

**Name of Meeting: Cabinet**

**Date: 26<sup>th</sup> September 2023**

**Title of report:** Redesign of short break, respite and support provision

**Purpose of report:** To seek cabinet approval to commence consultation on the redesign and reconfiguration of the short breaks, respite and support services for disabled children, young people and their families in Kirklees.

<b>Key Decision - Is it likely to result in spending or saving £500k or more, or to have a significant effect on two or more electoral wards? Decisions having a particularly significant effect on a single ward may also be treated as if they were key decisions.</b>	Yes.
<b>Key Decision - Is it in the <u>Local Authority's Forward Plan (key decisions and private reports)</u>?</b>	Key Decision – Yes Private Report/ Appendix – No
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	Yes
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Tom Brailsford, Strategic Director – Children and Families, 14 <sup>th</sup> September 2023
<b>Is it also signed off by the Service Director for Finance?</b>	Isabel Brittain, 18.09.2023
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	Julie Muscroft, 18.09.2023
<b>Cabinet member <u>portfolio</u></b>	Give name of Portfolio Holder/s  Cllr V Kendrick, Children' Services  Cllr E Reynolds, Learning & Aspiration

**Electoral wards affected:** All wards

**Ward Local Councillors consulted:** If approved, Ward Local Councillors will be consulted as part of the proposed process.

**Public or private:** Public

**Has GDPR been considered?** GDPR has been considered and upon review no personally identifiable information has been included in this report.

## **1. Summary**

It is a Kirklees council priority to provide the best possible outcomes for all children, young people and families, especially our most vulnerable with Special Educational Needs and Disabilities (SEND). Kirklees invests in a range of services that support children and young people and families with additional needs.

We currently offer a range of services which provide short breaks, activities and overnight respite for our children and young people and their families and carers. The majority of this provision is currently delivered from fixed buildings across Kirklees.

Throughout the COVID 19 Pandemic, alternative delivery models for all respite, short break and activity provision were put in place due to the restrictions and as a result were delivered in the community close to where children, young people and their families lived, in a more flexible and individually tailored way. Post Pandemic this has resulted in a number of families changing the way they wish to receive respite, short break and activity provision.

To ensure we are offering a flexible and fit for purpose provision that meets needs and achieves improved outcomes for children and families with additional needs, it is proposed to formally consult on what this might look like and how it could be delivered. A new delivery model will ensure we continue to prioritise the most vulnerable children and young people in Kirklees.

The consultation will be in relation to redesigning existing provision (including short breaks, respite and activities) based on what families have told us to provide a greater level of flexible integrated, local provision. This delivery model is in line with our corporate approach towards a place-based delivery of services, and the need for a consultation in relation to a more flexible integrated service offer had been identified prior to the current financial challenges. However, integrating services as proposed in the consultation would be expected to achieve efficiency savings of approximately £400,000.

Consideration for cabinet approval is requested to undertake a consultation to seek a wider view of the proposals from key stakeholders to inform options for service redesign. Stakeholders will include children and young people, parents and carers, staff working in internal services and across partnerships, ward members, wider community stakeholders and other interested parties.

## **2. Information required to take a decision**

The range of services for children and young people with disabilities and their families includes an Early Support and Inclusion team, a Children with Disabilities Social Work Service, a dedicated Young Peoples Activity Team (YPAT), and a specialised fixed building-based respite and short breaks provision for children and young people whose needs are more complex (Orchard View).

Our [local offer](#) highlights services that are available to families of children with disabilities in Kirklees and provides information on how to access additional support to meet needs. Families can request additional support directly or via other professionals such as school and health.

Many families access our Early Support and Inclusion Team. They are supported to engage with early help assessments which identify needs and strengths and develop a plan to coordinate the best support for them. The team tailor work for specific needs of disabled children and young people which includes techniques, information, advice and guidance to help them to manage particular complexities, as well as delivering group work and nurturing parenting courses for parent/carers of children with SEND.

Whilst many families are happy with this level of support, some prefer or need access to a statutory Social Care assessment which may result in provision of additional services as Children in Need. This means the family have access to a social worker and the needs of these families are discussed at our multiagency resource panel which helps guide the package of support for each family.

