

**SUBJECT: THE REVIEW OF THE RESPITE OPPORTUNITIES SERVICE WITH
RECOMMENDATIONS****MEETING: PEOPLE SCRUTINY COMMITTEE****DATE: 19th July 2023****DIVISION/WARDS AFFECTED: ALL****1. PURPOSE:**

To present the findings of the Respite Opportunities Service review, review recommendations, and the feedback received from people using the service for consideration by the People Scrutiny Committee.

2. RECOMMENDATION:

That the People Scrutiny Committee considers the findings of the Respite Opportunities Service review, the review recommendations, feedback received, and offers views to the Executive.

3. BACKGROUND:

3.1 The Council has a statutory duty to meet the care and support needs of carers, in accordance with the Social Services and Well-being (Wales) Act 2014, including the respite needs of carers of people with a learning disability. In discharging this duty, we also seek to ensure the lives of people receiving respite support are enriched by the opportunities available to them.

3.2 In order to meet its statutory duty and enrich the lives of people receiving respite, the Monmouthshire Respite Opportunities Service was created. It offers a range of respite options for adults with learning disabilities, including short breaks/supported holidays, shared lives, direct payments and residential respite. It provides a bespoke, person-centred approach to respite.

3.3 The service has been successfully delivering this model since 2011 but the demand and type of services being used have changed considerably. A review has been undertaken between November 2022 and May 2023 to identify how best the service can be developed for the future.

3.4 When the review began 30 people were identified as eligible for support; 12% of all adults with a learning disability supported by the Directorate. In addition, a further 12 young people coming through transition were identified who might be eligible at 18.

4. THE VISION FOR THE FUTURE OF THE RESPITE OPPORTUNITIES SERVICE

4.1 Undertaking the review of the Respite Opportunities Service has allowed us to develop a future vision for the development of respite services based on changing patterns of demand and our understanding of what is important to people.

The review highlighted some key changes and challenges including:

- More people are seeking to use short breaks/supported holidays, shared lives and direct payments.
- The considerably decreased demand for the residential respite resulting in a reduction in demand Budden Crescent (See section 5.5 for detail)
- A need to expand and enhance the range of short breaks/supported holidays on offer.

To respond to these changes, we are seeking to reprofile the service to ensure it continues to meet the needs of people by offering 5 types of respite support.

4.2. Specific areas for development will include:

1. Expanding short breaks/supported holidays to enable greater choice and provide support for people who are wheelchair users or have higher level care needs.
2. Refocussing the residential respite option so people can access support in a range of different homes in neighbouring counties and cease to provide residential respite at Budden Crescent.
3. Extending the availability of Shared Lives support to specifically enable people who are wheelchair users or have higher level care needs to access this option.
4. Developing a respite at home option for people who would prefer to remain at home when their family are away.
5. Promoting and increasing the uptake of Direct Payments for respite.
6. Developing a range of robust emergency respite options.

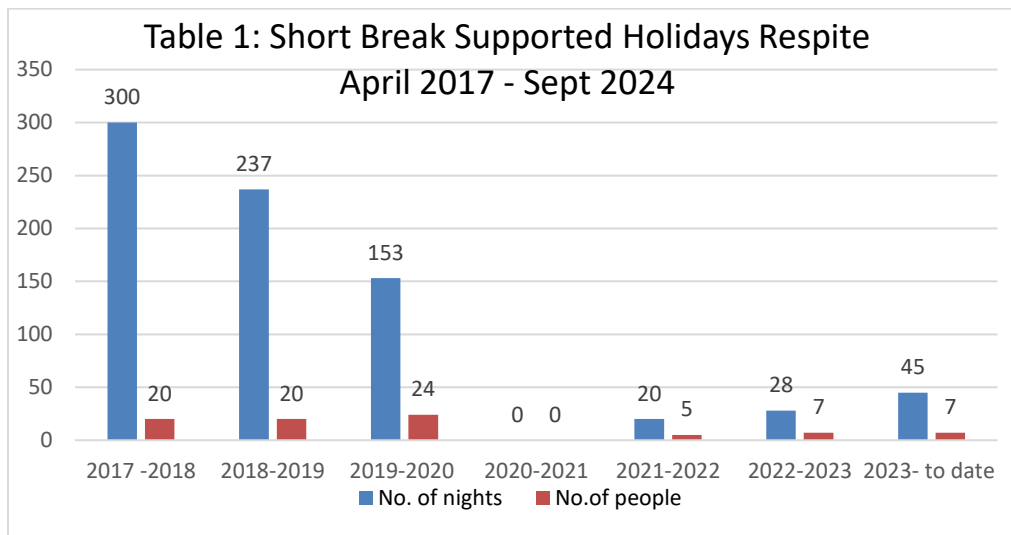
4.3 The ethos of the service will remain as before - a high quality flexible respite service that offers choice, meets people's respite needs and supports individual outcomes. People will continue to have access to the full range of respite support options. Residential respite will be offered through a range of appropriate services in neighbouring local authorities, including Newport and Blaenau-Gwent. Social workers will work with people and their families to secure the most appropriate residential respite placement to meet their needs.

