

Name of meeting: Cabinet
 Date: Tuesday 20 September
 Title of report: A better service for Children & Young People
 (The Integrated Early Help offer) – Proposals for
 Consultation

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Significant impact on all wards
Key Decision - Is it in the Councils Forward Plan (key decisions and private reports?)	Yes No private documents
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name Is it also signed off by the Director of Resources? Is it also signed off by the Assistant Director (Legal, Governance & Monitoring)?	Sarah Callaghan, Director for Children & Young People David Smith, 9 September 2016 Julie Muscroft, 9 September 2016
Cabinet member portfolio	Cllr Erin Hill, Portfolio Holder for Family Support & Child Protection AND Cllr Viv Kendrick, Cllr for Adults, Health and Activity to Improve Health

Electoral wards affected: All
 Ward councillors consulted: None
 Public or private: Public

1. Executive Summary

- 1.1 The purpose of this report is to seek approval from Cabinet for the proposed future model of early help services., including the proposed closure of designated Children’s Centre s and youth centre buildings and to seek authority to commence formal consultation on the proposed changes .Cabinet will receive a further report following completion of the consultation setting out the responses and asking that a decision be made on the final model and its implementation.

- 1.2 This report seeks to summarise what is meant by early help and to set out the contextual position in relation to the current and proposed future Early Help Offer delivered by Kirklees Council but aims to describe the offer in its widest sense which includes partners.
- 1.3 Public and staff engagement has been conducted on the high level principles of the Early Help Offer including the proposals for Early Help Areas.
- 1.4 The methodology and findings from the public and partner engagement period are summarised and the responses to these are set out within the report.
- 1.5 Relevant Equalities Impact assessments have been undertaken (see section 52), and the legal and financial implications are included in the report

The report makes two recommendations for Cabinet to consider.

2. Summary of Recommendations

- 2.1 Having considered the contents of this report and the attached appendices, Cabinet is asked to consider the following recommendations.

Recommendation 1– That Cabinet agrees to the proposal to develop a new Early Help model for families with children aged 0–19 years (up to 25 for young adults with learning difficulties and/or disabilities), as set out in this report, having regard to the necessary human resource implications and particularly the restructuring and reduction in the current workforce.

Recommendation 2 – That Cabinet, having taken account of the responses to the engagement phase feedback and the Equality Impact Assessments, agree to commence consultation on proposals to remodel the early help offer, to include four central sites, four designated Children’s Centres and 13 delivery sites and to dispose of 19 existing sites for alternative use.

3. Purpose of the Report

- 3.1 This report has been drafted in response to reshaping the current service offer of the Early Intervention and Targeted Support Service (EITSS) and Integrated Youth Support Service (IYSS) into an Integrated Early Help Offer. The report outlines the current offer and proposals to seek Executive Team approval to carry out consultation with current users of the service, along with their parents and carers, staff and key stakeholders, in order to redesign the future service offer that will form part of the new Kirklees Early Help Offer. It also proposes specific reductions in the current service in order to meet the savings as already agreed in the MTFP but at the same time reduce demand for high cost social care interventions. Even without the need to make considerable savings, the council and partners would wish to modernise and make changes to current models of delivery. Given the extensive nature of the proposed changes, the Executive Team is asked to approve plans to undertake formal consultation with both affected families, communities and the public.

4. Definition of Early Help

4.1 Early help is defined as the identification of needs within vulnerable families at an early stage and providing support and intervention before problems become complex and more intractable, thus requiring statutory intervention from children's social care services. Early help can mean intervening 'early' in terms of the age of a child, or intervening 'early' after the emergence of a particular need arising at any age in the life of a child from pre-birth to 19 years (or up to 25 for young adults with learning difficulties and/or disabilities).

5. Why are we re-configuring the Councils Delivery Model for Early Help ?

5.1 In order to achieve the agreed budget savings in the MTFP and in line with the ambitions of the council to focus direct delivery on those activities for which it has statutory duties, whilst supporting and enabling individuals and communities to do more for themselves, the proposed delivery model emphasises the council's role in building capacity in communities and through partners such as schools. Early Help will be delivered through area based working and in partnership with a wide range of other agencies. Our ambition is for a fully integrated approach, and the proposals set out in this report represent the first stage in achieving this.

6. The Current EITSS / IYSS Service

6.1 There are currently 25 individual children centre buildings (although other community venues are also utilised), delivered through a lead and associate model, resulting in 15 groupings, each with an Advisory Board which oversee the governance of the Children Centre offer across each grouping. The Children's Centre core offer in the Dewsbury East and Dewsbury West groupings is commissioned through Action for Children.

6.2 The youth service operates from four Youth Hubs and also uses three Mobile units to be able to target specific "hot spot" areas. Provision of Youth Activities is delivered from a further 25 locations across Kirklees (this includes utilising non-Council buildings)

7. Information required to take a Decision

Review of Family Support and Children's Centres

7.1 There was a Family Support services and Children's Centre services review in 2011. The aim of the review was to ensure that various Family Support Workers located in the newly created Early Intervention and Targeted Support Service would provide a more coordinated, efficient and effective service.

7.2 The review achieved budget savings of over £3.1m and connected the workforce with Integrated Youth Support to provide more targeted and flexible services across the pre-birth to 19 age range. The new service was based on bringing Children's Centres into groupings which achieved efficiencies in management and administration.

7.3 With reducing resources we now need to target those resources even further towards those in greatest need. At the moment we are still not getting this right, for example:

- The focus on keeping all Children's Centre buildings open has resulted in an increasingly 'stretched' offer;
- Our workforce is spread very thinly in order to try and keep some services available in all our buildings;
- We still have children centres that are not located in the right places – in areas of highest deprivation and need;
- There is a lack of focus about what outcomes we are trying to achieve.

The National and Local context for change and reasons for these proposals

- 7.4 The new Children's Service Ofsted Framework (2013) required a greater focus on outcomes and the needs of children and young people throughout their childhood journey. The framework explicitly focuses on measures around the impact of early help given, interests and voice of the child and inter-agency working.
- 7.5 Findings both nationally and locally from Serious Case Reviews and Children's Centres identify that a lack of joined up working and information sharing, poor assessments and fragmentation of service delivery are features in cases where things have gone wrong , often with tragic consequences.
- 7.6 The context for public services is changing. Both national and local policy is leading us towards an integrated public sector workforce. In particular in relation to health, social care and education through the 2012 Health and Social Care Act and the 2014 Children and Families Act. Integrated services will allow us to work with individuals holistically, within the context of their families and communities, at the same time enabling us to make efficiencies by reducing duplication.
- 7.7 The reduction in resources available for local government means we must ensure we get better value for money, demonstrating better outcomes for children, young people and families and that services can evidence the impact they make.
- 7.8 The current Ofsted Framework introduced in 2013 recognises Children's Centres as a concept rather than a physical entity and acknowledges that different delivery models are used in different Local Authorities. Our new model for Early Help will not be constrained by buildings and will aim to be much more responsive to need by being more flexible by utilising spaces within local areas that may not necessarily be a children centre or even a Council owned building.

Engagement Phase Findings

- 7.9 As part of the high level proposals for the Early Help Offer, the Council undertook an engagement phase with service users, key stakeholders and partners. Kirklees Council commissioned QA research to carry out this independent engagement activity including an online survey with the public in July 2016 to ask people their views on the Early Help Model and the 4 Area Hubs (See appendix 1 for the report).
- 7.10 A range of methods were used by QA Research to engage with people, including an online survey which received a total of 216 responses (150 online and plus 66 on paper). In addition, council officers have attended various, partnership boards and meetings, to talk to people about their view of the Early Help model.
- 7.11 Feedback on our high level proposals about the Early Help model included the majority of respondents agreeing with the Council's approach to early help but those who did disagree had substantial worries about what the approach might mean for the quality and accessibility of support.
- 7.12 Around half of respondents indicated they would be happy to volunteer their time to aid certain outcomes, but a significant minority either disagreed or neither agreed nor disagreed. This indicates that respondents were unsure and require more information about the amount and type of volunteering they would be signing up to.
- 7.13 Almost all of the statements around the 'whole family' approach were positive. There were substantial levels of disagreement with the statements around developing a way of working to meet people's needs that requires fewer buildings and supporting more people to do more for themselves. This suggests that there needs to be more information about what the statements mean for people in their day to day lives, as there are worries that the new approach could lead to a reduction in the number, quality and accessibility of services and also that people who really need help could slip through the net. These issues were also raised by the young people. We need to better explain how we will work differently with partners and other agencies to identify as early as possible when families need support and how they will be supported to support themselves and how partners and agencies will be supported to provide more effective early help services to families, preventing the need to access more targeted or complex services. These issues will be addressed in the consultation materials.
- 7.14 Findings also suggested that the majority of respondents agreed with the Council's approach to Targeted and Complex services, but less were in agreement with the approach to Community plus services. They needed to be more information about the role of volunteers, the role of a single key worker (as the young people also highlighted) and what support the Council will give to groups and how speedy this will be.

Young people in the engagement phase

- 7.15 Those young people that took part in the engagement phase were mixed in terms of their opinions on the different aspects, some felt the general ideas were positive in that they could make it easier for families to access services, but concerns around distance were also raised – as some noted their parents may have to pay more for travel to get them places. What was clear though was the value the young people place on their current services, they see them as safe places that enable them to get out of the house and be sociable and take part in activities they enjoy. The Council will ensure that Part two consultation will make it clear to young people what the changes will mean for them. This can be achieved through qualitative research designed for young people in the consultation.
- 7.16 Respondents clearly wanted more information on the proposals, the part two consultation phase will be designed with this in mind – clear, concise proposals about what the Council need to do to make budget savings (as people are aware these savings need to be made) but be clear about what the changes mean for people in their everyday lives; particularly the most vulnerable who may be less likely/able to travel to receive support.

8. Vision, Aims and Objectives for Children and Families

8.1 The vision is to work across Kirklees with partners and communities to support people and families to plan ahead, stay well and get support when they need it. Working together to keep people safe and help people in the most appropriate way with the resources we have available.

8.2 The two key aims of Early Help are to:

- Safely prevent family breakdown
- Maximise the independence of children, young people and adults

9. Objectives

9.1 Early Help activities will promote better outcomes for children, young people, and their families by providing quick access to effective interventions from people with the right skills at the right time, before problems escalate, using the combined expertise of participating agencies.

- Better targeting of the most vulnerable families to meet their needs and address growing inequalities across Kirklees
- Delivering support to children, young people and their families across Kirklees in a creative, innovative, flexible way to those who need it most
- Save money and prevent duplication

10. Priorities

10.1 To deliver these outcomes, we aim to have 3 key clear priorities that underpin decisions and delivery in relation to the proposed Early Help Offer:

Priority 1: Reduce the demand on acute and specialist (Complex Level) services and delivery of early help within reduced resources;

Priority 2: Improve our ability to identify problems early, leading to improved targeting and better use of resources;

Priority 3: Improve support through better integration with key agencies so that help is offered earlier, gaps and duplication are eradicated and opportunities to intervene early are maximised.