The outcome of these assessments would normally lead to families accessing support services provided by the local authority, which include activities, short breaks and respite. However, where these do not meet need or there is limited capacity, it may be that families are supported to access funding for alternative activities or breaks with community providers.

YPAT is a fixed-location service based in Ravensthorpe that supports disabled children and young people aged 5 to 18 with profound and complex needs to take short breaks. This includes running after school clubs, weekend clubs, and play schemes which run in school holidays. However, there have been issues with the suitability of the building for a number of years.

Orchard View is an 8-bed home situated in Mirfield, close to YPAT, that provides short breaks and respite for children for young people with disabilities between the ages of 7 to 17. Children and young people stay up to 10 nights per month, but usually around 2 or 3 nights. Families are invited to request access to the provision at times that meet their needs, but due to demand this is not always possible.

In October 2022, Cabinet approved a proposal to commission the purchase and development of another YPAT building in Ravensthorpe. Approvals were based on support for the specialised services that the building would provide which would improve the lives of children and young people with disabilities and their families. The nature of the activities for children and young people largely overlaps with those of Orchard View and YPAT. To date the development of this building has not commenced.

Many families find these provisions offer the support and outcomes that they need. However, other families have found that the support available does not meet their needs or is not available when they need it. This is often due to the services not being near to where they live. One example is where a family might be assessed to benefit from accessing an after-school club, but driving to where the service is based at that time of the day from where they live makes this difficult or not worthwhile. Another

example is a family that might require a few days respite provided by Orchard View, however the home is already at capacity at the time that they need it.

During the COVID-19 pandemic, services responded creatively to ensure continued access to services, which included alternative delivery models. Staff from across services worked in an outreach manner to enable and support activities, breaks and respite services within family's local areas. This was often using other buildings such as schools and community centres. This flexible and individually tailored approach of delivering services would be preferred by many families in Kirklees.

When existing provisions do not meet need of families, or are not available due to capacity, the resource panel works creatively to create packages of support which may be delivered by early support, social care or partnership agencies. However, due to how staff are currently assigned to specific service areas or locations, this often means paying for external options which can cost the Local Authority more. Also, this approach does not support families to develop stronger relationships near where they live. Our early support, social care, Orchard View and YPAT services benefit from staff with significant experience and skill working with this vulnerable cohort of children and young people. However, the current delivery model means staff and services are generally fixed-location based which restricts the access of families to specialised support depending on where they live.

We are seeking to integrate existing services to be more flexible and responsive to the individual needs of families, using a wider range of community facilities and buildings, would benefit individual families living across Kirklees. It is suggested that the 4 services that currently operate to meet the needs of children and families with SEND (early support and inclusion, social care, YPAT and Orchard View) are brought together into an integrated offer across universal, targeted and specialist support. This support could be better provided where families live, improving service intelligence about our local offer, and improving the life outcomes for our children.

We intend to consult with parents/carers, partners, stakeholders on our proposed plan.

### **3. Implications for the Local Authority**

#### **Working with People**

The local authority intends to undertake a 6-week consultation process to ensure that a wide range of stakeholders can express their views. Officers would work closely with families and with staff ensuring they are aware of the proposals at the earliest opportunity and would advise how they could participate in the consultation process.

#### **Working with Partners**

One of the expected outcomes of a consultation is better integration with partners to meet the needs of children and young people in Kirklees. Partners include schools, community centres and other local providers. These partners would be identified by consultation with young people and their families. It is particularly important to identify and include partners across the region of Kirklees in all the areas where children and families live.

## **Place Based Working**

A key priority of the proposed consultation is to inform the redesign of services to ensure families have access to a range of support services for their children and young people near where they live. This is in line with our corporate approach for place-based working.

## **Climate Change and Air Quality**

Should the consultation lead to a delivery model that means families can access support nearer to where they live, this will result in shorter journeys for families, and in turn reduced emissions, positively affecting air quality and climate change.

## **Improving outcomes for children**

The best outcome for our children is receiving the right support at the right time in the right place. It is suggested that providing tailored services nearer to where families live would make meet needs better for a wider range of families across Kirklees. Better integration of services provides opportunities to share the skills of staff and ensure consistency of relationships with children and families.