5. KEY ISSUES - THE REVIEW FINDINGS

5.1 The review report provides a comprehensive assessment of the service (Appendix 1) with detailed findings of each of the service's 4 current options. It also identifies additional options which require development in the future. The key findings are summarised below:

5.2 Short Break/Supported Holidays

5.2.1 When this option was first offered in 2011 it was very much uncharted territory for all concerned. By 2020 it was a much used and valued form of respite; with over 2/3rds of people having a short break/supported holiday. The emergence of the pandemic in March 2020 had a significant impact upon supported holidays. A slow take up of this option has begun, but not yet at its pre-pandemic level. See table 1 below:



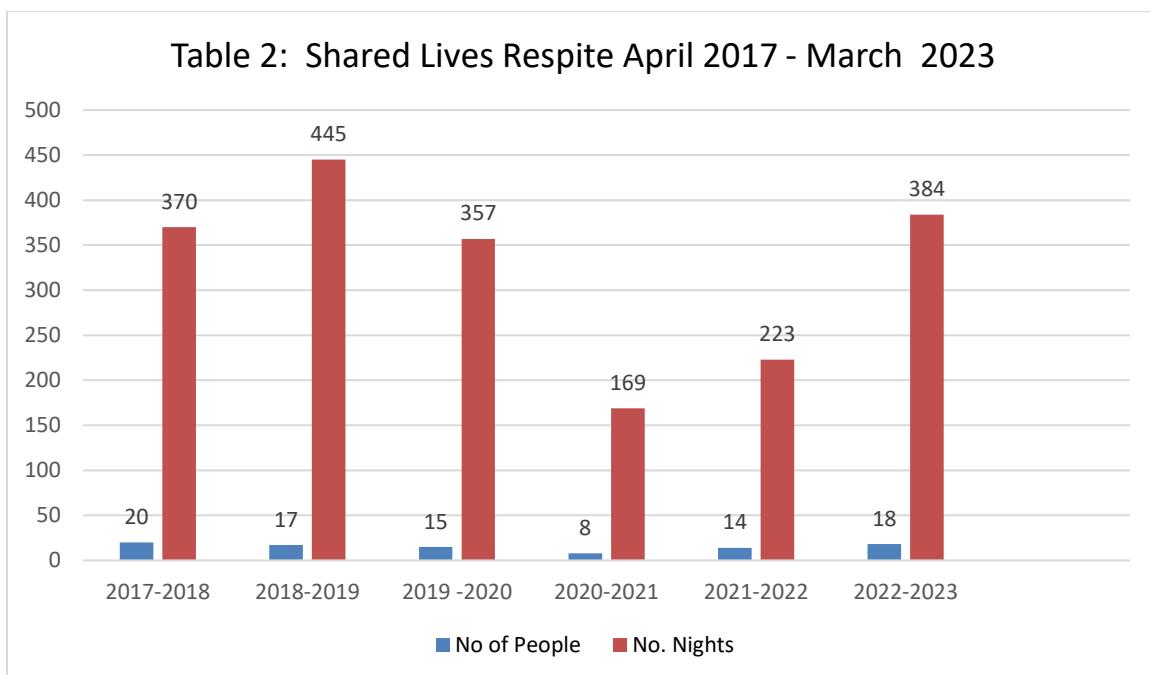
5.2.2 A variety of supported holiday providers had been sourced and we are able to offer a selection of short break holidays, typically around 4 days.