11. Proposals – The Early Help Offer

11.1 Under the wider transformation of the council's offer the new model will establish area based support, targeting resources effectively to deliver an agreed set of outcomes. These are known as the overarching Early Intervention and Prevention (EIP) outcomes but will be the basis for measuring the Early Help Offer. They are:

- People find it easy to get the right kind of support information and advice when they need it
- Disabled people have the opportunity to live their life the way they want to
- Families have stable and strong relationships.
- People are working or have made progress towards finding meaningful employment, maintain a family and social life, contribute to their community
- People and communities are able to take control over their lives and be as independent and resilient as possible
- Carers are able to balance their caring role and maintain desired quality of life
- Children remain safely living with their family until they make a positive transition to adulthood
- People are financially resilient

The following outcomes will be the focus of the children and families work linked to the Stronger Families programme:

- Children remain safely living with their family
- Family members are not involved in crime or anti-social behaviour
- Children & Young people have access to and attend suitable full time education
- Family is free from domestic abuse or the abuse has significantly reduced in severity and frequency

- All family members have considered their health needs and taken steps to access the help they need
 - Children, young people and adults and their carers find it easy to get the right kind of help when they need it
 - Adults and young people in the family are working or have made progress towards finding work
- 11.2 To successfully deliver effective Early Help (and achieve positive outcomes) the Council will need to work in collaboration with a number of partners for example with health, the police, the voluntary and community sector, schools and most importantly with children, families and service users themselves to co-design, co-produce, co-commission and co-deliver. Delivery will be flexible and diverse and aim for a truly integrated model of working, therefore moving away from the restrictions service delivery had around use of specific buildings.
- 11.3 It is proposed that there will be some designated Council sites within phase 2 - (see Appendix 2 for phased approach) from which the Early Help areas will operate. These will be suitable, accessible community based facilities (see proposals for buildings section).
- 11.4 Design Principles for the new Early Help model include:
- Getting in early to tackle problems before they escalate
 - Using an asset based approach – building on the strengths of children and families
 - Support for children and families where they want it, when they need it.
 - Supporting inclusion and self-help – support access so more people can do more for themselves
 - Effective collaboration between sectors and services.
 - Social Action as a model to help people help each other
 - Community capacity building - using the skills, resources and assets of communities and individuals
 - Increasing the options to signpost people to partner services for support
 - A delivery model that is flexible and able to respond to need and less reliant on building assets
 - A culture of continuous improvement to maintain effective services that work well
 - Single Early Help approach to families utilising one key worker
- 11.5 The new Integrated Early Help Offer is based on the creation of four Early Help areas:
- Batley & Spen
 - Dewsbury & Mirfield
 - Huddersfield
 - Kirklees Rural
- 11.6 This will support:
- Better integrated delivery model
 - Improve planning and understanding of local needs and local intelligence leading to more efficient use of reducing resources

- Improved targeting of resources to those families that need them the most

11.7 The ambition for the Early Help areas is to bring together multi-disciplinary teams that will provide a range of early help intervention services for children and young people, pre-birth to 19 (25 years for disabled children) and their families. The Early Help areas will be linked with partner organisations in order to provide this whole family approach. It is proposed to include health care and advice, family support and financial management advice. It is envisaged that some services will be co-located and others will form a wider 'virtual' team, meaning that practitioner will be dispersed geographically to work across an area but will share the same assessment and case allocation processes. We will work with partners to further define the detail of which services and teams that will contribute to the Early Help areas.

11.8 Integrated teams are effective when partners are able contribute fully to area based working arrangements to enable collaboration, be co-located and draw on shared plans with other area based services e.g. Healthy Child Programme, VCS and Schools.

12. Proposed Offer for the Early Help Areas

12.1 Local leadership is critical to the success of this new model in terms of providing a whole system leadership approach that can harness the local resources and expertise of partners (including schools), agencies and the community as well as the Council. As with current arrangements of current Children's Centre Advisory Boards, the new Early Help Areas will have similar governance arrangements, made up of partnership membership to form a board that will have responsibility and accountability of overseeing local strategic planning around needs and co-ordination of resources to ensure outcomes are met to best effect.

12.2 The proposals for the governance arrangements of Early Help Areas will support the Councils Duty Under 'Working Together to Safeguard Children' where section 10 of the Children Act 2004 requires each local authority to make arrangements to promote cooperation between the authority, each of the authority's relevant partners and such other persons or bodies working with children in the local authority's area as the authority considers appropriate. The arrangements are to be made with a view to improving the well-being of all children in the authority's area, which includes protection from harm and neglect.

12.3 The Area Early Help Areas in the new model will work with partners to identify and assess the needs of children, young people and adults in the area; particularly the needs of the most disadvantaged and vulnerable.

12.4 It will require:

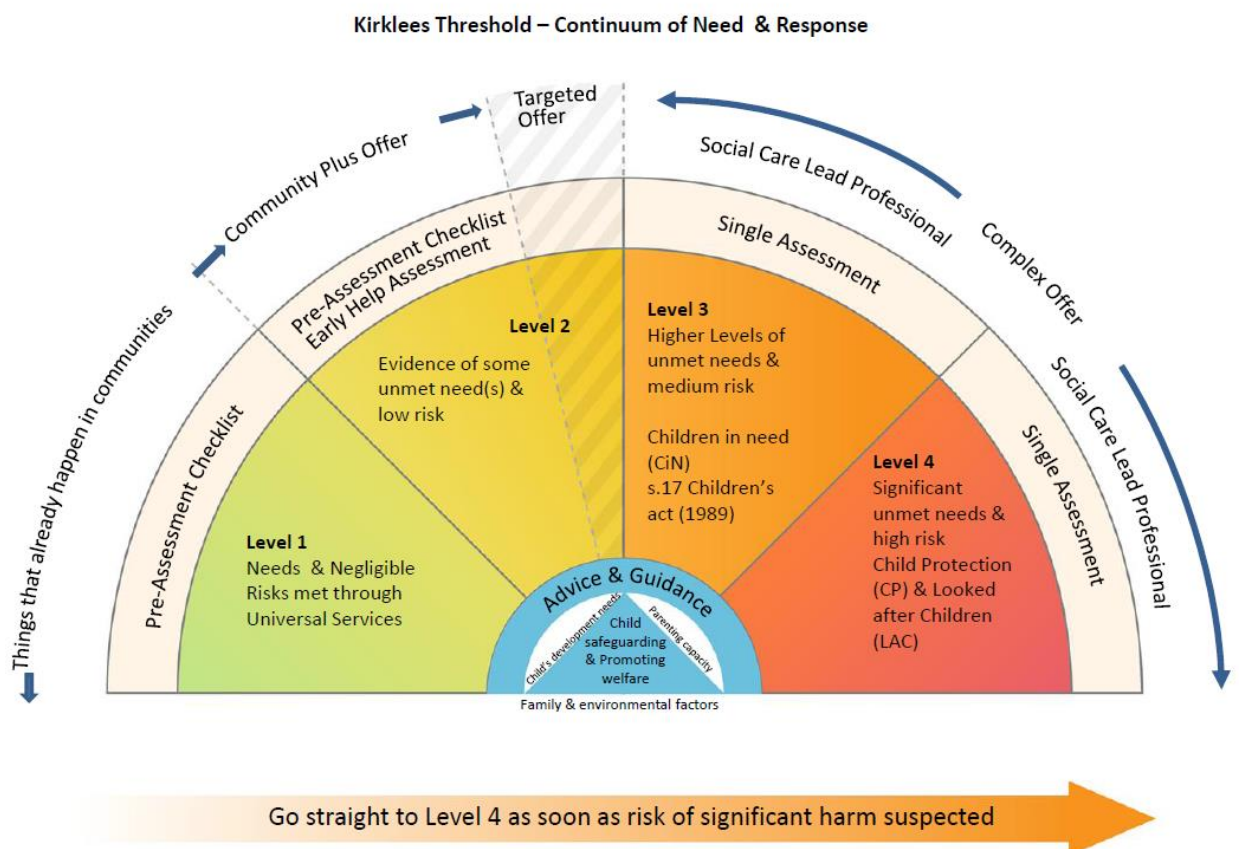
- Good information-sharing and collaboration with local partners.
- Analysis of what services already exist locally and which additional services are needed to improve outcomes for all parts of the local community but particularly for those with the greatest needs

- Identification of and assessment of needs of individual families at greatest risk of poor outcomes
- To agree priorities for services and facilities with local partners and how these can be most effectively and efficiently delivered

13. The 3 levels of Early Help Offer

13.1 The Early Intervention and Prevention programme have developed a three level model to describe the full range of support that is envisioned to be available to people of all ages. The three levels are: Community Plus; Targeted and Complex. The focus of the Early Help Areas will be on the Community Plus and Targeted levels, but will need to ensure clear pathways into the complex level.

13.2 Support to children, young people and families is described using these 3 levels; the Community Plus level; the Targeted level and the Complex level, however this needs to be seen alongside the Kirklees Children's Safeguarding Boards newly revised Continuum of Need and Response Framework, this shows where Community Plus and Targeted levels of support fits within level 2 of the Continuum of Need and Response for children.



This diagram shows the 3 offers in relation to need

- 13.3 The Council proposes to commit financial resources within the Community Plus and Targeted levels and ensure seamless pathways for those families needing to receive support from the Complex level.

A THE COMMUNITY PLUS OFFER

The Community Plus level describes the additional help that is provided by partners, agencies, community and volunteers to children, young people and their families who are identified as being in need of some support to achieve the EIP outcomes and locally agreed priorities.

- 13.4 Support might come in the form of advice and information or signposting by schools and health care practitioners to self-help groups or online support such as parent programmes for example or by providing direct support either through groups or one to one work.
- 13.5 Where there are gaps in partners or others being able to provide this additional support, the Council through the Early Help Areas will invest resources, buildings and/or staff time in supporting them to build their capacity to meet these needs. This might be by:
- Providing free access to use the local early help area building and delivery sites in order to deliver services to children, young people and families.
 - Supporting the recruitment and deployment of volunteers
 - Bringing people together who can support each other e.g. peer support groups
 - Advice and support to local groups to improve accessibility to people with more needs
 - Providing short term small grants to small groups to help them develop their capacity and help access alternative funding
 - Providing consultation from specialist services from the Targeted and Complex levels to help support the work being provided by partners or others, for example through the Schools as Community Hubs. This will include; consultation; coaching and co-working
- 13.6 Our New Council will expect communities to do more for themselves and others and will support this through:
- Volunteer supported delivery where appropriate with volunteers properly recruited, managed, trained and developed to support the delivery of the Council offer for children and young people. Support to voluntary and community organisations currently providing services to older people, disabled people, young people and children;
 - Consultation with and support for organisations and communities who wish to start working in these fields with advice and guidance on best practice, safeguarding, marketing etc; shared learning amongst groups; small start-up investment; and training for volunteers;
 - A targeted investment in building community connectedness and community capacity.

