

Future Model of Planned Bed Based Respite - Working Group

Options for the Future Model of Planned Bed Based Respite Throughout Clackmannanshire & Stirling

V0.7 - 1 Oct 25

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
Description of Option:	<ul style="list-style-type: none"> Continue current 4 bed residential care level bed based respite service at Ludgate House Centre while undertaking required periodic upgrades and rolling maintenance. There is only a £65k Clackmannanshire respite/short breaks budget while in Stirling there is £603k (25/26 figures). Continue with single block booked nursing 	<ul style="list-style-type: none"> As with Option 1 but the 4 bed residential care level bed based respite service at Ludgate House Centre would be actively open to be booked by Stirling residents for respite as well as Clackmannanshire residents. When Stirling residents book respite at Ludgate the Stirling respite/short breaks budget would pay into 	<ul style="list-style-type: none"> Decommission the 4 bed residential care level bed based respite service at Ludgate House Centre and use the funding released to: <ol style="list-style-type: none"> Commission nursing care level bed based respite from the local care home market. Establish the necessary Clackmannanshire respite/short 	<ul style="list-style-type: none"> As per Option 3 plus: <ol style="list-style-type: none"> 1) the decommissioning of the residential care provided at Ludgate House Centre, and 2) work with the HSCP Senior Leadership Team to continue to develop the Intermediate Care model that focusses on

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	<p>care level respite bed at Annfield House in Stirling.</p> <ul style="list-style-type: none"> Continue to use the Stirling respite budget to: <ol style="list-style-type: none"> 1) Fund flexible short breaks of all varieties that provide those carers with assessed needs, the choice and control to meet their respite outcomes, and 2) Purchase short notice (only 2 weeks in advance) nursing care level bed based respite within local care homes that have the capacity and chose to accept the commission on a case by case basis. 	<p>the Clackmannanshire respite/short breaks budget.</p> <ul style="list-style-type: none"> The Clackmannanshire respite budget would in turn be used to offer a greater diversity of short breaks to carers with assessed needs in Clackmannanshire. The existing Annfield House nursing care level bed based respite would also be open to Clackmannanshire carers that have appropriate assessed needs. Reciprocal payments, similar to those noted for Stirling residents' use of Ludgate above, would be payable into the Stirling respite budget. 	<p>breaks budget to offer a greater diversity of short breaks to carers in Clackmannanshire.</p> <p>3) Contribute to the required 2025/26 HSCP savings targets.</p>	<p>optimising independence, personal outcomes for carers & cared for people, and equality of access based upon assessed need and demand. Delivered from CCHC.</p> <ul style="list-style-type: none"> This Option will be developed further in collaboration with the staff, supported people, carers and HSCP SLT during October '25. Both the engagement responses and the developing Option 3+ proposals will inform the report and recommendations

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				to the IJB in Nov '25.
Remaining Beds at Ludgate House Centre	Continue with the 6 x Short Term Assessment (STA) beds at Ludgate House Centre pending HSCP management decision on the Rationalisation of Beds Across the Clackmannanshire and Stirling System.			
Likely Service Outcome	Maintenance of current quality and distribution of bed based respite. This means that many carers in Stirling will be unable to book respite more than two weeks in advance, while there will remain a healthy respite/short breaks budget with which to fund a diversity of alternative short breaks and greater levels of choice and control for carers and supported people throughout Stirling. In Clackmannanshire, bed based respite will be limited to the four Ludgate residential care level respite beds with a very small	Maintenance of current quality and distribution of bed based respite but in this option carers can access bed based respite wherever they chose across Clackmannanshire & Stirling within the existing provision and commissioning arrangements (4 beds at Ludgate, the Annfield bed and whatever short notice bookings can be secured from the local care home market). The Clackmannanshire respite/short breaks budget is likely to be enhanced as a result of payments received for	Bed based respite will undergo new commissioning arrangements. This is likely to lead to 3 nursing care level bed based respite beds being contracted from the local care home market in Clackmannanshire along with 3 in Stirling. This capacity is based on analysis of current demand. There would be open access to all nursing care level bed based respite for carers with assessed needs resident in Clackmannanshire & Stirling. This would enable the current usage	As per Option 3 plus the intermediate care model delivered from a much better environment at CCHC which optimises independence and the use of personal and community assets, is outcomes focused, and enables choice and control for carers and cared for people.