5.2.3 Availability of short breaks/supported holidays for people who are wheelchair users and or have high level support needs has been challenging. Comments from the first engagement exercise include a request for more investment to increase opportunities.

5.3 Shared Lives

5.3.1 Shared Lives has seen consistent growth in its use. It is clearly a valued and attractive option for people which offers flexible respite within a family setting. Some Shared Lives carers provide emergency as well as planned support, which is particularly valuable. There is limited availability of shared lives carers who can offer respite to people who use a wheelchair.

5.3.2 Shared Lives has seen the least impact in terms of the pandemic. Support continued to during 2020/2021 albeit at a reduced level but has now returned to previous levels.

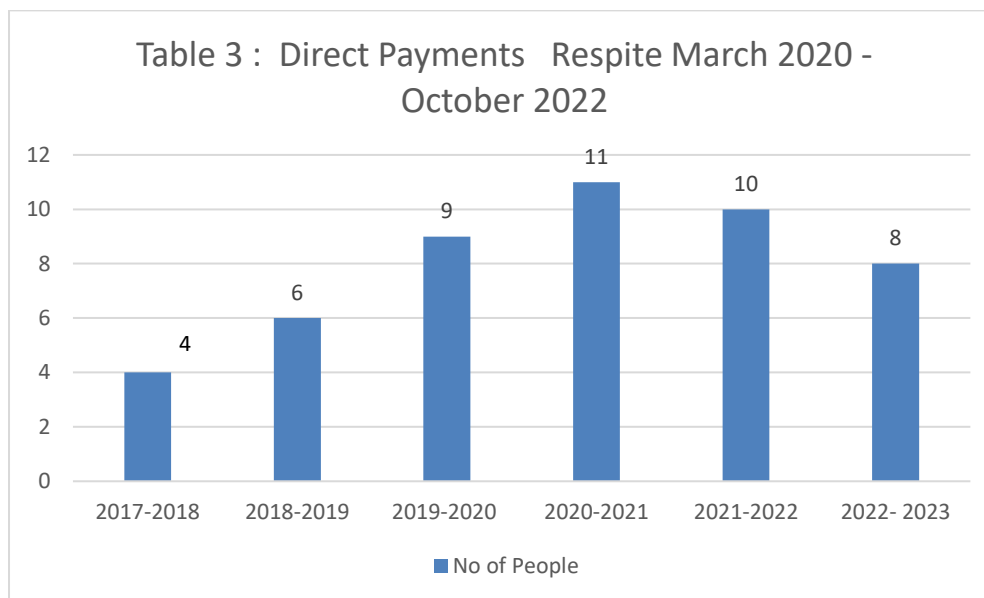


5.3.3 The Shared Lives service is operated via the Gwent wide South East Wales scheme. People receiving report are matched with host carers from anywhere in the areas and are not restricted to their local authority footprint.

5.3.4 36% of responses from the first engagement exercise were from people who currently use or had recently used Shared Lives and feedback was universally very positive.

5.4 Direct Payments

5.4.1 The take up of Direct Payments for respite support has increased since 2017 and is a valued option. See table 3 below:



5.4.2 People often use it for very short periods of time e.g. 1 or 2 days and this enables people to dovetail their support to best fit their lives.

5.4.3 The costs of a Direct Payment vary as they are calculated based on the person's needs and circumstances.

5.5 Residential Respite

5.5.1 It is a key component of the service and was used the most until 2017/2018. The majority of residential respite has been provided at Budden Crescent in Caldicot, run by Monmouthshire County Council, though some people have chosen to access other services residential respite care homes outside the county.

5.5.2 The numbers using Budden Crescent have been reducing since 2018. More families are choosing to use other respite options as they became available, particularly among younger people. Demand has also reduced due to previous users moving into a care home and supported living settings or moving out of the county.