- 13.7 The Council will employ a number of workers to support communities through the proposed community plus offer. This workforce will support the local community in building social capital and cohesion and to ensure providers have the capacity and skills to deliver effective services to children, young people and families.
- To enable families and communities to meet needs wherever possible, and engage businesses and other employers to contribute funding and expertise to help enhance and sustain local provision
 - To plan how to support and grow the role of voluntary, community, and faith organisations, including through a transparent commissioning process
 - Working with partners and the community to ensure there is access to high quality open access (available to families who wish to use them) services in the area
 - Enabling communities to solve their own problems where needs are identified

Examples of what may be included are:

- 13.8 Capacity building to support Schools as Community Hubs in taking a greater participatory role around early years and therefore ensuring the statutory Children's Centre core offer (and youth provision) can be met. For example:
- Developing volunteers to deliver parent and toddler groups in a local area using a local church hall or school building
 - Engaging with a firm of solicitors to offer free benefit advice sessions to low wage families at a former youth centre space

(See appendix 3 for community plus case study)

B THE TARGETED OFFER

- 13.9 The Targeted Offer will focus on families with multiple vulnerabilities identified within the Stronger Families cohort. Using the Continuum of Need and Response Framework, these children and young people's needs will be assessed at the top of level 2.
- 13.10 The Stronger Families approach depends on breaking down professional barriers and achieving changes in partner organizations' culture so that all practitioners see their clients in the context of their whole family and are willing to work collaboratively with other service providers to help ensure better outcomes for all family members.
- 13.11 The Council proposes to invest in a workforce in the targeted offer that will be using evidence-based approaches to deliver targeted, family-centered support. This means using professional assessments in order to decide which intervention will work best for the families, and ensures families receive the support they need to make a difference to their lives and prevent them needing higher level, higher cost services.

- 13.12 The support offered at the Targeted level will be through One to One Key Worker Intervention. This is in line with the National evidence base relating to working with families with complex, multiple needs.
- 13.13 The evidence based approach has identified 5 family intervention factors which lead to positive outcomes which are:
- Dedicated workers, dedicated to families
 - Practical 'hands on' support
 - A persistent, assertive and challenging approach
 - Considering the family as a whole
 - A common purpose and agreed action
- 13.14 The keyworker workforce will deliver this evidence based approach that will focus on meeting the EIP outcomes in the new model. These interventions will be drawn from a menu of support activity within the early help areas, designed and tailored to meet specific needs. (see appendix 4 for targeted case study)

C THE COMPLEX OFFER

- 13.15 The complex level of support is for those children, young people, adults and families, who by virtue of their health, disability, behaviour or family environment, require specialist or statutory assessment and/or intervention, such as those requiring safeguarding, being looked after, support for children and adults with complex disabilities. Using the Continuum of Need and Response Framework these children and young people's needs will be assessed at levels 3 and 4. A small number of these may require highly specialist services or intensive input from a number of agencies for a long period, or even specialist placement or secure provision.
- 13.16 The Early Help workforce within the Early Help areas will develop effective links with specialist (Complex) services for families. In order to provide seamless support to families where their needs escalate and require statutory interventions and to support families when their needs deescalate and can be met at either the targeted or community plus levels.
- 13.17 In order to manage and reduce demand on the social care system the Early Help model is built on workers at all 3 levels of the offer working with families to build their resilience in order to manage down the need for high cost interventions where appropriate. This means that workers in the complex offer will work to reduce demand on complex services and for families and where appropriate take up support from the targeted offer and in turn those working in the targeted offer will work to support families to access more support, where appropriate from activities and groups in the community plus offer.
- 13.18 Our aim is to support families facing challenges in order to try and help them avoid getting into a crisis situation. We will provide specialist and statutory assessments and interventions at the right time and ensure that all teams involved are working together for the good of the family. We will always try to help families stay together, but ultimately our priority has to be the safety and well-being of children and young people.

As a result, despite the amount of support we provide, some families will still require interventions such as Child Protection Plans to ensure the safety of the most vulnerable in our communities.

Key contributing programmes (Kirklees Integrated Healthy Child Programme and Schools as Community Hubs Programme)

Kirklees Integrated Healthy Child Programme

- 13.19 The Early Help Model has two key contributing programmes of work which together to form part of the Kirklees Early Help Offer.
- 13.20 The Kirklees Integrated Healthy Child Programme (KIHCP). The very aim of this programme is “to act as a catalyst for change to the commissioning and provision of child and family-centred services, in order to deliver improved outcomes for children, young people, their families and their communities”.
- 13.21 Commissioners intend to use the KIHCP as the driver for the integration of a range of systems, interventions and services, building on the current relationships between these, in order to improve outcomes for children, young people, their families and communities, with a particular focus on mental and emotional health and wellbeing.
- 13.22 This aim covers the whole range of services and interventions for children and young people’s health and wellbeing, from health improvement and prevention work (for example, Health Visiting Services and School Nursing Services), to support and interventions for children and young people who have existing or emerging health problems (for example, Child and Adolescent Mental Health Services).
- 13.23 There will be a particular emphasis on improving mental and emotional health and wellbeing and a focus on the impact on health and wellbeing of transitions between a child’s stages of development.
- 13.27 The Council’s staff resource within the Early Help Offer aims to work together with practitioners from the KIHCP to ensure that children’s, young people’s and family’s needs are identified early and they get the right support, at the right time, reducing demand for social care services. The Early Help Offer will incorporate and champion the KIHCP’s ‘way of doing things’ and together the KIHCP and the Early Help practitioners will ensure they work to identify the needs of children and young people early.

Schools as Community Hubs (SaCH) Programme

- 13.24 The second key programme of work that is integral to the Kirklees Early Help proposal is the programme of work known as Schools as Community Hubs (SaCHs).
- 13.25 Schools already provide a considerable range of early intervention and prevention services to children and families which currently forms part of the Early Help offer in Kirklees.

- 13.26 Through the SaCHs programme more than half of all school leaders are currently working with each other and with other partners to develop a greater role for schools within the wider community. School leaders have begun to cluster together on a geographical basis to develop Schools as Community Hubs in order to better understand the needs of the local community and how to prepare themselves for a new role to work together with partners to support children and families in the future.
- 13.27 Their stated intention is to work with partners to transform their current offer, in order to better meet need, prevent escalation of problems, reduce demand for more specialist and costly statutory interventions at a later date and build resilience and independence in children and families.
- 13.28 The development of the Schools as Community Hubs (SaCH) programme is led by school leaders and is based on collaborative working approaches. To date around 80 schools have organised themselves into 10 Community Hubs. There is an ambition for all schools will be part of a Community Hub by September 2017.
- 13.29 The work of school hubs is integral to the Councils approach to Early Intervention and Prevention and is a key component of the “Community Plus” level of support for children and families.
- 13.30 Schools as Community Hubs (SaCH) have expressed a willingness and desire to work with the Council (to strengthen the Early Help Offer) to ensure the delivery of the council’s Children’s Centre core offer for pre-school aged children, thus giving children the best start in life.
14. Services Available in the Early Help Offer (see Appendix 5 for detail on current and new offer)
- 14.1 It is proposed that a range of services will be made available to children young people and families through the Early Help Offer (but will not solely be provided by the Council), which will include:
- Children’s Centre services (though not through existing Children’s Centre buildings or by Council employees)
 - Youth services (though not through existing youth service buildings or by Council employees)
 - Key Worker support using the stronger families approach
 - Health care and advice (through the KIHCP)
 - Evidence based parenting and group work programmes (utilising skills and expertise of partners and online options)
 - Support with Education, Employment and Training (utilising skills and expertise of partners)
 - Debt/Financial Management (utilising skills and expertise of partners)
 - Volunteering

15. The Contribution of Children's Centres and Youth Services to the new Integrated Early Help Offer

- 15.1 The paper focuses on the Integrated Early Help offer and the contribution of children's centres and Integrated Youth support and will be the subject of proposals for consultation.
- 15.2 The Children's Centre and Integrated Youth offer will be key component of the Integrated Early Help Offer and will be the subject of proposals for consultation.

Key points:

- Families will be able to register with any of the proposed 4 designated Children's Centres (within the 4 areas) as well as the 4 central 'hub' sites rather than an individual centre or grouping. This will then enable them to access the Children's Centre offer from any of the sites across Kirklees
- The Council proposes to merge current Children Centres administratively for Ofsted registration purposes. This will include Youth Services, so that it forms part of the Integrated Offer provided in the 4 early help areas
- The Council proposes to reduce the number of buildings used to deliver Children's Centre and Youth Services, whilst maintaining provision to communities through other delivery mechanisms utilizing other community resources and assets
- The Council proposes to develop a new streamlined area based management and administrative function
- It is important to note that the Council intends to meet its statutory duties in relation to both the Children Centre's and Youth Provision by ensuring there is a sufficient offer and accessibility

For detail see Appendix 6 for the core purpose of Children's Centres and statutory responsibilities for youth provision compared with proposal for Early Help Areas

16. Children's Centres

- 16.1 Children's Centres are a fundamental part of the early help offer and have their own statutory status. The guidance for Children's Centres applies to health and Jobcentre Plus as well as local authorities and services must be delivered in partnership with them. The measure of how well the local authority is meeting its statutory duties in relation to Children's Centres is assessed through the OFSTED inspection framework for Children's Centres. The core purpose of Children's Centres is to improve outcomes for young children aged 0 – 4 and their families, in order to help reduce inequalities between those families in greatest need and their peers in relation to:

- child development and school readiness
- parenting aspirations, self-esteem and skills
- child and family health and life chances

16.2 Statutory definition of a Children's Centre

A Sure Start Children's Centre is defined in the Act as a place or a group of places:

- which is managed by or on behalf of, or under arrangements with, the local authority with a view to securing that early childhood services in the local authority's area are made available in an integrated way
- through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere)
- at which activities for young children are provided

16.3 Current services are made available to families across 15 groupings of children's centres, which include service delivery out of 25 council building plus a number of community venues. Most services are now targeted but some universal services still exist. Targeted support is available to those families who require it and this includes one to one casework support; parenting programmes and specialist group activity (such as for those with anxiety or confidence difficulties), or those children with language and communication delay.

