from one site to another, along with the associated emotional distress of an unfamiliar environment and a potential change in trusted staff – for some this could result in them opting not to take a break from caring, putting further pressure on carers - as outlined in the consultation feedback</p> <p>Logistical complexity and resource required to review and transition around 40 people would be significant</p> <p>Offers less flexibility to cater for different types of need as all respite would be provided in the same building – as outlined in the consultation feedback. Some people could be severely impacted from being in a too large and busy environment mixing with others with a wide range of needs and ages.</p>
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In addition to the above options and owing to the opposition from carers to bringing all residential respite in-house, consideration has also been given to a mixed provider option which would be a variation of Option 1. Under this option (Option 3) Kentish Road would still be expanded and the majority of overnight respite would still be delivered from there and Weston Court; but each site would be managed by a different provider: Kentish Road by the Council and Weston Court by an external provider.

The non-financial pros and cons of this option are shown below:

Option	Pros	Cons
<p>Option 3 - Variation on Option 1: Kentish Road would still be expanded and the majority of overnight respite would still be delivered from there and Weston Court; but Kentish Road would be delivered by the</p>	<p>Offers all the same benefits as Option 1 in terms of fully using Council assets, providing for future growth in demand and enabling choice, with the exception of the benefits of consistency and parity of having a single provider</p>	<p>Would have the same disadvantages as option 1 for those clients currently using Rose Road</p> <p>Offers the Council little control over future uplift requests in relation to the Weston Court service unless explicitly limited within the</p>

<p>Council and Weston Court by an external provider.</p>	<p>Potentially less disruption for Weston Court clients – if the provider does not change, although this cannot be guaranteed</p> <p>Potentially enables a more collaborative arrangement between the Council and an external provider</p>	<p>procurement and contractual arrangement</p> <p>A change in provider for Weston Court clients may be the outcome of this option anyway in which case the disadvantages perceived under Option 1 in relation to this would be the same for this option</p>	
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