5.5.3 Budden Crescent has been impacted the most by the reduced demand. 13 people received respite at the home in 2019. There are now 8 people who have been assessed as requiring for residential respite:

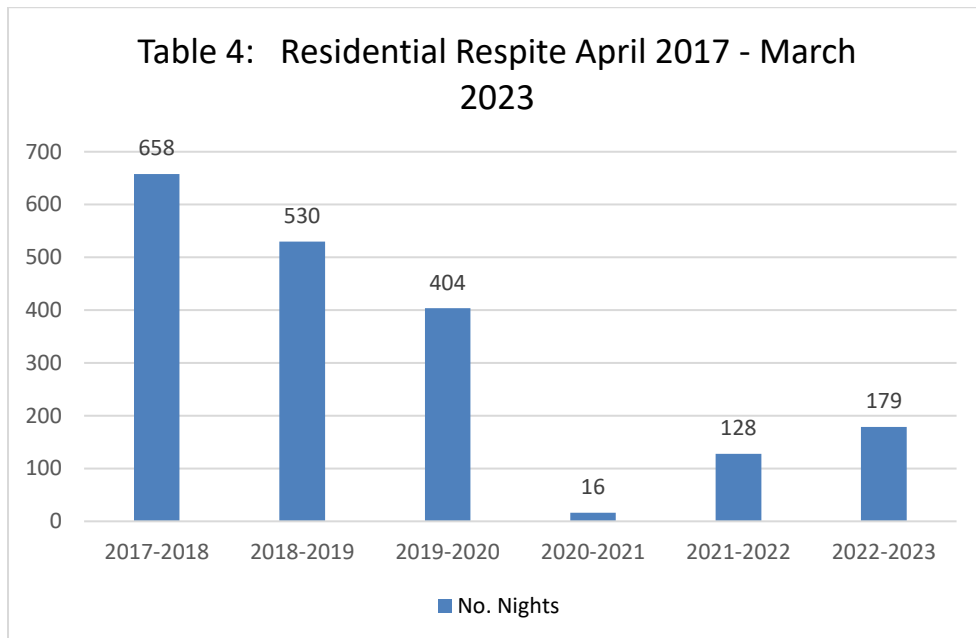
- 2 are receiving residential respite and are satisfied with their current support.
- 2 are receiving residential respite but would prefer to use Budden Crescent if available.

- 4 are not currently receiving residential respite and have confirmed Budden Crescent is the only option they will consider.

5.5.4 In early April 2020 Budden Crescent was temporarily closed due to the pandemic. From September 2021 to June 2022, the building was used for an emergency Children’s Services placement. Since then, the service has remained temporarily closed while the review is undertaken and the future need for support confirmed.

5.5.5 While Budden Crescent has been temporarily closed, other options have been offered to people including residential respite in alternative facilities. During 2020-2021, demand was low with between 3-4 people requesting residential respite. 50% chose to access an alternative residential option.

5.5.6 From 2021 residential demand increased, the majority of support was provided at Centrica Lodge in Newport. This interim arrangement with Newport City Council remains in place while the review is undertaken. Indications are that it would be open to entering into a longer-term arrangement. Numbers of people receiving residential respite has started to grow since 2021. See table 4.



5.5.7 There are now 8 people who require residential respite support; 4 currently receive their support from homes in Blaenau Gwent and Newport. The remaining 4 people have declined any alternative residential respite service to Budden Crescent. Each person has an allocated social worker, and all are receiving other support services including day services and support at home. Social workers continue to explore and offer alternative respite options to the people and their families.

5.5.8 A prediction of the demand for residential respite at Budden Crescent has been undertaken, based on the 6 people who either prefer Budden Crescent or have stated it’s the only option they will consider. The estimate of their future requirements is a total of 182 nights per year, approximately 25% of the home’s capacity.

5.5.9 Future predictions suggest a 54.5% increase in the number of people in Monmouthshire with a learning disability by 2035. If this is applied to the existing number of people who prefer to use Budden Crescent, then that would equate to an increase from 6 to 9. While statistically significant this would only increase the overall projection of nights to 273 (37% of capacity).

5.6 Respite at Home

- 5.6.1 During Covid residential respite was a higher risk option, alternative options were found including providing respite support into the person's family home. This happened occasionally and proved very successful for the people and families receiving it.
- 5.6.2 Expanding the service to include respite at home would provide another option which could flexibly adapt to the needs of people.

5.7 Emergency Respite

- 5.7.1 Emergency respite is sometimes required at short notice when family carers are unwell or unable to provide their usual care due to other reasons. Typically for short periods of time though occasionally this may be longer where individual circumstances require it.
- 5.7.2 Historically emergency respite has mainly been provided at Budden Crescent with Shared Lives occasionally. Since March 2020 demand has reduced, emergency respite has been via Shared Lives, respite at home and residential facilities including Centrica Lodge.
- 5.7.3 There will always be a need for emergency respite and the service will need to be able to meet this need flexibly and effectively.