17. How will Children's Centres work in the New Model?

17.1 The above sets out what the Council is legally obliged to ensure is delivered. The Council proposes to achieve this by co-ordinating and facilitating the provision of support as detailed below.

17.2 The Council proposes to have 4 designated Children Centre buildings (one for each of the Early Help areas). The children centre offer will still be available to families across Kirklees but will be delivered in a different way, and not necessarily by the Council. The new approach aims to move away from being building focused and become more 'flexible and responsive' to local needs'. This means that accessing support may mean it being delivered from other sites including; clinics, preschool settings, schools, and a variety of community facilities.

17.3 The role of the Council is to ensure that there is a sufficient offer and we will utilise some of its resources to support partners to coordinate services to create a Children Centre offer across an Early Help area. We will help partners and communities have the capacity and skills to deliver accessible and effective services to children, young people and families across an area, helping to focus that support towards identified needs and agreed local priorities and ensuring access to those families that need it the most.

18. What we shall stop doing and impact on Provision (see appendix 5 for detail on current and new offer)

18.1 The Council will no longer directly deliver open access sessions at the 4 designated Children Centres within the each Early Help area.

- 18.2 The existing children centre workforce will no longer be available to provide low level one to one support to families. Support will be targeted at those with multiple vulnerabilities and those who need support in preventing their problems from escalating.
- 18.3 All externally commissioned services will be reviewed before end of the current financial year to enable financial savings to be realised where possible and to ensure that any future delivery aligns with the new model when it commences.

19. Support to Parents (Parenting Courses)

- 19.1 Kirklees Council has developed and delivered a wide range of parenting programmes to help parents to understand and respond positively to their children at all stages of development. These range from courses aimed at any new or first time parents focusing on attachment, child development, language and play, to targeted programmes which are for families experiencing significant challenges in relation to, behavioral problems, domestic abuse and poor home conditions. Usually parenting programmes are organised for groups of up to 15 parents together, but are sometimes delivered on a one to one basis to meet specific needs. They are usually delivered in Children's Centres crèche, and refreshments are usually provided and in some cases help is given with transport. Targeted programmes often involve home visits before and after the course. Some programmes are accredited by Certa so parents gain a qualification if they complete the programme.
- 19.2 Currently there are sixteen different programmes available in Kirklees; four focusing on mainstream child development and everyday parenting issues as understanding your teenager; two are designed to tackle or prevent neglect ; four offer strategies for addressing specific problems ;two are aimed at tackling and reducing the impact of domestic abuse; and two are designed to build up parents' self-confidence. One course is specifically for older children and teenagers and one course is for whole families who all attend at the same time.

20. How will Parenting Support work in the New Model?

- 20.1 Our analysis shows that neglect and domestic abuse are the most common reasons for children being assessed as requiring a child protection plan. Our new Early Help offer intends to support families with these issues before they reach crisis, and require support from a social worker. Our targeting of those who require support will be more co-ordinated and based on identified need, particularly to those with multiple vulnerabilities.
- 20.2 We intend to take a commissioning approach when reviewing our current offer of parenting programmes in order to develop a suite of accessible (including online options), relevant and affordable programmes which support our early help offer and meet agreed outcomes
- 20.3 In line with our wider objectives, our new parenting programme offer will encourage and support families to develop resilience so that they can cope with challenges, and maintain their independence.

20.4 It is proposed that there will be a link to the Integrated Healthy Child Programme which aims to deliver an offer which support parents with understanding developmental changes and normal aspects of raising a child so there should be no need for this to be duplicated by the Early Help Offer.

21. Youth Service Provision

21.1 Children and young people living in Kirklees have access to a range of activities including youth work, play work, sport and recreation, arts and culture, youth participation, Duke of Edinburgh's Award and outdoor education (Adventurous Activities).

21.2 The Council directly delivers a lot of this provision from venues and spaces, including community buildings and youth venues, leisure centres, mobile (youth bus) provision and outdoor spaces.

21.3 Programmes are delivered by a workforce that aims to respond to the diverse needs presented by children and young people and provide positive role modelling. Workers develop opportunities for individual and group conversations to listen to needs, reflect back learning to children and young people and offer appropriate information, advice and guidance.

21.4 Services are directly delivered by Kirklees Council and also commissioned to local voluntary and community sector organisations. The current offer includes:

Area Based Teams (including open access and targeted youth support)

21.5 Provision is delivered across all four areas of Kirklees: Rural; Huddersfield; Dewsbury; and Batley and Spen. Each area offers open access and targeted provision for children and young people, aged 8-12; 13-19; and up to 25 (for young people with a disability) years. Targeted provision ensures that workers provide early intervention and prevention services and support to vulnerable children and families at the earliest possible opportunity.

Schools and Accreditation

21.6 Some support is provided as a traded service (at a cost to the school) to enhance the learning of children and young people. There is a number of personal and social in-house resources, which are used to provide bespoke support to schools and targeted pupils.

Leadership

21.7 A number of the Youth teams provide different support and training to develop adult leadership for volunteers, staff and partners.

Duke of Edinburgh Awards Scheme (DofE)

- 21.8 The DofE Award runs under the Kirklees Council's Operating Authority and exists for young people aged 14-24 years who complete a personal programme of activity and will find themselves helping people or the community, getting fitter, developing skills, going on an expedition and (gold only) taking part in a residential.

Adventurous Activities (AA)

- 21.9 The Kirklees AA Team provides outdoor education and challenging activities. Activities include: Paddle boarding, canoeing, skate boarding, climbing, orienteering, mountain biking, low and high rope and team challenges and much more.
- 21.10 The AA team is a traded service and provide a bespoke package to a number of partners, including schools, business' and community groups either for a programme of events or one off events including carnivals, community days and charity events.

22. How will Youth Services work in the New Model?

- 22.1 The Government does not prescribe which services and activities for young people local authorities should fund or deliver or to what level. We are proposing to move to a model that is more targeted to those young people and families that have multi vulnerabilities. Key workers will hold cases and act as a Lead Professional where appropriate ensuring support is effectively co-ordinated. All support provided by key workers will be time limited, evidence based interventions focused in improving outcomes.
- 22.2 The Early Help Areas will focus on taking the strategic lead by working with young people; the voluntary, community and social enterprise sector; ; schools and colleges; and agencies including health and police to fulfil its statutory responsibilities to:
- understand the needs of local young people, particularly the needs of the most disadvantaged and vulnerable, taking full account of equality and diversity issues;
 - enable parents and communities to meet young people's needs wherever possible, and engage businesses and other employers to contribute funding and expertise to help enhance and sustain local provision;
 - plan how aspirational personal and social development programmes, including National Citizen Service, and youth work and youth workers can contribute to meeting the needs of young people and reduce demand for more specialist services;
 - determine the mix of open access, targeted, preventative and specialist provision needed to meet local needs, and how to integrate all services around young people
 - decide what facilities are needed and how to make these available and accessible, wherever possible maximising the utilisation and potential

of all local partners' assets;

- determine which services and facilities need public funding and which can be secured through other means so that public funding is targeted primarily on young people at risk of poor outcomes;
- determine which services and facilities can be delivered by third parties so that the local authority delivers directly only where it is clearly best placed to do so
- plan how to best support and grow the role of voluntary, community, and faith organisations, including through a transparent commissioning process, given the benefits the sector can bring to work with young people, families and communities
- agree priorities for publically funded services and facilities with local partners and how these can be most effectively and efficiently delivered, including considering with their employees the options for them to set up and transfer into a public service mutual in line with their 'Right to Provide'
- ensure providers have the capacity and skills to deliver effective services to young people, by learning from good practice and developing their workforce;
- publicise effectively to young people and their families the overall local offer of all services and activities available for young people locally;
- put in place actively-managed systems for assuring the quality of local services and driving improvement, including in response to feedback from young people;
- publish at least annually details of the feedback young people have given on the quality of the local offer and of how they have influenced local decisions; and
- publish at least annually, in a form that enables young people and others to hold the Council to account, our plans for improving young people's well-being and personal and social development, together with relevant funding and performance data.

22.3 Where positive activities are required to support specific youth development and/or reducing demand for social care support, the community plus offer will be responsive to local intelligence and need and utilise local community resource towards preventative approaches to tackling local issues such as anti-social behaviour for example.

23. What we shall stop doing and impact on Provision (see appendix 5 for detail on current and new offer)

23.1 The proposals for future delivery are focused around providing targeted support within the Early Help areas and not open access provision. This means that the Council will not be directly delivering any open access services in the future model. The Community plus offer within the Early Help areas will help support youth provision by other partners and organisations and the Council's contribution to this will be through building capacity to enable others to provide these services.

23.2 Examples of impact may be:

- a) The Duke of Edinburgh Scheme and Adventurous Activities will have to bring in an income enough to cover cost
- b) Any grant giving through Early Help areas will be targeted to causes that reduce escalation to more costly services with a strong focus and evidencing impact of EIP outcomes

24. Proposals for Children's Centres and Youth Centre Buildings (The Council's Preferred Option)

24.1 To effectively support the emerging Early Help area Model, it is proposed to utilise a selection of Children Centre's, Youth Centre's and Community buildings.

24.2 This would mean that the current Children Centre's and Youth Centre's are redefined to include:

24.3 4 Central 'hub' sites (in each of the early help areas) - centrally located where possible, (TBC)

24.4 4 Designated Children Centre buildings - 1 in each of the 4 areas. This will be the only Children Centre registered with a unique reference number in accordance with Ofsted/DFE regulations

24.5 17 Delivery Sites including the four designated Children Centres (spread across the 4 areas) These are Council buildings used as part of the delivery of the Early Help Offer. Delivery may also take place from other community venues (not specified here) and utilise a mobile option (specified below).

24.6 19 buildings for alternative use (specified below) - 4 of these buildings have been identified as being needed to support additional school places in priority areas.