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	budget available to provide a diversity of alternative short breaks and greater levels of choice and control for carers and supported people.	Stirling residents use of Ludgate residential care level bed based respite. The Stirling respite/short breaks budget is likely to reduce as a result of payments made for residential care level bed based respite at Ludgate.	of bed based respite at Ludgate to be covered and increase the ability to book bed based respite more than two weeks in advance in Stirling from 1 bed to 3. In addition, there would also be an enhanced respite/short breaks budget in Clackmannanshire. The existing budget in Stirling would remain available (less the cost of the additional nursing level care beds commissioned in Stirling), to fund a diversity of alternative short breaks and greater levels of choice and control for carers and supported people.	

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Short Breaks Budget	<p>Sufficient short breaks budget is in place in both Clackmannanshire & Stirling. Budget can be used to fund alternatives to traditional bed based respite when enabling carers with an assessed need to have a break. Some examples of the types of alternatives to bed based respite are:</p> <ul style="list-style-type: none"> • Overnight Care at Home (for the cared for person) enabling the carer to be away • Shared Lives (requires commissioning and infrastructure which is being established) where the cared for person builds a relationship with approved carers who are happy to have them to stay within their home, and share their lives, while the carer has a break • Holidays/trips/breaks where both the Carer and the Cared for Person can enjoy a break together • Overnight short breaks for the carer whereby the cared for person stays within a care home near to where the carer is so that regular contact can be maintained 			
Cost Factors.	<p>Clackmannanshire - current Ludgate residential care level bed based respite costs are much higher than the national care home contract (NCHC) rate. Ludgate costs currently run at approximately 2 times NCHC rates. Stirling – Nursing care level bed based respite is commissioned at the NCHC rate.</p>	<p>Clackmannanshire - current Ludgate residential care level bed based respite costs are much higher than the national care home contract (NCHC) rate. Ludgate costs currently run at approximately 2 times NCHC rates. Stirling – Nursing care level bed based respite is commissioned at the NCHC rate.</p>	<p>Clackmannanshire - significant reduction in costs due to nursing care level bed based respite commissioned under this option expected to be at national care home contract (NCHC) rate. The NCHC is currently approximately half that of the Ludgate costs.</p> <p>Within the cost reduction noted above there is likely to be a significant</p>	<p>Option 3 plus further work is required to specify the risk implications of the additional elements of this option which will be updated as the development work progresses.</p>

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	<p>This option would not incur any additional running costs though there may be ongoing upgrade and maintenance costs for the Ludgate building and equipment within.</p>	<p>This option would not incur any additional running costs though there may be ongoing upgrade and maintenance costs for the Ludgate building and equipment within.</p> <p>**Please note that likely charges for Ludgate residential care level bed based respite are approximately double those currently paid by Stirling for nursing care level bed based respite. This option would reduce the overall quantity of care that could be provided by the Stirling respite/short breaks budget while increasing the Clackmannanshire respite/short breaks budget.</p>	<p>reduction in workforce costs due to leavers, moving to new posts under different budgets, redeployment. Work is ongoing with constituent bodies to establish how any Voluntary Severance (VS) and/or any Targeted Voluntary Redundancy (TVR) would be treated as costs – where would they sit?</p> <p>There is also likely to be cost savings/avoidance for capital/maintenance costs at Ludgate House Centre.</p> <p>This option is likely to be cost neutral in Stirling because nursing care level bed based respite is</p>	