6. CONSULTATION

People and families

- 6.1 There have been two engagement exercises with people who use the service and their families during the review process. The first exercise took place in November 2022 when people were asked their views on the findings from the review to date. The second exercise took place in March 2023 for a 5-week period. People and families were provided with the final draft review report and were asked for their views on the draft recommendations.
- 6.2 First phase engagement process: There was a low engagement rate with only 26% (11) of people and families invited, taking part.
- 6.3 Second phase engagement: All 31 people identified as receiving support and 12 all young people eligible for support in the future were contacted. Packs were provided containing the review report, the review summary and paper questionnaire (all in standard English and Easy Read) and a link to an online questionnaire.
- 6.4 Participation levels in the second phase were considerably higher and are summarised below (Appendix 2 Engagement Summary):
- Direct contact was made with 100% of the people, this contact included home visits, phone calls, emails, letters, and voicemails.
 - Initial contact was made in March by phone and letter.
 - Follow up phone calls were made in April to those who hadn't yet responded,
 - Direct contact was made with 77% (33 people)
 - Responses to the review and recommendations were received from 58% people (18 questionnaires and 7 alternative form of feedback).

- 6.5 The percentage responses given in the following section relate to only those provided via the questionnaire (18).
- 6.6 There was overall support for 6 of the 8 recommendations (1,2,5,6,7 +8); 56% - 89% of respondents either agreed or somewhat agreed.
- 6.7 Recommendations 3 and 4 did not receive overall support:
- Recommendation 3: Refocus residential respite option so people can access support in a range of different homes including those in neighbouring counties.
 - 39% (7) of respondents either agreed or somewhat agreed.
 - 28% (5) either disagreed or somewhat disagreed.
 - 33% (6) neither agreed nor disagreed.
 - Recommendation 4: Cease to provide residential respite at Budden Crescent received the lowest support of all:
 - 6% (1) of respondents either agreed or somewhat agreed.
 - 61% (11) either disagreed or somewhat disagreed.
 - 33% (6) neither agreed nor disagreed.
- 6.8 For some respondents there is no alternative to the safety, comfort, and local nature of Budden Crescent. People commented warmly of their experiences at this service. Given the importance of this recommendation, it is worth considering in the wider context of who were consulted as part of the respite review:
- 33% people have stated they disagree with this recommendation.
 - 2% have said they agree saying it costs too much for not many.
 - 14% recorded a response of neither agree or disagree.
 - 51% people did not respond at all to this recommendation (total of 43)
- 6.9 Respondents were also able to provide narrative comments against each recommendation and more general feedback. Appendix 2 provides a summary of the questionnaire responses and feedback received. The narrative themes within the feedback has been collated below:
- Equality of opportunity for all types of respite service regardless of disability or needs. Including Shared Lives and Short Break/Supported Holidays for people who use wheelchairs.
 - Short break/Supported holidays need more variety, choice and availability.
 - Respite opportunities should where possible be in county, and where people did want or need to go out of county, they should not be discriminated against.
 - Any change should be driven by want and need.
 - Budden Crescent should not be closed if people still want and need it.
 - A respite at home service should be developed for those who want it.
 - Direct Payments needs to be more easily accessible and more flexible in their use.
 - Emergency respite is a critical need. This should be in county if possible.

Budden Crescent team

- 6.10 In March 2023 Colleagues at Budden Crescent were asked for their views on the Respite Opportunities Service review report. A written feedback response was provided on behalf of the team as well as 6 emails directly from individual colleagues. Feedback was largely split in to two overarching topics:

1) The future of Budden Crescent and Respite Opportunities.

The main themes within the feedback are:

- Previous changes to respite allocation and booking systems (based on need) have caused stress on families, particularly when combined with reduction of day services; leading to a reduction in the amount of care some people can access.
- Querying whether numbers in the report truly represent use of Budden Crescent when they feel people have been signposted to other services since 2020, and if this is the case are other respite offers really peoples preferred options or is it that Budden Crescent is not open so there is no other choice.
- They hope that any new service will maintain the values and ethos of Budden Crescent; 'familiarity, comfort and control'.
- Is it really a new approach if one residential respite is being substituted by another?
- The review was not carried out independently, so there are concerns about impartiality.
- If some of this is cost saving measures, this should be overtly mentioned in the report including comparative cost of other options.
- Despite their concerns they do see that Budden Crescent is no longer a viable option.
- Monmouthshire County Council has missed an opportunity to work collaboratively with the team to develop a more modern and financially robust service. 'We believe that our insights and experience could have been an asset in the development of a more sustainable and efficient service.'