25. Central 'Hub' Site

A central site within an Early Help area is a building. This building will be known as the central early help 'hub' and will be the main access point for local people in that area or for anyone wanting to find out information on a range of early intervention services locally. It is envisaged within each central hub there will be;

- space for Council and partner Early Help Area staff to be based or hot desk if and when required
- meeting space for optional delivery to take place
- flexible space for partner agencies to utilise (e.g. community café, meeting rooms, drop in centre)

26. Delivery Site

- 26.1 A delivery site is a building that is used flexibly to deliver services in the new Early Help Area Model. The Council will support and encourage other partners and community organisations to deliver their services from the specified delivery sites in order to maximize the use of the building and bring together Early Help services under one roof to make them accessible to families. It is the Council's intention in the near future to bring services that also support adults to be delivered from the delivery sites making them of benefit for the wider community.
- 26.2 All delivery sites will need to be 'fit for purpose' buildings able to be flexible and accommodate staff from a range of agencies with multi-disciplinary roles. This may require some adaptation of current facilities. The need for buildings will be kept under review as we move forward in the coming years and is likely to result in further changes in building requirements

27. Alternative Use Site

- 27.1 Alternative use site – those buildings that are not identified as being needed in the new model will be managed by the Council's Asset Management service in order to explore alternative usage in line with Council strategic priorities.
- 27.2 The needs of families often fluctuate over time, the needs of communities within a district are also often varied. It is therefore essential that the proposed model is able to respond to these needs in a flexible way, rather than being confined to a particular building. However with reducing resources there may be occasions that families have to travel to access certain services, such as to the local area designated Children Centre building.
- 27.3 There will be a phased approach for reviewing buildings and their effectiveness. The review will work with partners and communities to identify and provide the most effective delivery point for Children's Centre and Early Help services.
- 27.4 It is proposed that any of the existing Children's Centre buildings which are not being put forward as central or delivery sites would be reviewed in line with the Council's asset disposal processes. This would enable, in the first instance, each to be considered for future use for the Council's strategic priorities in particular where there is an existing or future need for securing sufficient learning places. The Council has a statutory duty to ensure that there are enough learning places in line with demographic growth (including early learning and childcare, primary, secondary, post 16 and specialist places) and this need is set out annually in the 'Securing Sufficient Learning Places' plan (see appendix 7).
- 27.5 The following may be of interest in terms of the need for learning places (early years and statutory school age):

- 27.6 Heckmondwike Children's Centre – John Curwen Primary Academy
- 27.7 Dewsbury Moor Children's Centre – Heckmondwike road - needed as part of a plan to rationalise provision at Westmoor Primary and freeing up assets/land for disposal.
- 27.8 Thornhill Lees Community and Children's Centre
- 27.9 Birkby Children's Centre
- 27.10 There is currently an identified need for an increase in specialist places to support CYP with Social Emotional and Mental Health Needs (SEMHD) in order to address increases in school exclusions, and also to support and improve school attendance for this vulnerable cohort. As part of the review of our specialist provision for pupils with SEMHD we are working closely with the Schools as Community Hubs to develop flexible satellite provision for these pupils nearer to their school to enable a smooth transition back into their school.

28. Methodology

- 28.1 Over a period of several months we have undertaken a very detailed Needs Analysis to inform our future Early Help offer (see Appendix 8 to see the detailed Needs Assessment and Appendix 9 for Summary Needs Assessment).
- 28.2 From the Needs Analysis we have extracted a comprehensive range of performance indicators to illustrate the range of 0-19 needs across our District committee areas (for information a spreadsheet is included in Appendix 9 that shows the detailed evidence informing our analysis).
- 28.3 Our proposals are informed by the analysis of the data and information and illustrate the depth of our intelligence informing this report. The options for the future are outlined in this report and are accompanied with a summary of the data outlined above i.e. a range of the key Indicators, current usage of Children's Centre s buildings and their current operating costs

29. Data Analysis that supports a new delivery model

- 29.1 The new model for providing early help intentionally prioritises service delivery rather than the maintenance of buildings. A key design principle of the new way of working is that where possible service provision will be more flexible, delivered in locations that are accessible and desirable for arget groups, rather than focusing service delivery on buildings that are owned and operated by the Council. This is expected to include schools, community facilities and people's homes.
- 29.2 A number of delivery sites will initially still be maintained by the council, and provision will be targeted much more towards the areas of highest need.

30. Identifying priority areas (see appendix 9 for demand analysis)

30.1. To determine which geographical areas to prioritise in the new model, the Council have taken into account available data and indicators, local intelligence, and community knowledge, along with consideration of the appropriateness and accessibility of the venue's, and other positive alternative's for delivery within each area.

31. Indicators of need (see appendix 9 for demand analysis)

31.1 The specific chosen indicators are both locally nationally recognised as a reliable source, an agreed as indicators of need. They contribute to the current service business planning process and the evidence of outcomes met under the current Children Centre Ofsted Framework. These indicators can be measured over time and produced by area and super output level to support the proposal.

31.2 The level of need in each Children's Centre catchment, including:

- Levels of identified deprivation in the area, using the ranking of each super output area
- % of children aged 0-18 in out of work families
- Proportion of families eligible for the stronger families cohort
- The number of looked after children by home postcode
- The number of Children on a Child In Need Plan
- The number of children on a Child Protection plan
- Percentage of Pupils with SEN
- Repeat Child Initial contacts for DV
- 5 + A-C GSCE
- FSP Good level of development
- Numbers of children in the Integrated Youth Service Support cohort for 2015
- Proportion of children receiving Children's Centre s support
- Proportion of children receiving 1-1 family Support
- Children attending or parents/carers of children attending group work activities
- Proportion of children receiving TYS support

31.3 Identifying which individual sites to retain

31.4 Once priority areas were identified, decisions about specific sites have been made based on:

- The accessibility of each site by public transport
- The fitness for purpose of the site to support the early help offer
- Ongoing building costs
- The capital liability of each site (i.e. where repairs are required)

- The potential to utilise an existing site to support other strategic priorities e.g. increasing the number of local school places

31.5 Areas

- 31.6 The indicators have been analysed by both Super Output Area (SOA) level and area level, with the awareness that within Kirklees there are many pockets of deprivation within larger areas of affluence and we have taken these into account and referenced them in the following proposal.
- 31.7 Although many areas show a level of some need there is an observation that the areas of 0-30% deprivation score consistently higher in levels of need.
- 31.8 The impact of proposed changes has been considered using the council's agreed Equality Impact Assessment Framework (EIA) (See Section 52 on Public Sector Equality Duty)

32. **Area 1 – BATLEY, SPENBOROUGH and BIRSTALL AREA**

- 32.1 The Batley, Spen and Birstall area has high levels of concentrated need in the Batley area, combined with smaller pockets of high need in the Birstall and Spen Valley area.
- 32.2 It has 66 super output areas in total, with 3 in the worst 10%, which are in Birstall -Fieldhead Estate, Central Batley, and Staincliffe and Healey - Healey area. There are 26 super output areas in the 0-30%, with more concentrated in the Batley area.
- 32.3 The needs identified in the area due to scoring high in the indicators provided, are focused the Batley (Healey area) Birstall (Fieldhead) and some pockets in Liversedge and Heckmondwike.
- 32.4 The rates of Domestic Violence is prevalent across the whole area, children in need, children with a child protection plan and looked after children are highest in Birstall and Liversedge. This corresponds to the high levels of Family Support, Children Centre Support and Targeted Youth support in the Liversedge (Windybank Estate) area. There are the highest number of families in the Stronger Families Cohort in the Birstall and Batley areas, particularly in Healey and the Town Centre.
- 32.5 This proposal recognises the loss of building options in the Spen Valley area, and that there are identified pockets of need. Shared delivery can be negotiated with buildings that are given for alternative use. This has already been piloted in the Liversedge area, with the site previously situated at High Bank School moving to deliver services at the Windybank Community Centre. This has proven successful in improving partnership working and increasing engagement within the community.

32.6 There are existing links with community venues across the Spen valley area and mobile delivery options to engage with these areas. We propose to utilise community venues and mobile unit in the new model.

33. Proposed Central Site

33.1 The exact location of the central site is to be confirmed but it is the Councils intention to utilise a central Batley location that is easily accessible for the local area.

34. Designated Children Centre Site

34.1 Birstall Co Location Children Centre - Fieldhead Crescent, Birstall

34.2 It is proposed to use this building as the designated Children Centre and delivery site for the new model.

- The centre is a large, standalone purpose built co-location site, with flexible spaces that could be used to deliver a range of services
- It is situated at the centre of the Fieldhead community and accessible to local families from this estate. Sited adjacent to Fieldhead Primary Academy. It is not central to the area, however it is on a main bus route
- The analysis of data supports this being a designated Children Centre due to the high level of need in the Fieldhead area, directly around the Children Centre, along with a further Super output area in the 20 – 30 % area (Nova Estate) combined with the appropriateness of the building

34.3 The data shows that although there are only 2 areas of identified deprivation within 11 other super output areas, the indicators show that high levels of need, particularly around the number of families who meet the Stronger families criteria, and domestic violence repeat initial contacts.

35. Proposed Delivery Sites

35.1 Staincliffe and Healey - Chestnut Avenue, Staincliffe, Batley

35.2 It is proposed to use this as a delivery site for the new model.

- The building is able to accommodate a small staff team, and has flexible space for delivery
- The site is well located and accessible for the local community, which is on the outskirts of the Batley area. Local knowledge indicates that families are less likely to travel to access more centrally located services, therefore there is real value in retaining the site to meet the needs of the local community. The centre is also on the border of the Heckmondwike area so creates ease of access for this area also. It is close to a direct bus route.

- The analysis of data supports this being a delivery site due to the high level of need and accessibility for the local community.
- The data shows the centre this is situated in an area of high need with 7 Super output areas, 4 of which are in the 0-30 % areas of deprivation.
- The indicators within the 0 -30% demonstrate there is a high need in the area in particular in the number of looked after children, based on their home post code, and the number of families eligible for the Stronger Families Cohort.

35.3 Carlinghow Children Centre – Ealand Road, Batley

35.4 It is proposed to use this as a delivery site for the new model.

- The building is able to accommodate a medium number of staff, and shared flexible usage.
- The site is easily accessible to the immediate community, and close to bus routes.
- The data shows the centre this is situated in an area of high need with 6 Super output areas, 4 of which are in the 0-30 % areas of deprivation.
- The indicators within the 0 -30% demonstrate there is a high need in the area, with a large number of families eligible for the Stronger Families Cohort and suffering Domestic Violence.

35.5 Young Batley Centre – Thomas Street, Batley

35.6 It is proposed to use as a delivery site for the new model.

- This is a large multi-functional delivery space, with the potential for shared use with other services
- The site is located adjacent to the Batley Health Centre and close to the Bus Station and other bus routes, means the site is well located and accessible
- This site is accessible to the town centre where data shows there is a high level of need. Engagement of children in Integrated Youth Support services show the highest levels of take up in the Batley and Spen Valley areas

36. Proposed Alternative Use

36.1 Batley East - Field Lane Junior Infant and Nursery School, Albion Street, Batley

36.2 The centre is situated within Field Lane School. It is one of 3 sites within the Batley grouping. Field Lane school is part of the Batley West Schools as Community Hub.

36.3 Analysis of the indicators shows the super output areas surrounding this site as having the less level of need than Staincliffe / Healey and Carlinghow centres.

36.4 Gomersal - Shirley Avenue, Gomersal, Cleckheaton

36.5 The building is situated on the Gomersal school site. The centre is situated within a small pocket of deprivation in a larger area of affluence. Analysis of the indicators shows the super output areas surrounding this site as have a lower level of need, and take up of services by target families is lower than in other centre's in this area.