## **Financial Implications for the people living or working in Kirklees**

It is suggested that in addition to service provision nearer to where families live, that integration will lead to targeted efficiencies which is critical in the current financial environment.

The proposed consultation suggests that integrating services should contribute to better outcomes for children and families. Additionally, integration of services including staffing and premises provides the opportunity for efficiencies, and in turn positive financial implications for the people living and working in Kirklees. Integration of the services highlighted in this report following consultation aims to achieve efficiency savings of approximately £400k.

Providing a range of support options nearer where children and families live also has potential for making a positive difference to the transport costs for individual families of children with disabilities currently accessing services from a fixed base away from their home area.

## **3 Consultation**

This report is to request a consultation over the redesign and reconfiguration of the short breaks, respite and support services for disabled children, young people and their families. A consultation plan will be developed to include a wide range of stakeholders that will include children and young people, PCAN, staff, ward members and providers

## **4 Engagement**

The proposal outlined is regarding the engagement of a group of stakeholders to support the consultation of support provision for children with disabilities. To ensure engagement with children and young people is appropriate and developmentally appropriate, officers will be supported by our children's engagement and voice teams who will provide support, guidance and delivery. The findings will be analysed and used to inform proposals that will be brought back to cabinet for a decision.

The consultation includes an aim to achieve integration of services, leading to efficiencies of approximately £400k. Where savings are likely to affect staff working within service areas, appropriate staff, HR and union engagement processes will be progressed concurrently to the consultation on service redesign. These processes may involve additional costs.

## **5 Next steps and timelines**

Subject to cabinet approval, it is proposed that the next steps are to trigger a 6-week consultation. Following consultation, it is proposed that an outcomes and options report should be presented for consideration by Cabinet.

Any proposed re-design will include an Integrated Impact Assessment (IIA). A draft IIA has been completed for the purposes of this proposal, to be updated in line with the initiation of the consultation. The IIA looks at that the nine protected characteristics groups under the Equality Act 2010 and additional diversity characteristics. In addition to disability, these also crucially include gender, race, and religion. It is essential that any redesign would not disproportionately affect any children, young people or their families based on these characteristics.

## **6 Officer recommendations and reasons**

The recommendation is to proceed with a timely consultation process with key stakeholders to establish options to design the optimal service for children and young people across the geographic region of Kirklees. Specifically, it is suggested that the consultation considers a change of service delivery direction from the previously approved model of resource focussed in one fixed location towards an integrated, place-based and partnership-delivered approach.

In order to do this Cabinet are asked to delegate authority to the Strategic Director for Children's Services in consultation with the Portfolio Holder for Children's Services to finalise plans for consultation about the redesign and reconfiguration of the short breaks, respite and support services for disabled children, young people and their families and to carry out the consultation in order to report back to Cabinet.

The consultation will enable feedback from consultees to inform a future decision by Cabinet to facilitate improved outcomes for service users as well as leading to efficiency savings.

Subject to decisions made by Cabinet, an indicative timeline for the next stages of the statutory process is set out below:

<b>Activity</b>	<b>Date * These dates are indicative and may change; they are also subject to Cabinet approval.</b>
Consultation and engagement	<b>October 2023 to November 2023</b>
Outcome and options report to SLT/ET and subsequently to cabinet to seek approval for proposed redesign.	<b>December 2023</b>
Kirklees Local Authority Cabinet take a final decision regarding the proposals.	<b>December 2023</b>
<b>Implementation would begin</b>	<b>January 2024</b>

## **7 Cabinet Portfolio Holder's recommendations**

The cabinet portfolio holders are aware of the proposal and invite the request for consultation to be considered by cabinet. We await further recommendations following consultation.

### **Contact officer**

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## **8 Background Papers and History of Decisions**

Respite and Short Breaks Key Decision Notice submitted on 17<sup>th</sup> August 2023 for cabinet on 26<sup>th</sup> September 2023.

## **9 Service Director responsible**

Dr Kieran Lord, Service Director – Resources, Improvement and Partnerships