2) Colleague experiences whilst Budden has been temporarily closed.

The main themes within the feedback are:

- Colleagues expressed a feeling of being treated unfairly and feeling poorly supported and informed during this time of transition, with feelings of uncertainty about their futures.
- There is a feeling of being let down by Monmouthshire Council and no longer feeling proud of their roles.
- There is a desire to move forward with a more open and transparent environment, with a dialogue between staff and senior managers.

6.11 The feedback from Budden Crescent colleagues is appreciated. The comments in respect of the future of Budden Crescent and the Respite Opportunities have been considered in developing the final recommendations for the future of the service.

6.12 Engagement and consultation with staff has taken place throughout but managers of the service note the comments around staff members feeling poorly informed and will address this with the team as a priority.

7. CONCLUSIONS

7.1. The review draws conclusions for each existing respite options and makes 9 recommendations for the future development of the service. This is summarised in this section below.

7.2 Short Break/Supported Holidays

- 7.2.1 As part of the review, feedback from people and families using the service was gathered in two separate engagement exercises. Feedback was very positive in respect of short break supported holidays. In the initial exercise in November 2022 all respondents who use this option said they are really satisfied with this option.
- 7.2.2 Further expanding and developing this option in the future, will ensure people continue to have an opportunity to receive their respite through a short break/supported holiday, including those who use a wheelchair or have higher support levels.
- 7.2.3 Whilst some bespoke holiday packages have been arranged, generally this remains an area for development. It is very much a specialist area and there are a limited number of operators offering holidays. A number of operators have pulled out of the market since Covid, mainly not for profit providers which has resulted in very limited choice and higher costs.
- 7.2.4 Securing support in the future will be challenging in terms of supply but equally in ensuring costs are financially sustainable.
- 7.2.5 Two recommendations are made in respect of this options. 78% (14) of people who responded to the second engagement questionnaire agreed or somewhat agreed with both recommendations (Appendix 2).

7.3 Shared Lives

- 7.3.1 Shared Lives support is both effective and efficient and is valued by the people who use it. Costs associated with this option are the lowest as carer pay rates are agreed across the scheme.
- 7.3.2 The lack of availability of Shared Lives carers with suitably adapted homes to support wheelchair users and people with higher level support needs has been a key issue for some time. MCC will need to work with its SEWAP partners to recruit appropriate carers and create solutions to provide suitable adapted accommodation.
- 7.3.3 It would benefit from expansion to improve the availability of short notice or emergency support. This is rarely required but would bring added security and robustness.
- 7.3.4 One recommendation is made (Recommendation 5) to extend the availability of support to enable people who are wheelchair users or who have higher level care needs. 78% (14) of people who responded to the second engagement questionnaire agreed or somewhat agreed with the recommendation.

7.4 Direct Payments

- 7.4.1 This option is often more attractive to younger people and their families, many of whom prefer this to the more traditional residential respite offer. It works well for those who want a fully flexible, self-managed option. Feedback from current users is they are happy with the service.
- 7.4.2 Feedback from people is that for some, managing their own money and options would not be achievable or desirable.

- 7.4.3 Further work is underway across the Gwent Region to collaborate on the promotion and delivery of Direct Payments will bring benefits in the future and will ensure that this valuable option is promoted and used.
- 7.4.4 A more robust process for calculating Direct Payment allocations needs to be developed. Work has begun to develop an allocation process for all of the respite options allocations which will bring greater equity for those using the service.
- 7.4.5 The review makes one recommendation (Recommendation 7) which is to promote and increase the uptake of Direct Payments for people who need respite. 56% (10) of people who responded to the second engagement questionnaire agreed or somewhat agreed with the recommendation.