36.6 Cleckheaton

36.7 There is a large purpose built site attached to Howard Park School. There is currently a process is under way that is piloting shared use of the building and delivery of services, with Howard Park School, with a view to this being transferred. Analysis of the indicators shows the super output areas surrounding this site as have a lower level of need, and take up of services by target families is lower than in other centre's in this area. There are pockets of identified need within the Cleckheaton area, which are not close to this site. There are already services delivered to meet this need at community venues in the area. The use of the mobile delivery option is also a possibility in this area.

Area 2 – DEWSBURY & MIRFIELD

36.8 The Dewsbury and Mirfield area has high levels of need concentrated in the Dewsbury East and West areas, including, with smaller pockets of high need in Dewsbury South and Mirfield.

36.9 It has 49 super output areas in total, with 8 in the worst 10%, which are in the Chickenley, Ravensthorpe and Dewsbury Moor areas. There are 21 super output areas in the 0-30%, again concentrated in the above areas, with some pockets in the Thornhill Edge Top and Mirfield Area.

36.10 The needs identified in the area due to scoring high in the indicators provided, are focused the Chickenley, Dewsbury Moor, Thornhill Edge Top, and some pockets in Mirfield and Westtown, Dewsbury areas.

36.11 The rates of Domestic Violence is prevalent across the whole area, with higher numbers in Chickenley, Mirfield and Thornhill Edge top area. The numbers of children in need, children with a child protection plan and looked after children are highest in Thornhill, Chickenley, Dewsbury Moor area, and a pocket in the Westtown area surrounding the Crow nest Park area. There are the high numbers of families in the Stronger Families Cohort in the Chickenley and Mirfield areas.

36.12 This proposal recognises the lack of building proposal in the Mirfield area, despite an indicated pocket of high need. Shared delivery can be negotiated with buildings that are given for alternative use. The Mirfield Children Centre has strong partnership links with the school on site, data evidence suggests that there is the highest delivery of groupwork in this area, which is done in partnership. Current delivery already uses community venues across the area and mobile delivery options can be utilised such as the Youth Bus to engage with these areas.

36.13 This supports the proposal to use the proposed buildings whilst continuing to utilise alternative space and provision in the areas where accessibility.

36.14 It is proposed to retain a designated Children Centre site linked with five strategically located delivery sites in the areas of highest need across the area.

37. Proposed Central Site

37.1 The exact location of the central site is to be confirmed but it is the Council's intention to utilise a central Dewsbury location that is easily accessible for the local area.

38. Designated Children Centre Site

38.1 Chickenley - Princess Road, Chickenley, Dewsbury

38.2 This will be the designated Children Centre site for the new model.

38.3 The site is purpose build, with flexible delivery space.

38.4 The site alongside Orchard Primary Academy is at the centre of the community, giving convenient and easy access to local families. It is not centrally located but is on a bus route.

38.5 The analysis of data supports this being a designated Children Centre due to the high level of need in the Chickenley area. There are 4 Super output areas, one of which is in the worst 10%, and 2 in the worst 10-30 %. This shows the majority of the area being in a high level of need.

38.6 The data shows a significantly high level of families who meet the Stronger Families criteria, and suffer from Domestic Violence and children who are on a Child in Need Plan, and receive Outreach Family Support and Targeted Youth Support.

39. Proposed Delivery Sites

39.1 Dewsbury Arena

39. The site is a large multi-functional building, with flexible delivery space, large sports hall, and lends itself well to community use.

39.1 The site is accessible to the families from the Dewsbury West area, including the Dewsbury Moor area. It is also in walking distance of Dewsbury train station.

39.2 The analysis of data supports this being a delivery site, as it shows a consistently high level of need in the Dewsbury Moor area, with a pocket within the Westtown and area surrounding Crow Nest Park. The Integrated Youth Support take up is significantly high in the Dewsbury West area.

39.3 Crows Nest Park Centre and Adventurous Play site

39.4 It is proposed to use as a delivery site for the new model.

39.5 This is a small multi-functional lottery funded facility which is significantly used for provision for younger children and young people with Disabilities. It is also used by The Pupil Referral Units, local schools and community organisations. Being situated at the Park it is accessible for families from the Dewsbury West area, including the Dewsbury Moor area.

39.6 The analysis of data supports this being a delivery site, as it shows a consistently high level of need in the Dewsbury Moor area, with a pocket within the Westtown and area surrounding Crow Nest Park. The Integrated Youth Support take up is significantly high in the Dewsbury West area.

39.7 Ravensthorpe – The Greenwood Centre, Huddersfield Road, Ravensthorpe

39.8 It is proposed to keep as a delivery site for the New Model.

39.9 The site sits within the Library and Information centre, making it a space that is flexible and adaptable for alternative service delivery.

39.10 The Centre is well located within the local community and is on a main bus route from Mirfield to Dewsbury, making it a short commute from Mirfield to this site.

39.11 The analysis of data supports this being a delivery site due to the high level of need in the Ravensthorpe area. There are 4 Super output areas, all of which fall in the worst 10% areas.

39.12 The data shows a high level of children who are on a Child in Need Plan, and accessing children centre support Outreach Family Support and Targeted Youth Support.

39.13 Thornhill - Edge Top Road, Thornhill, Dewsbury

39.14 It is proposed to use as a delivery site for the new model Dewsbury area

39.15 The Centre is a large purpose built site, which will allow shared flexible usage.

39.16 This site is well located to the local community, however is on the border of the Dewsbury area, and a distance from the town centre. Local knowledge indicates that families are less likely to travel to access more centrally located services, therefore there is real value in retaining the space to meet the needs of the local community.

39.17 The analysis of data and distance from the town centre supports this being a delivery site. There are 6 Super output areas, 3 of which fall in the worst 10 - 30%.

39.18 The data shows this area has a high level of children who are in out of work families, families who suffer from Domestic Abuse and have children on a Child Protection Plan.

39.20 Young Dewsbury – Dewsbury Town Hall, Long Causeway, Dewsbury

39.21 To keep as a delivery site for the new model.

39.22 A creative approach to how the space is utilised already has shared use with other services, including young people, leaving care, targeted support and community users.

39.23 Located in the town hall and close to the Bus Station, means the site is well located and accessible to families from the whole area.

39.24 The analysis of data supports this being a delivery site due to the level of identified need close to the town centre, along with the central location of the venue.

40. Proposed Alternative Use

40.1 Flatts and Eastborough - 25-27, Westgate, Dewsbury

40.2 It is proposed to close this venue

- 40.3 The site is a rented shop accommodation, and there are greater opportunities for services to be delivered to families on a needs-led basis using alternative outreach space within the town centre for ease of access. This has already begun within the Young Dewsbury site which is a very short walk from this site.
- 40.4 Mirfield - 14, Taylor Hall Lane, Mirfield
- 40.5 The centre is a small part time centre, on the site of Old Bank School. The building does not lend itself to alternative use due to the small size. It is situated within a small pocket of deprivation which has identified need, within a larger area of affluence. There are alternative deliver sites in the local community and good bus routes to neighbouring proposed sites. There are strong partnership links with the school and local community. The mobile delivery is an option also in this area.
- 40.6 Savile Town - Pentland Road, Savile Town, Dewsbury
- 40.7 The centre is situated on the Pentlands School site, and is a purpose built centre.
- 40.8 The Savile town community has a number of other community venue's and groups, and local knowledge would tell us that the community are already fairly self-sufficient.
- 40.9 The analysis of data shows a lower level of need in this area to their statistical neighbours. The take up of children centre services is lower than other centres in this grouping.
- 40.10 Pentland school are part of the Thornhill School / Community Hub, and are currently beginning to use the building for out of school activities.

Area 3 – HUDDERSFIELD

- 40.11 The Huddersfield area has large pockets of concentrated need in the Chestnut, Rawthorpe and Dalton and Crosland Moor, Newsome and Lowerhouses areas.
- 40.12 There are 82 Super Output Areas, 11 that fall in the worst 10% areas of deprivation, which are in Chestnut, Rawthorpe and Dalton and Crosland Moor areas. There are also 26 in the 10 – 30% areas of deprivation.
- 40.13 The rates of Domestic Violence is prevalent across the whole area, with higher numbers in Crosland Moor and Newsome and Lowerhouses. Children with a Child in Need Plan, Child Protection land and Looked after Children are high in the Crosland Moor, Chestnut and Rawthorpe and Dalton areas. There are the high numbers of families in the Stronger Families Cohort in the Crosland Moor, Chestnut and Rawthorpe and Dalton areas.

40.14 We propose to place one main 'hub' with four linked sites in the areas of high need across the area.

41. Proposed Central 'Hub' Site

41.1 The exact location of the central site is to be confirmed but it is the Council's intention to utilise a central Huddersfield location that is easily accessible for the local area.

42. Designated Children Centre Site

42.1 Chestnut Children's Centre - Chestnut Street, Deighton, Huddersfield (This will be the designated Children Centre for the Huddersfield Area)

42.2 It is proposed that Chestnut Children's Centre becomes the designated Children's Centre in the new model for the Huddersfield area.

42.3 Supporting reasons

42.4 The centre is a large, standalone co-location site. It is proposed that this be used as a children centre and as a delivery site as it is a purpose built site and has flexible space that could be used for multiple service delivery.

42.5 The building is well located and accessible for the local community for easy access. It is accessible from local bus routes.

42.6 The analysis of data supports this being a designated Children Centre due to the high level of need and appropriateness of the building.

42.7 The data shows the centre this is situated in an area of high need with 13 Super output areas, 8 of which are in the 10-30 % areas of deprivation 4 of which are in the lowest 10 %.

42.8 The indicators within the 0 -30% demonstrate there is a high need in the area in particular in the number of looked after children, based on their home post code, and the number of families eligible for the Stronger Families Cohort.

43. Proposed Delivery Sites

43.1 Almondbury - Farfield Road, Almondbury, Huddersfield

43.2 It is proposed to use this as a delivery site in the new model.

43.3 The centre is a large, standalone co-location site, and has flexible space that could be used for multiple service delivery.