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			already purchased at the NCHC rate.	
Practical Cost Estimates for Respite Component (4 beds) at Ludgate House Centre & Stirling Respite/Short Breaks Budget. Based on Whole Year Effects	<p>Ludgate House actual HSCP costs for 25/26 forecast (excluding senior management and non HSCP costs) = £2,129/respice bed/week. Annual cost to HSCP 25/26 forecast 4 x Ludgate Respite Beds = £442,857</p> <p>Annual cost to HSCP 25/26 forecast Clacks Short Breaks Budget = £65,000</p> <p>Stirling Nursing Care Level Bed Based Respite costs for 25/26 actual (at NCHC Rate) = £1013.05/respice bed/week. Annual cost to HSCP 25/26 forecast Stirling Short Breaks Budget (including Annfield Bed) = £603,000</p>	<p>Ludgate House actual HSCP costs for 25/26 forecast (excluding senior management and non HSCP costs) = £2,129/respice bed/week. Annual cost to HSCP 25/26 forecast 4 x Ludgate Respite Beds = £442,857</p> <p>Annual cost to HSCP 25/26 forecast Clacks Short Breaks Budget = £65,000</p> <p>Stirling Nursing Care Level Bed Based Respite costs for 25/26 actual (at NCHC Rate) = £1013.05/respice bed/week. Annual cost to HSCP 25/26 forecast Stirling Short Breaks Budget</p>	<p>Clackmannanshire 3 x Commissioned Nursing Care Level Bed Based Respite beds at NCHC rate of £1,013.05/bed/week Annual NCHC cost to HSCP for 3 Clacks Nursing Care Level Respite Beds = £158,036</p> <p>Annual cost to HSCP 25/26 forecast Existing Clacks Short Breaks Budget = £65,000</p> <p>Annual cost to HSCP 25/26 forecast Increase (released from decommissioning 4 x Ludgate Respite Beds) to Clacks Short Breaks Budget = £136,821</p>	Option 3 plus tbc

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	<p><u>Total Currently Identified Annual Costs to HSCP = £1,110,857</u></p> <p>Further year costs to HSCP £1,110,857 + uplifts</p>	<p>(including Annfield Bed) = £603,000</p> <p><u>Total Currently Identified Annual Costs to HSCP = £1,110,857</u></p> <p>However, higher costs of care at Ludgate will result in a transfer of budget and purchasing power from Stirling to Clackmannanshire.</p> <p>Further year costs to HSCP £1,110,857 + uplifts</p>	<p>25/26 Savings (also released from decommissioning 4 x Ludgate Respite Beds) as per HSCP Delivery Plan = £148,000</p> <p>Stirling</p> <p>3 x Commissioned Nursing Care Level Bed Based Respite beds at NCHC rate of £1,013.05/bed/week – this will be met from Stirling respite/short breaks budget</p> <p>Annual NCHC cost to HSCP for 3 Stirling Nursing Care Level Respite Beds = £158,036</p> <p>Remainder Annual cost to HSCP 25/26 forecast Stirling Short Breaks Budget = £444,964</p>	

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			<p><u>Total Currently Identified Annual Costs to HSCP = £962,857</u></p> <p>The figure above includes a £136,821 increase to the existing Clacks Respite/Short Breaks Budget of £65k so many more carer centred and varied short breaks can be funded in addition to access to 3 commissioned nursing care level respite beds for residents of Clackmannanshire.</p> <p><u>Total 25/26 HSCP Delivery Plan Saving of £148,000</u></p>	
Benefits	Local service retained. No work to implement change required.	A 'once for Clackmannanshire & Stirling approach' and suite of options is available	Cost effective approach. Much more respite and short breaks can be provided, savings target	Option 3 plus Local service improved with long-term future.

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		to everyone, and existing assets (human, physical, and financial) are maximised across Clackmannanshire & Stirling.	can be realised, and much more carer choice and control can be enabled. Nursing care level needs can be easily met.	
Risks	Lack of Clackmannanshire respite/short breaks budget to enable a variety of short breaks options to be offered and therefore no choice and control for carers and supported people. High cost of bed based respite per night at Ludgate. Lack of nursing level bed based respite care in Clackmannanshire.	Providing bed based respite via Ludgate House Centre is still a high cost/ financially inefficient service and it does not meet nursing care level needs.	Ludgate bed based respite workforce may become subject to Clackmannanshire Council Organisational Change Protocol which may result in unwanted redundancies and additional short term costs.	As per Option 3 plus further risk analysis based on development work during October 25.
Time to Deliver	Ongoing	3 months from 1 Dec 25	6 months from 1 Dec 25	6 months from 1 Dec 25
Post engagement summary notes on				

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options from Residents/Families/Carers				
Post engagement summary notes on options from TU's & Workforce				
Recommendation – (choose from Possible, Preferred, or Discounted)				