7.5 Residential Respite

- 7.5.1 There has been a reduction in demand over the last 5 years which has resulted in the capacity at Budden Crescent being in excess of what is required to meet current demand. The current demand, and future demand projections, all indicate that a service the size of Budden Crescent is no longer required to meet the needs of people requiring a residential respite service.
- 7.5.2 Budden Crescent has always been a highly valued service. Many people have used it for many years and have built trusted relationships with the team.
- 7.5.3 Residential respite can be delivered through existing alternative provision in neighbouring counties. Feedback from 11% (2) of respondents stated they want in county residential respite.
- 7.5.4 Residential respite is a crucial component of the respite service and should be provided in a way which is appropriate and proportionate to demand. It is generally the highest cost form of respite support, and it needs to be provided in the most cost-effective way.
- 7.5.5 The reviews makes 2 recommendations relating to the future of residential respite:
- Recommendation 3. Refocus residential respite option so people can access support in a range of different homes including those in neighbouring counties.
 - Recommendation 4. Cease to provide residential respite at Budden Crescent.
- 7.5.6 Recommendations 3 and 4 did not receive overall support from respondents. 39% (7) of respondents agreed with recommendation 3 and only 6% (1) agreed with recommendation 4. 33% (6) of respondents for each of these recommendations neither agreed nor disagreed (Appendix 2).
- 7.5.7 The implementation of both recommendations will ensure that residential respite is provided for people using a range of different residential facilities to meet their needs.
- 7.5.8 There will be a range of respite options available which can meet the residential respite needs of the people who have indicated they will only consider respite at Budden Crescent. Social workers will continue to offer the available respite options to the families, including other available residential facilities which can appropriately meet their needs. It is hoped that through on-going social work support families feel able to access respite support in the future.

7.5.9 An options appraisal was undertaken of Recommendation 4 which identified Option C as the preferred option. (Appendix 4)

7.6 Respite at Home

7.6.1 During Covid alternative options to residential respite were found including providing respite support into the person's family home. This happened occasionally and proved very successful for the people and families receiving it.

7.6.2 Feedback from the 2nd engagement exercise was positive with 89% (16) of respondents either agreeing or somewhat agreeing with recommendation 6 to expanding the service to include respite at home would provide another option which could flexibly adapt to the needs of people.

7.7 Emergency Respite

7.7.1 Since March 2020 demand for this has reduced. When needed emergency respite has been provided via Shared Lives, respite at home and residential facilities including Centrica Lodge.

7.7.2 There will always be a need for emergency respite and the service will need to be able to meet this need flexibly and effectively. A recommendation regarding developing this is made (8).

7.7.3 83% (15) of people who responded to the second engagement questionnaire either agreed or somewhat agreed with the recommendation. Respondents spoke of the stress that comes from becoming unwell when you are a carer, prioritising others needs over your own health due to lack of support. Respondents described this as an 'urgent' and 'critical need'.

8. THE RECOMMENDATIONS:

8.1 There are 8 recommendations for the future development of the service:

1. Expand the range of supported holiday opportunities to enable greater choice to match people's interests and needs
2. Create holiday opportunities for people who are wheelchair users or who have higher level care needs.
3. Refocus residential respite option so people can access support in a range of different homes including those in neighbouring counties.
4. Cease to provide residential respite at Budden Crescent.
5. Extend the availability of Shared Lives support to specifically enable people who are wheelchair users or who have higher level care needs
6. Develop a respite at home option for people who would prefer to remain at home when their family are away.
7. Promote and increase the uptake of Direct Payments for people who need respite.
8. Develop a range of robust emergency respite options including Shared Lives, residential and respite at home.

9. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

9.1 An Integrated Impact Assessment has been undertaken and is attached as Appendix 3.

9.2 A summary from Section 8 of the Integrated Impact Assessment identifying the significant positive and negative impacts is detailed below.

Positive Impacts:

- The recommendations will ensure that people and their families have access to a range of different respite options which can best meet their needs and aspirations. Providing greater voice, choice, and control.
- The recommendations to enhance Short Break/Supported Holidays and Shared Lives to increase access for people who use wheelchairs and will positively impact their choice and experience ensuring equality of access.
- They will provide a fit for purpose respite service, which is sustainable and cost effective.
- It will provide a range of respite options that can be tailored to people's specific needs and aspirations. Many families are aging and will therefore benefit from having a robust model of support available to them.