- 43.4 The building is well located in the local area making it accessible for the local community with easy access from local bus routes.
- 43.5 The analysis of data supports this being a delivery site for the Almondbury and surrounding Newsome and Lowerhouses area. Together these areas show there is 27 Super output areas, 1 in the worst 10 %, 11 in the 10 – 30%
- 43.6 The indicators within the 0 -30% demonstrate there is a high need in the area in particular in the number of families eligible for the Stronger Families Cohort, the FSP Good level of development data is significantly lower than the England average.
- 43.7 Brian Jackson Centre – The Basement Young People and Children’s Space
- 43.8 To use this as a delivery site for the Huddersfield area.
- 43.9 The site has flexible usage options, and already has shared use with other services including the YOT panel, developed supporting young people Leaving care, targeted support provision, and other 3rd sector users.
- 43.10 Located in the Town Centre, adjacent to the Bus and train stations, means the site is well located and accessible. It is proposed to develop the partnership use of this venue and thereby maintain this delivery space which otherwise would not be available in the area.
- 43.11 The analysis of data supports this being a delivery site due to their being a high level of need in the surrounding town centre area, particularly families eligible for the Stronger Families Cohort, along with the central location of the venue.
- 43.12 Crosland Moor - Dryclough Road Crosland Moor Huddersfield
- 43.13 It is proposed to use this as a delivery site in the new model.
- 43.14 The site is already being used flexibly for early learning and childcare alongside the school.
- 43.15 The building is well located on the site of Oak C of E Primary School. It is in the centre of the community making it convenient and accessible to local families.
- 43.16 The analysis of data supports this being a delivery site for Crosland Moor and Netherton area. Together these areas show there are 16 Super output areas, 3 in the worst 10 %, 9 in the 10 – 30%

43.17 The indicators within the 0 -30% demonstrate there is a high need in the area in particular in the number of families eligible for the Stronger Families Cohort, the FSP Good level of development data is significantly lower than the England average. Looked after children 0-18 based on home post code is high in this area.

43.18 Rawthorpe and Dalton - Ridgeway Dalton Huddersfield

43.19 It is proposed to use this as a delivery site in the new model.

43.20 The centre is a standalone purpose built building that also houses the library service. It is flexible space that could be used for multiple service delivery.

43.21 The building is well located in a high area of need and accessible for the local community

43.22 The analysis of data supports this being a delivery site for Rawthorpe and Dalton area. Together these areas' show there are 11 Super output areas, 2 in the worst 10 %, and 2 in the 10 – 30%. The communities where the site is situated are within the 10 – 30 % areas.

43.23 The indicators within the 0 -30% demonstrate there is a high need in the area in particular in the number of families eligible for the Stronger Families Cohort, the FSP Good level of development data is significantly lower than the England average. Looked after children 0-18 based on home post code is high in this area.

44. Proposed Alternative Use

44.1 Paddock Young People's Centre, Beech Street, Paddock

44.2 This is a Council building which was used for young people's provision and to provide office space for IYSS staff. It is not fit for purpose due to high level of work required to the building. It is proposed that alternative provision is developed in this area such as the mobile provision.

44.3 The Integrated Youth Support engagement data shows that there are lower numbers engaging in these services than their statistical neighbours.

44.4 Lowerhouses Children's Centre

44.5 This is a small purpose built site, in the heart of Lowerhouses. It is on the site of Lowerhouses Infant and Junior school, who are part of the Shine School/Community hub, who have expressed an interest in using the buildings as part of the Shine hub delivery model

- 44.6 The data shows the centre this is situated in an area of high need with 7 Super output areas, 5 of which are in the lowest 20- 30% areas of deprivation
- 44.7 The indicators show there is a large proportion of children 0-18 living in out of work households, with a large proportion eligible for the stronger family's cohort.
- 44.8 Lowerhouses Lounge, Lowerhouses, Huddersfield
- 44.9 This is a small delivery building purpose built for young people's provision, which lacks the flexibility for shared use. However this is a potential site for third sector delivery. There are a variety of other third sector youth organisations within this community. Alternative mobile provision can be delivered in the area.
- 44.10 Newsome Children's Centre
- 44.11 The site is attached to Hillside Primary school, the school currently use the centre to deliver activities for the community.

Area 4 – COLNE AND HOMLE VALLEYS, DENBY DALE AND KIRKBURTON

- 44.12 Although analysis of the available data does not indicate high levels of need across this area, there are some small pockets of higher need dispersed across a larger geographical area. The area has 62 super output area, with one falling in the worst 10% area of deprivation in the Golcar area, and 3 in the 10-30%, these being in the Golcar area, and one in both Meltham and Honley. The analysis of data shows some levels of need based on families being eligible for the Stronger Families Cohort, and Children who are on a child in need plan. It is proposed that there is a single central site to cover this area.
45. Proposed Central Site
- 45.1 The exact location of the central site is to be confirmed. The choice of location for the central site will be as accessible as possible, but it is recognised that there is no single urban centre which is easily accessible to all neighbourhoods in the rural area. Travel from one valley to another usually necessitates a journey into, and then back out of Huddersfield

46. Proposed Delivery Site and Designated Children Centre

46.1 Slaithwaite Town hall (The Basement) /Colne Valley Children Centre - Cross Street, Slaithwaite

46.2 It is proposed that the Colne Valley Children Centre site located in Slaithwaite Town Hall in the new model is the designated children centre for the Rural area.

46.3 We also propose to utilise the separate delivery space currently used by youth services (The Basement) that is located in this building.

46.4 The pockets of need within the Rural area are spread out, but there are good transport links to this Children's Centre; Health and IYSS already based there. The pockets of need within the Rural area are spread out, but there are good transport links to this Children's Centre; Health and IYSS already based there.

46.5 The data shows the centre this is situated in an area of high need with 22 Super output areas, 2 of which are in the lowest 10 - 30 %.

47.6 The indicators within the 0 -30% of families eligible for the Stronger Families Cohort, children receiving outreach family support and FSP score are lower than Kirklees average.

48. Proposed Mobile Option

48.1 Within this early help area there is a proposal to utilise area mobile units in order to have a flexible delivery arrangement over a wide geographical spread. The mobile units will consist of 1 larger unit which can accommodate support for small groupwork and other detached work and a smaller unit which can provide easier access to some of the communities in the area. Minibus transport will also be provided to support some of the interventions.

49. Proposed Alternative Use

49.1 Netherton Village Hall , Meltham Road, Netherton, Huddersfield

49.2 This is a Council building which was used for young people's provision and to provide office space for IYSS staff. It is no longer fit for purpose due to high level of work required to the building. Alternative mobile provision can be delivered in the area.

49.3 Grange Moor, Liley Lane Grange Moor, Huddersfield

49.4 The centre is purpose built ecofriendly building based next to Grange moor Infant and Junior School and also houses a preschool provision.

The need has proven to be low in the local area, therefore an alternative way of delivering a service needs to be explored such as a mobile unit to enable the vast rural area to be covered.

49.5 The data shows the centre this is situated in an area of some identified need with 21 Super output areas, 1 of which are in the lowest 10% and 2 in 20- 30 %. areas of deprivation

49.6 Golcar/ Lindley, Beech Avenue, Golcar, Huddersfield

49.7 The centre is purpose built on the site of Beech school. The school are part of the Aspire School / Community Hub. It is situated in the centre of the community. Beech school have expressed an interest in using the buildings as part of the Aspire hub delivery model.

49.8 The data shows the centre this is situated in an area of high need with 10 Super output areas, 0 of which are in the lowest 20- 30 %. areas of deprivation

49.9 Skelmanthorpe Youth and Community Centre – Skelmanthorpe

49.10 This is a building managed by Skelmanthorpe Community Association. Kirklees Council provided funding for the development of the building and we have youth provision and office space. Alternative mobile provision can be delivered in the area.

49.11 Meltham Moor (Valleys North)

49.12 The centre is not regularly accessed by service users as the need has proven to be low in the local area. The school have shown some interest in using the building as part of a new delivery model. An alternative way of delivering a service needs to be explored such as a mobile unit to enable the vast rural area to be covered.

49.13 The data shows the centre this is situated in an area of high need with 12 Super output areas, 2 of which are in the lowest 20- 30 %. areas of deprivation

50. Implications for the Council

50.1 Strategic Implications

50.2 Transforming the way in which we deliver the Integrated Early Help Offer and Children's Centre Offer within the proposed 4 areas will support the Council in the delivery of its aim to be:

50.3 "A district which combines a strong, sustainable economy with a great quality of life, leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

This is also a shared aim of the Kirklees Joint Health and Wellbeing Strategy and the Kirklees Economic Strategy.”

51. Engagement and Consultation

- 51.1 A 4 week period of engagement has already taken place with a range of stakeholders, including the internal council staff, school hubs, health partners, the general public and voluntary and community sector organisations as part of the development of the Integrated Early Help Offer building on the successes and experiences of the Stronger Families project. A number of engagement sessions have taken place, with staff working within Children’s Centres, youth provision and social care to enable the team to gain their comments, views and opinions so they can be taken into consideration.
- 51.2 Under the statutory Children Centre guidance (April 2013) (see appendix 10) which deals with duty to consult under section 5D of the Childcare act 2006 (Children’s Centre consultation) it expressly imposes a duty to engage in consultation before opening, closing, merging centres or making significant changes to the range and nature of services provided through an existing Children’s Centre or before doing anything which would result in a Children’s Centre ceasing to be a Children’s Centre, i.e. either closing it or reducing the services provided to such an extent that it no longer meets the statutory definition of a Sure Start Children’s Centre.
- 51.3 The Council also has a statutory duty to consult with young people and the public around its duty to secure adequate youth services under section 507B of the Education Act 1996 which points refers to:
- 51.4 Sub-sections 507B(1) and (9) of the Education Act 1996 (EA 1996) provide: a local authority in England must, so far as reasonably practicable, secure for qualifying young persons in the authority's area access to–
- sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and
 - sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities
- 51.5 In exercising their functions under this section a local authority must
- take steps to ascertain the views of qualifying young persons in the authority's area about– (i) positive leisure-time activities, and facilities for such activities, in the authority's area; (ii) the need for any additional such activities and facilities; and (iii) access to such activities and facilities;
 - secure that the views of qualifying young persons in the authority's area are taken into account

(Qualifying young persons means people aged between 13 and 19 years, and people aged between 20 and 24 who have a learning difficulty.)

- 51.6 The legislation does not prescribe what form the consultation must take or prescribe the consultees but the consultation must meet the overriding legal requirements of fairness for it to be lawful.
- 51.7 The consultation must be at a time when proposals are at a formative stage.
- 51.8 The proposal must be set out in an in an intelligible way and give sufficient reason for intelligent consideration and response.
- 51.9 Adequate time must be allowed for consideration and response.
- 51.10 The results of the consultation must be conscientiously taken into account in finalising the proposals and making a decision.
- 51.11 There is also section 3 of the Local Government Act 1999 (Duty of Best Value) (see Appendix 11) which provides a duty on council's to secure continuous improvement in council services having regards to a combination of economy efficiency and effectiveness including a duty to consult :
- 51.12 "A best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness."
- 51.3 For the purpose of deciding how to fulfil the duty arising under subsection (1) an authority must consult—
- (a) representatives of persons liable to pay any tax, precept or levy to or in respect of the authority;
 - (b) representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions;
 - (c) representatives of persons who use or are likely to use services provided by the authority; and
 - (d) representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.
- (4) For the purposes of subsection (2) "representatives "in relation to a group of persons means persons who appear to the authority to be representative of that group.
- (5) In deciding—
- how to fulfil the duty arising under subsection (1),
 - who to consult under subsection (2), or
 - the form, content and timing of consultations under that subsection,
 - an authority must have regard to any guidance issued by the Secretary of State.
- 51.4 A formal consultation process and exercise is proposed to be undertaken with all key stakeholders between 27 September and 22 November and will include specific consultation with Children's Centre staff, Unions, Groups of Parents/Service Users, parents with children under 5 years, independent childcare providers, local residents, Ward Members, Members of Parliament (MPs), Advisory Boards, schools/academies and other key Local Authority staff.

- 51.5 The consultation process will be undertaken by and external consultant (QA Research), Local Authority Senior Managers and staff from within EITS/IYSS.
- 51.6 It is proposed that consultation with the public and service users will be through a range of tools:
- 51.7 Consultation survey – One of the main ways for service users and the public to engage during Part 2 will be through the consultation survey. They will have the option of completing this online (via the It's Time to Talk website), or completing it on paper. One thousand paper booklets and questionnaires are also being printed and will be available at Children's Centres, youth centres, libraries and customer service centres. The information booklet and survey questions are included in Appendix 12.
- 51.8 Focus sessions – a number of face to face sessions will be organised with specified and affected groups to ensure their views are captured. (information slide pack)
- 51.9 Information sessions – a number of informal, face to face sessions will also be organised to take place with service users.
- 51.10 Media engagement – A media statement will be issued on Monday 12 September. This will help to support the message that the Council is changing and we are formally consulting on the proposals and notify residents of the consultation activity.
- 51.11 Social Media and Kirklees Together – our existing, public channels will be used to engage the public on the proposed model for early help and encourage participation in the online survey.
- 51.12 Film – A film is being produced to explain the work and case scenarios as part of our communication offer.
- 51.13 Although the total scope of EIP is broader, the focus of the 8 week consultation is the delivery model for early help. Stakeholders will be consulted on:
- The rationale for changing from the current model
 - The three layers of support – Community Plus, Targeted and Complex
 - The proposals for Early Help Areas – the rationale for moving to central 'hub' sites and delivery sites (including changes to current children centres and youth provision)
- 51.14 The Part 2 consultation period will include questions relating to the specific location of services. It will be clear about what services the early help offer is likely to provide and what it is not. It will also be specific about the number and type of buildings needed in the new model.
- 51.15 The consultation process and exercise will be undertaken with the support and advice from representatives from Human Resources, Corporate Communication Teams, Legal Services and the Policy Team and to ensure that arrangements are robust and meet the requisite statutory and non-

statutory consultation requirements (including but not limited to Section 5D of the Childcare Act 2006 and Public Sector Equality Duty under Section 149 of the Equality Act 2010).

51.16 Following the period of consultation, a full and detailed report will be prepared detailing the responses and representations from the consultation exercise. This is expected for the 9th December Executive Team meeting.

52. Equalities (see Appendix 13a,b and c)

52.1 The Public Sector Equality Duty (PSED) means that the Council must have due regard to the need to “eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; foster good relations between people who share a relevant protected characteristic and those who do not share it.”

52.2 The protected characteristics covered by the PSED are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership (only in respect of eliminating unlawful discrimination).

52.3 The Council has therefore carried out an Equality Impact Assessment (EIA) to help it take due regard of its public sector equality duties.

52.4 EIAs were initially carried out in October 2015. However, a revised EIA has been undertaken to support Cabinet’s decision on this matter, provided as Appendix 16 to this report. Cabinet members are asked to consider the EIA carefully in reaching their decision.

52.5 The revised EIA takes into account the results of the engagement exercise carried out in July 2016 with the public, staff and other stakeholders, and a number of other sources of data and intelligence.

52.6 Key findings of the EIA:

52.7 There is the potential for a negative impact on certain protected groups of residents at a local level due to changes to the location of delivery sites etc. We will do further analysis and consultation, and propose mitigation if necessary.

52.8 The increased role played by community run services may have a greater impact on certain protected groups if volunteers lack suitable training and supervision. We will consider what mitigating actions we can take.

52.9 It is possible that the proposals may have a negative impact on staff in certain protected groups (for example, the workforce is predominantly female). We will do further analysis and consultation, and propose mitigation if necessary.

52.10 It is possible that changes to activities for young people and open access activities such as “stay and play” could impact on fostering good relations. We will do further analysis and consultation, and propose mitigation if necessary.

52.11 We do not foresee any impact on ending unlawful discrimination.

52.12 If Cabinet approves the stage two consultation, the EIA will be updated based on the results of the consultation. It will inform the development of final proposals, and the final decision to be taken by Cabinet in January 2017.

53. Risks and Issues

53.1 We are working with providers such as the VCSE sector and schools to ensure there is a sufficiently shaped market by the end of this financial year, to help support the LA fulfil its statutory duties in providing adequate youth provision and Children’s Centre core offer.

- HR risk around service review and commissioned services; IR Risk - Any reduction in the EITs/IYSS service will impact on staffing
- Further understanding is required in relation to the LA meeting the terms of the capital funding requirements in place in relation to Children Centres.
- No change in service will lead to savings not being achieved

53.2 It should be expected that stakeholders will ask during Part 2 about the potential impact of the model on individual sites. It is important that discussions focus on:

(a) this will be a coordinated approach that is more responsive to local needs

and

(b) utilising building space to best effective, co-locating services where appropriate.

- Further work is required (once the Healthy Child Programme has been tendered) to develop relationships with the successful provider and scope the feasibility of co-location of services and join up of the Early Help Offer
- Further work is required with key partners around co-location/integrated working arrangements within the Early Help Areas

53.3 Mitigation Planning

- HR planning in order to reduce the risk of compulsory redundancy through VR/VS/redeployment opportunities
- Ongoing discussion with key officers in relation to current capital funding allocations and conditions attached to
- Planning and development of community plus roles that will provide capacity building for the VCS and partners prior to the new model commencing

54. Next Steps

- Upon receipt of approval to proceed and following the agreed Call In period, officers will commence the public consultation as outlined in the report.

- On completion of the consultation exercise officers will evaluate and analyse the consultation results and prepare a report on the findings.
- Officers intend to return to Cabinet in January 2017 with the outcome of the consultation exercise.

55. Timeline

Action	Date Complete
Present proposals for consultation to cabinet	20 September 2016
Formal consultation to commence with service users, parents carers, partners and key stakeholders (subject to approvals)	27 September 2016
Formal consultation closes (subject to approvals)	22 November 2016
Consultation Analysis	23 November – 7 December 2016
Present findings and final report to Cabinet	17 January 2017

56. Officer Recommendations and Reasons

Cabinet approval is sought to:

- A) support the proposals included within the paper;
- B) commence a consultation exercise with current users of the EITSS/IYS service, along with their parents and carers, staff and key stakeholders, in order to reduce and redesign the future service offer.

57. Cabinet Portfolio Holder's Recommendations

57.1 Like many northern councils, Kirklees is in a position where we have to look at the money we spend on all our services. We have lost nearly half our budgets since 2010 and there is no service which has not been touched by cuts.

57.2 This administration has been clear that our main priority is caring for vulnerable children, adults and families. However, as well as our financial situation, we also recognise that the pressures on families and the issues facing vulnerable children have changed, as has national statutory guidance.

57.3 Many of our Early Help services have been traditionally provided in children's centres. However, as the report outlines, now is an opportune time to look at our service offer to make sure it is fit for purpose. We know, for example, that some of our existing centres are not located in a place which is convenient for the communities they serve. Some services are provided in buildings which have disproportionate upkeep costs. Some centres have had to choose between providing front-line services for families and

maintaining their buildings. Not only is this unsustainable, it is less than our children deserve. We need to build on the excellent work which already goes on in our communities, both to cope with our financial situation but also to give our families the support they need and prevent them needing higher level support wherever possible.

I am particularly supportive of the above towards a key worker model. We know from Serious Case Reviews but also from the experiences of many families that having lots of different agencies involved can be obstructive and result in people slipping through the gaps. Where people need specialist provision they should be able to access it, but it is right that we help families to navigate an often impenetrable system of services and providers. Having one key worker who understands the family and who is able to build a relationship based on trust will be invaluable.

57.4 I can therefore recommend:

- That Cabinet approve the principles behind moving to an Early Help model, which will enable us to work better with our partners and to provide a more joined up service for children and families
- The Cabinet note the findings of the engagement process undertaken earlier this year
- That Cabinet now approve out to consultation on the Early Help Offer

58. Contact Officer

Kathryn Loftus, Head of Change EIP

60. Assistant Director responsible

Sue Richards, Assistant Director for Early Intervention & Prevention

Appendices

Appendix 1



EarlyHelp App1
EngagementFindings

Early Help Engagement Phase Report

Appendix 2



EarlyHelp App2
PhasedApproach v1.0

The Integrated Early Help Offer – A Phased Approach

Appendix 3



EarlyHelp App3
CommunityPlusCaseS

Community Plus Case Study

Appendix 4



EarlyHelp App4
TargetedCaseStudy v

Targeted Case Study

Appendix 5



EarlyHelp App5
Current&NewOffer v:

Current Offer comparison with New Offer

Appendix 6



EarlyHelp App6
StatResponsibility v1.

Core purpose of Children's Centres & statutory responsibilities for youth provision compared with proposal for Early Help Hubs Statutory Responsibility

Appendix 7 Places



EarlyHelp App7
SchoolPlaces v1.0.pd

Securing Sufficient High Quality Learning and Childcare

Appendix 8



EarlyHelp App8
NeedsAssessment v1

Kirklees Children's Needs Assessment

Appendix 9

Kirklees Children's Needs Assessment – Summary



EarlyHelp App9
Needs Summary v1.0

Appendix 10

DfE - Surestart Children's Centres Statutory Guidance



EarlyHelp App10
CCStatGuidance v1.0

Appendix 11

DCLG – Revised Best Value Statutory Guidance



EarlyHelp App11
BestValue v1.0.pdf

Appendix 12

Consultation Booklet and Survey



EarlyHelp App12
ConsultationBooklet v

Appendix 13

Equality Impact Assessments

A A guide to Equality Impact Assessments & Stage 1 analysis



EarlyHelp App13a
EIA template v1.0.pd

B Stage 2 analysis & legal compliance



EarlyHelp App13b
stage2EIA v1.0.pdf

C Additional Information – the impact of the Early Help Offer on Kirklees Residents



EarlyHelp App13c
AdditionalInfo v1.0.p