Negative Impacts

- Ceasing to provide residential respite at Budden Crescent will have a negative impact on the people and families who only wish to access this service.
- Ceasing to provide respite at Budden Crescent will impact upon the workforce at Budden Crescent, all of whom are female.
- If families decide not to access alternative residential options, this could have a negative impact on their caring role as they would not have a break and could potentially be an issue if emergency residential respite was needed.
- 50% (4) of families who need residential respite find the proposed residential support unacceptable and may decline residential support if approved. This could negatively affect upon their health and wellbeing.

10. EVALUATION CRITERIA

10.1 The implementation of the recommendations will be evaluated in the following ways:

- Progress against the implementation of each recommendation - reports to SCH DMT at 3 and 6 months.
- Evaluation of progress after 12 months.

10.2 The following evaluation criteria will be used:

- Number of people using the different respite options
- Whether the service options are able to appropriately meet demand
- The costs of each respite option can be met within existing budget.

11. REASONS:

11.1 The review provides a comprehensive assessment of the current service and sets out a vision for the modernisation and future direction of the Respite Opportunities service. It provides a set of recommendations for how this will be achieved.

11.2 Developing the Respite Opportunities Service as set out in the recommendations will ensure that the service is able to meet the diverse needs of the people it currently supports and in the future.

- 11.3 Implementation of the recommendations will result in a service which is fit for the future, delivers high quality support, and is cost effective.
- 11.4 An options appraisal was undertaken regarding Recommendations 3 and 4 which confirmed Option C (Appendix 4) as the preferred option. This supports the proposed recommendation to cease to provide residential respite at Budden Crescent and to provide it through other facilities in neighbouring counties.
- 11.5 Option C will ensure appropriate, sufficient, and cost-effective provision to meet need. The service at Budden Crescent is too large for the current and future demand.

12. RESOURCE IMPLICATIONS:

Respite Option	2022-23 Approximate Weekly cost	2023-24 Approximate Weekly Cost	Comments
Short Break/Supported Holidays	£850 - £1,600	£1,350 - £1,840 £3500	Costs are based on varying levels of care and support. Paid for as used. Supported holidays are usually a short break of 3—4 days duration with people accessing 1—2 per year. Costs have risen significantly due to reduction in number of providers and cost of living increases. Costs including 1:1 support where applicable
Shared Lives	£357 - £625	£386 -£671	Weekly costs are based on varying levels of care and support and paid for as used
Direct Payments	£564 -£1,929	TBC	Costs are based on varying levels of care and support. Paid for as used. Following assessment and revised allocation process likely reduction in costs anticipated for 2023/24
Residential			
Centrica Lodge	£1,066	£1,108	Block booking for 52 weeks per year Potential for future costs to increase as model is being changed by NCC
Augusta House	£3,047	£3,047	Spot purchase arrangement only pay as used
Budden Crescent	£3,449	£3,603	Weekly unit cost based on planned respite at 100% occupancy

Future Predicted Costs

The estimated indicative costs of implementing the recommendations has been undertaken:

Future Service	Description	Estimated Annual Cost	Estimated Total
Provide the full range of respite options.	Purchase 1 bed at Centrica Lodge	£57,837	£179,837
	Flexible respite options (holidays, shared lives, etc.	£80,000 (indicative allocation)	
	Respite Co-ordination (notional allocation p/t)	£42,000	

Current Budget:

2023/24	Budget Amount
Budden Crescent (S107)	£375,749
Flexible Options (S103)	£52,533

Total	£428,282
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- 12.1 The total cost of Option C is estimated at £179,837. This includes increasing the funding for Shared Lives, Short Breaks and Direct Payments and an allocation for respite at home support.
- 12.2 Implementation of the future model will result in an estimated annual saving of £248,445. (In year one some funding from the savings may be used to fund wheelchair accessible support).
- 12.2 Work is underway to develop a framework within which people will be able to select their respite options to ensure that people's needs are met within an equitable and financially sustainable way.

13. CONSULTEES:

Jane Rodgers - Chief Officer, Social Care & Health
Jenny Jenkins – Head of Adult Services

14. BACKGROUND PAPERS:

- Appendix 1 Respite Opportunities Review Report
- Appendix 2 Summary of Second Stage Engagement process with people and families.
- Appendix 3 Integrated Impact Assessment
- Appendix 4 Options Appraisal

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